



International Science Group  
ISG-KONF.COM



# MARKETING RESEARCH OF AGRICULTURAL ENTERPRISES: THEORETICAL AND PRACTICAL ASPECTS

Monograph

ISBN 979-8-88680-819-3

DOI 10.46299/979-8-88680-819-3

BOSTON(USA)-2022

**Mazur K., Babyna O., Babyn I., Germaniuk N., Harbar Z.,  
Harbar V., Hontaruk Y., Bondarenko V., Krasnyak O., Kubai O.,  
Kvaterniuk A., Lohosha R.**

**MARKETING RESEARCH OF AGRICULTURAL ENTERPRISES:  
THEORETICAL AND PRACTICAL ASPECTS**

**Monograph**

**2022**

**UDC 338.43**

**Author's:**

Mazur K., Babyna O., Babyn I., Germaniuk N., Harbar Z., Harbar V., Hontaruk Y.,  
Bondarenko V., Krasnyak O., Kubai O., Kvaterniuk A., Lohosha R.

**Editor:**

**Mazur Kateryna** – Head of the Department of Agricultural Management and Marketing, Vinnytsia National Agrarian University.

Mazur K., Babyna O., Babyn I., Germaniuk N., Harbar Z., Harbar V., Hontaruk Y.,  
Bondarenko V., Krasnyak O., Kubai O., Kvaterniuk A., Lohosha R. Marketing  
research of agricultural enterprises: theoretical and practical aspects. Monograph. –  
Primedia eLaunch, Boston, USA, 2022. – 336 p.

Library of Congress Cataloging-in-Publication Data

ISBN – 979-8-88680-819-3

DOI – 10.46299/979-8-88680-819-3

All rights reserved. Printed in the United States of America. No part of this publication may be reproduced, distributed, or transmitted, in any form or by any means, or stored in a data base or retrieval system, without the prior written permission of the publisher. The content and reliability of the articles are the responsibility of the authors. When using and borrowing materials reference to the publication is required.

The collection of scientific articles published is the scientific and practical publication, which contains scientific articles of students, graduate students, Candidates and Doctors of Sciences, research workers and practitioners from Europe and Ukraine. The articles contain the study, reflecting the processes and changes in the structure of modern science.

**UDC 338.43**

**ISBN – 979-8-88680-819-3**

© Mazur K., Babyna O., Babyn I.,  
Germaniuk N., Harbar Z., Harbar V.,  
Hontaruk Y., Bondarenko V., Krasnyak O.,  
Kubai O., Kvaterniuk A., Lohosha R.

## ANNOTATION

In the current conditions of global transformation, the role of managing the marketing activities of agricultural enterprises is growing. An essential element of effective business is the understanding and use of the concept of marketing in the management of agricultural enterprises. The quality of marketing activities in management is decisive, as it determines the highly profitable rhythmic activities of the enterprise.

Studies of agricultural enterprises in Ukraine confirm that the introduction of marketing, although becoming more widespread, but not yet fully used all existing forms of marketing management. That would ensure the competitiveness of agricultural enterprises, adaptation to constant changes in the environment and market conditions, the stability of economic conditions.

The success of any agricultural enterprise depends not only on the financial results of its activities, but also on the proper organization of marketing activities and the flexibility of the management system, because under market conditions the company's management needs market reviews, purchasing power research, sales forecasting calculations of the effectiveness of product advertising.

Management, which does not keep up with the dynamic changes inside the enterprise and in the external environment, leads to the "death of ideas" and makes the agricultural enterprise incapable of adaptation and further development, and marketing is an integral part of the enterprise.

The scientific basis of management of economic development of agribusiness entities is revealed in the works of Ukrainian economists - V. Andriyчук, I. Balanyuk, I. Grishova, M. Malik, P. Sabluk, A. Tretyak, O. Shpykulyak and other scientists. Theoretical issues of strategic management are covered in the scientific works of M. Albert, O. Amosov, I. Ansoff, J. Zavadsky, M. Meskon, G. Minzberg, G. Mostovoy, G. Odintsova, M. Porter, A. Thompson, A. Fayol and other domestic and foreign authors. Theoretical foundations of marketing management became the subject of research by G. Armstrong, L. Balabanova, O. Varchenko, A. Voychak, O. Hudzinsky,

P. Doyle, G. Kaletnik, S. Kamilova, F. Kotler, J.-J. . Lamben, I. Litovchenko, L. Naumova, M. Oklander, O. Osnach, P. Ostrovsky, A. Pavlenko, I. Reshetnikov, M. Sakhatsky, I. Solovyov, O. Chirva, O. Shpychak, many other domestic and foreign scientists.

Theoretical developments and practical recommendations of these scientists have formed a common methodological basis for marketing management of agricultural enterprises. However, research on the management of marketing activities of agribusiness entities is not sufficiently systematic and complete.

In the practice of domestic agricultural enterprises there are a number of shortcomings that reduce the effectiveness of marketing activities. These include: chaotic use of certain elements of marketing, reduction of marketing functions only to stimulate the sale of goods, food, focus on the short term, lack of flexibility and ignorance of consumer demand.

To solve these problems, it is necessary to develop measures to promote the sale of products through the formation of a system of sales support and development of agri-food market infrastructure, which would cover the district and regional levels. In these conditions, the role of marketing activities of agricultural enterprises and the need to develop recommendations for the organization and development of marketing tools in agro-industrial production at the enterprise and regional levels, which determines the relevance of this study.

The results of the presented research in the monograph are made within the initiative of the Department of Agrarian Management and Marketing of Vinnytsia National Agrarian University "Development of the concept of marketing management of agricultural enterprises" state registration number: 0122U002111 for 2022–2024.

TABLE OF CONTENTS

1.	<p>Mazur K.<sup>1</sup></p> <p><b>ORGANIZATION OF THE SYSTEM OF MARKETING MANAGEMENT OF AGRICULTURAL ENTERPRISES</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	7
2.	<p>Babyna O.<sup>1</sup></p> <p><b>MANAGEMENT OF MARKETING ACTIVITIES OF AGRICULTURAL ENTERPRISES</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Vinnytsia, Ukraine</p>	40
3.	<p>Babyna O.<sup>1</sup>, Babyn I.<sup>2</sup></p> <p><b>ORGANIZATION OF MARKETING ACTIVITIES AT MILK-PROCESSING ENTERPRISES OF UKRAINE</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Vinnytsia, Ukraine</p> <p><sup>2</sup> Department of machinery and equipment for agricultural production of Vinnytsia National Agrarian University, Vinnytsia, Ukraine</p>	72
4.	<p>Germaniuk N.<sup>1</sup></p> <p><b>ORGANIZATION'S PERSONNEL MARKETING MANAGEMENT</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing Vinnytsia National Agrarian University</p>	108
5.	<p>Harbar Z.<sup>1</sup>, Harbar V.<sup>2</sup></p> <p><b>MANAGEMENT OF MARKETING ACTIVITIES OF AGRICULTURAL ENTERPRISES</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Ukraine, Vinnytsia</p> <p><sup>2</sup> Department of Economics and International Relations of Vinnytsia Trade and Economic Institute STEU</p>	142
6.	<p>Hontaruk Y.<sup>1</sup>, Bondarenko V.<sup>2</sup></p> <p><b>FORMATION OF MARKETING MODELS OF AGRICULTURAL ENTERPRISES FOCUSED ON THE PRODUCTION OF BIOFUELS</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing Vinnytsia National Agrarian University</p> <p><sup>2</sup> Department of Marketing Vinnytsia Trade and Economic Institute State University of Trade and Economics</p>	185

MARKETING RESEARCH OF AGRICULTURAL ENTERPRISES: THEORETICAL AND PRACTICAL ASPECTS

7.	<p><b>Krasnyak O.<sup>1</sup></b></p> <p><b>SALES POLICY IN THE ENTERPRISE MARKETING SYSTEM</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Vinnytsia</p>	218
8.	<p><b>Kubai O.G.<sup>1</sup></b></p> <p><b>FORMATION OF THE MARKETING PROGRAM OF AGRICULTURAL ENTERPRISES</b></p> <p><sup>1</sup> Department Agrarian Management and Marketing, Vinnytsia National Agrarian University Ukraine, Vinnytsia</p>	253
9.	<p><b>Kvaterniuk A.<sup>1</sup></b></p> <p><b>INNOVATIVE DEVELOPMENT OF THE CROP INDUSTRY BASED ON THE MARKETING APPROACH</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Ukraine, Vinnytsia</p>	291
10.	<p><b>Lohosha R.<sup>1</sup></b></p> <p><b>CONCEPTUAL BASES OF DEVELOPMENT OF MANAGEMENT OF MARKETING ACTIVITY OF AGRARIAN ENTERPRISES</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing Vinnytsia National Agrarian University</p>	297
	<b>REFERENCES</b>	320

10.46299/979-8-88680-819-3.1

## **1. Organization of the system of marketing management of agricultural enterprises**

In modern conditions, the search for innovative approaches to the management of agricultural enterprises is of great importance, among which a significant place belongs to marketing management. The results of the study suggest that the use of marketing management tools will help ensure the market orientation of the agricultural enterprise, which provides a focus on success, timely adaptation to the environment, gaining a leading position in the market, providing competitive advantage.

The emergence of marketing was associated with the relative saturation of the markets of the most developed countries, the abandonment of the principle of "sell what is produced" and the transition from it to a more flexible principle of "produce what can be sold." Therefore, the first definitions of marketing were based on meeting the needs of buyers (consumers), by directing their flow of goods and services through exchange.

The most common is the scientific definition of this activity, formulated by the world-famous American Marketing Association. According to experts of the association, marketing is a process of planning and managing the development of goods and services, pricing policy, sales and promotion of goods to customers to create such a variety of goods that can meet the needs of individuals and organizations. Unfortunately, this definition of marketing is accurate and almost exhaustive only for a well-formed and stable economy. Under our conditions, marketing is mostly equated with market-oriented management of production and sales activities of the enterprise. Because only in the last 10 years has the concept of "marketing" become extremely popular as a mandatory attribute of a market economy. And this is not accidental: the state is going through a difficult stage of transformation on the way to a modern developed market, whose economic entities rely on marketing tools to choose the optimal strategy.

Marketing as a theory, way of thinking, philosophy of entrepreneurial activity requires careful scientific study and a realistic approach to management practice. First of all, marketing as a concept of enterprise management requires an analysis of



management activities. Four elements are needed to guide this process: source data (information); purpose of activity; actual activity and control of results. Management activities are divided into three levels – strategic, tactical and operational. At the strategic level, long-term (10–15 years) goals of the enterprise are determined. The resources needed to achieve these goals (financial, material, etc.) are determined. The strategy of achievement of the purposes is chosen. At the tactical level, the general objectives are specified for a shorter period (up to 5 years). Based on them, tasks are formulated and the necessary resources are involved. At the operational level, the current tasks posed by market conditions are solved. These tasks should not contradict the long-term strategic goals of the enterprise. The goals of marketing as a market concept of enterprise management are always a reflection of long-term and short-term goals of the enterprise.

It should be noted that in the process of marketing management of enterprises and organizations there are classic and non-standard problems. Management technologies with proven methods of generalized standardized planning, organization, control, accounting and regulation of business activities are used to solve classical problems. Non-standard management tasks, which include market research, development of new products, reorientation of management functions to marketing, etc., require atypical approaches to solve them, the introduction of original management technologies that increase time and material costs. At the same time, non-standard problems both directly and indirectly arise from the classic (generalized collection and analysis of economic information, the formation of product ranges, strategic and operational control, etc.) tasks. It becomes obvious that the management of marketing activities should be considered as a logical-deductive process aimed at solving certain closely related issues that have different subject-oriented orientation. Problems that arise in the process of managing the marketing activities of enterprises and organizations can be divided into several interrelated blocks, the subject-meaning sphere of which has information-analytical, implementation-instrumental, organizational-control, technological and logical-deductive orientation]. The marketing management system includes organizational structures, division of

responsibilities, positions of planning and control of marketing activities. Situational analysis is based on identifying external and internal causes that led to positive and negative results, assessing the level of competence and efficiency of employees, describing the current state and possible changes.

Marketing management defines an important functional area of business management, responsible for the flow of goods and services from producers to consumers. It includes planning, organizing, leading, coordinating, motivating and controlling marketing activities. In essence, it is demand management according to a customer-centric marketing philosophy.

Marketing management is the management of a decisive and creative task to ensure customer satisfaction and thus make a profit from consumer demand. These are the management functions of planning, execution, coordination and control of market functions of marketing research, product planning and development, pricing, advertising, sales and distribution to meet the needs of consumers, business and society.

Marketing management is a marketing concept in action. It includes all activities necessary to identify and meet the needs of consumers. Simply put, marketing management sets marketing goals, develops marketing plans, organizes marketing functions, implements marketing plans and strategies, and monitors marketing programs in the final analysis. Marketing management has become important to meet the growing competition and the need to improve distribution methods to reduce costs and increase profits. Today, marketing management is the most important function in a commercial and business enterprise, due to the following factors:

- the need to bring new products to market;
- strengthening the production of existing products;
- reducing the cost of sales and distribution;
- export market;
- development in means of communication and modes of transport in the country and abroad;
- increase in per capita income and demand for more consumers.

Effective marketing management requires the highest level of skill and mastery. This ensures careful compliance with the consumer and an understanding of the forces of change in the environment that have a profound impact on the habits and motivations of customers. This necessitates creative imagination and creative skills to plan in accordance with changing market conditions; marketing management also requires the skills to coordinate and control the widespread and complex activities of a dynamic organization.

Each product produced must be delivered to the point of sale and offered to the buyer. The implementation of this task involves a system of certain actions with the use of appropriate tools, called the distribution of goods or (in domestic science and practice) trade. Physical distribution (movement of goods) as: “All measures related to the planning, implementation and control of the physical flow of raw materials, inventories and finished products from the point of origin to the place of consumption. The main activities include customer service, inventory control, handling, transportation, warehousing and storage. It is quite interesting to look at the relationship between marketing strategy and the practice of trade. The authors connect the history of the market of cut flowers in the United States.

Market research shows that only 2.5 percent of households regularly buy cut flowers, but there were opportunities to encourage the public to buy more flowers and more often. However, flower shops have focused on special occasions such as weddings, funerals, gift days and more. Manufacturers wanted to sell their products en masse, and outlets in department stores and food chains enjoy a much higher level of customer attendance. Studies have also shown that many consumers consider the unit price too high to regularly buy cut flowers. The manufacturer's response was to abandon the agreement to sell in packs of a dozen flowers. They reduced the unit price by packing the bouquets in smaller packages. For example, roses were sold in large quantities of three units. Having determined the size of trade units – flowers were packed accordingly. To persuade retailers to stock up on cut flowers, this product must be more competitive than other products competing for limited retail space.

Manufacturers have invested in merchandising design that minimizes required

space and maximizes the impact on potential buyers. In addition, because research has shown that flowers are an impulse purchase and are more likely to be purchased at the end of a store visit than at the beginning, manufacturers have encouraged sellers to place outlets near checkouts. These tactics have helped increase the profitability of cut flowers for retailers. This case illustrates how the movement of goods and marketing interact.

To ensure the effectiveness of changes in the practice of trade require changes in marketing strategy, and vice versa.

With increasing production capacity, increasing incomes, the market began to dictate the conditions for improving service, sales promotion, customer service culture, which led to the development of trade as a specific activity of the manufacturer or intermediary, associated with the process of moving goods and ownership from the manufacturer to the consumer. The basis for the separation of trade into a separate sector of the economy is the social division of labor and the separation of trade capital as part of industrial capital, due to attempts to use their own resources more efficiently. Trade accumulates the specific features of manufactured goods and services, their consumer qualities, the perception of buyers about the ability of goods to meet needs. It helps the company to understand the importance of commodity production, its values and the level of commercial and sales development, sales promotion, packaging and ways to move and transfer ownership of goods to target consumers. Trade activities are carried out by enterprises-manufacturers, sales and purchasing organizations, enterprises for the sale of goods in large batches and single products, persons-sellers of various forms of ownership and organizational structure. All these companies and organizations perform a number of common to all functions:

- realization of the produced consumer value, creation of economic preconditions for reproduction of the aggregate product;
- bringing consumer goods to consumers by organizing the movement of goods from producers to consumers (transportation, storage, warehousing);
- maintaining a balance between supply and demand with a simultaneous impact on production in terms of volume and range of products;

- reduction of consumption costs in the field of consumption (consumers' costs for the purchase of goods) through the improvement of sales technology, information and explanatory services, etc .;

- conceptual and organizational measures for product development, market research, organization of distribution, formation of the price mechanism, creation of service services.

The primary link in the implementation of all functions is a trading company. A fundamental feature of the enterprise of trade as an open system is the presence of man as an active element of the system. This fact is due to the presence of special properties of the system:

1) the uniqueness and uncertainty of the behavior of the trading system in specific conditions;

2) the ability to self-organization, expressed through:

a) the ability to change its structure, maintaining integrity and shaping behaviors;

b) the ability to counteract negative trends and generate development trends;

c) ability to adapt to changing conditions;

d) ability and efforts to form goals within the system.

The enterprise carries out trade activity if it has the necessary resources: qualified personnel, inventories, technology of the trade process, credit lines, information on the state of the market, demand and consumption rates.

One of the main tasks set by each agricultural enterprise is to make a profit from economic activities, including production of agricultural products. Therefore, the formation of the production structure of agricultural enterprises is based on an assessment of demand for products they plan to produce, the availability of skilled workers who will organize the production process and the appropriate amount of resources needed for production (financial, material, information, etc.). The economic efficiency of agricultural enterprises depends on their production potential, ie their ability to produce agricultural products. Based on the analysis of these indicators, it is possible to determine the level of production potential and economic efficiency of agricultural enterprises.

For most agricultural enterprises there is an urgent need to develop ways to improve the management of marketing activities. The main ways to improve the management of marketing activities of agricultural enterprises, we include:

- creation of a full-fledged marketing service;
- formation and implementation of an effective marketing strategy.

In order to enhance the functions and improve internal relations, it is advisable to clearly divide and organize the services and departments of the enterprise in two areas: production, ie related to production, and service, including marketing, which provide the necessary conditions for proper functioning of major units. The creation of a marketing department at an agricultural enterprise can strengthen the competitive advantage and competitiveness of the enterprise in the market.

We believe that for most agricultural enterprises the implementation of the developed recommendations marks the result of the effectiveness of marketing activities. Thus, the management of marketing activities as a type of professional activity is aimed at ensuring the competitiveness of agricultural formations based on the laws of functioning and development of the agricultural market, which emphasizes the integrative role of marketing as an important management function. Effective management necessarily requires from marketers and management analytical, strategic thinking, the ability to predict the results of strategic decisions.

When organizing the marketing structure of the enterprise it is necessary to comply with such basic principles of its construction as:

- simplicity of marketing structure. The simpler the structure (other things being equal), the more mobile its management and the higher the chances of success;
- an effective system of communication between departments. This provides clear information transfer and feedback;
- a small number of chains of marketing structure. The fewer links the structure is characterized by, the more efficient the transfer of information from top to bottom and bottom to top;
- flexibility and adaptability.

Under the influence of rapid changes in consumer demand, high rates of

scientific and technological progress, growth and complexity of production, as well as other factors, the nature and direction of the goals of the enterprise, ways to achieve them. Because of this, marketing structures can be considered flexible only if they are able to change their organizational forms with changes in the marketing strategy of the enterprise. Organizational changes can be quick and without reducing the efficiency of the enterprise, if the ability to change is embedded in the structure itself. In order for marketing structures to be flexible, companies must constantly have up-to-date information on the internal state of affairs and the external environment, which is represented by demographic, economic, natural, technical, political and cultural factors. It is important to achieve internal marketing goals to create internal organizational units in the marketing department of the enterprise.

As noted by Logosha RV The development of new methods and approaches of management convincingly demonstrates the need to introduce marketing as one of the market tools that can meet market needs and combine the interests of economic entities. Marketing is the most important element of the market mechanism of management, in which the main role in the formation and planning of production and marketing activities of enterprises and organizations in the agro-industrial complex belongs to the consumer. Since the activities of all agricultural enterprises in a market economy should be based on economic profit, the presence of perfect competition and price fluctuations, marketing becomes central to the management structure. Only using the basic principles of marketing (freedom of choice, consumer orientation, commercialism and manufacturability), you can create an enterprise that will focus on both real and potential consumers of products. The experience of foreign countries with developed market economies shows that in a developed and dynamic food market management of production and sale of agricultural products is effective in the widespread use of principles, methods and techniques of marketing [1, p. 8].

According to Bondarenko VM The main principles due to which marketing performs the relevant functions are:

- free choice of purpose and strategy of functioning and development;
- concentration of efforts on achieving the final results of production and

marketing activities and gaining market share;

- openness to consumers, their needs and desires and active adaptation and influence on them;

- a comprehensive approach to solving problems in accordance with the available resources and capabilities of the firm;

- constant search and realization of reserves for optimal and effective use of sales management staff;

- scientific approach to solving marketing problems, ahead of competitors, systematic marketing research;

- flexibility in achieving the goal through the response to constant changes in the macro market environment;

- activity, aggression and entrepreneurship, which allow you to quickly and efficiently respond to changes in the external environment of the company [2, p. 11].

A qualitatively new approach to production management, due to a set of activities in marketing, is that the analysis of effective market demand for products, consumer needs becomes the basis for identifying opportunities for production, ways to intensify and increase efficiency.

Marketing planning is an integral part of, on the one hand, the overall planning system of the enterprise, and on the other hand, the system of its marketing functions. Constant attention to this problem by both practitioners and scientists, confirms its importance as a factor in the effectiveness of marketing activities. Needless to say, a well-developed marketing strategy that takes into account the objective conditions of the external environment and the company's ability to adequately implement planned activities can significantly strengthen the company's competitive position in the market environment. In this regard, the improvement of methodological foundations of marketing planning should be considered as a reserve to increase the competitiveness of the enterprise.

Despite the fact that the issues of methodological and methodological support are well covered in domestic and foreign scientific sources, our research shows that in practice the system of marketing planning in many agricultural enterprises is still far



from perfect. This is due to many reasons, but the leading place among them, in our opinion, is the inability of the company's management and marketing staff to provide marketing planning with the necessary strategic direction. The formation of strategic marketing is envisaged by us as a natural and inevitable direction of transformation of the role of marketing activities. In our opinion, the content of strategic orientation, which is a sign of a new methodological approach to the organization of the marketing planning system, is focused on ensuring sustainable competitive advantages of the enterprise.

Sustainability of competitive advantages ensures their long-term nature due to the inability of competitors to imitate them. Competitive advantages cannot be considered sustainable if competing companies can recognize the relevant organizational, economic, technological changes and use them with the same efficiency.

Survival of an enterprise under conditions of constant intensification of competition and growing dynamism of market conditions is possible only if it, due to the unique features of its resource base, occupies a specific market niche in which the enterprise can most effectively meet consumer needs. In particular, agricultural enterprises of Vinnytsia district of Vinnytsia region, in addition to mass products designed for the mass consumer, according to our recommendations began to develop and narrow specialized market niches of the market of organic products.

General methodological approaches to the organization of the marketing planning system are presented in table. 1.

Providing a strategic focus to these activities will provide a comprehensive focus on their identification, justification, maintenance and use of unique resource opportunities (competencies) of the enterprise

Table 1

Methodical stages of marketing planning

Stage	Content
1. Whole definition	Establishing the company's mission, short-term and long-term goals
2. Analysis of the situation	Carrying out of marketing audit, SWOT-analysis, substantiation of assumptions on which the developed plan is based
3. Development of marketing strategy	Defining marketing goals and developing measures to achieve them, forecasting and evaluating their effectiveness, identification of alternative courses of action
4. Organization of implementation and monitoring	Financial support of marketing strategy, development of detailed short-term marketing plans, organizational support and control of effectiveness of measures

*Source: systematized on the basis of [1, 2]*

The system of strategic marketing planning should be aimed at maintaining a sustainable competitive advantage in a dynamic change of marketing environment. Our research allows us to identify the main areas of change in the marketing environment of agricultural enterprises, which dictate the need for constant review of their marketing strategy:

1. According to the pace of dynamics, the market of agricultural products has not changed significantly over the past 10 years.

2. There have been changes in the technological support of agar production: in addition to producers who use traditional technologies of agricultural production, there are producers who produce products using intensive production technologies of better quality ..

3. In the life cycle of the market of agricultural products no significant changes have taken place – this is a mature market with stable consumption.

4. There have been changes in consumer behavior: which are significantly differentiated by income level. Low-income consumers prefer products with the best value for money. High- and middle-income consumers are willing to pay more for high-quality products.

Thus, our research allows us to summarize the main types of such changes and identify challenges that arise in this context before the system of strategic marketing planning (Table 2).

Generalization of the experience of marketing activities of agricultural enterprises makes it possible to formulate a set of methodological principles aimed at ensuring high efficiency of strategic marketing planning.

Table 2

Ways of adaptation of agricultural enterprises to changes in the marketing environment

Sphere of change	Contents of the change	Areas of marketing activities
The pace of market environment dynamics	Reduction of time planning horizons; reduction of product life cycle; instability of consumer tastes	Increasing the aggressiveness of marketing activities; accelerating the pace of development of new products; increasing the reliability of market forecasts; optimization of pricing and communication policy
Technology	Improving the flexibility and efficiency of production systems; development of new materials; expanding automation capabilities; increasing the importance of product quality	Transition to microsegmentation strategies; transition from one-time transaction marketing to long-term relationship marketing; deepening the focus on the priority of consumer needs
Market maturity	Decreased profitability; growth retardation; elimination of excess capacity; increasing competition	Development of new types of products; access to new segments of existing markets and new markets
Consumer behavior	Strengthening product quality requirements; deepening awareness; concentration of purchasing power; reducing the predictability of behavior	Search for information on new consumer needs and appropriate modification of marketing strategies; formation of a multi-channel product distribution system
Globalization of markets	Increasing competition; reduction of profitability; market expansion; deepening alternatives to consumer choice; growing diversity of consumer needs	Renewal and restructuring of production systems; formation of multi-focus orientation to meet consumer needs; increasing the aggressiveness of marketing activities

Source: systematized on the basis of [1, 2]

The first of these principles, we consider the focus on ensuring sustainable competitive advantage, ie the occupation of individual market niches in which the company operates out of competition. The main sources of these benefits are summarized in table. 3.

Closely related to the first principle is the second principle, which can be formulated as a focus on product differentiation. Its importance is due to the fact that due to the differentiation of the existing range of goods and services the company is

able to realize differential advantages over its competitors.

The product policy of the enterprise should provide the following levers of successful differentiation:

- ensuring the highest level of product quality;
- introduction of innovative product characteristics;
- creation of functionally unique types of products;
- formation of a positive reputation of trademarks (brands);
- improving the quality of service.

Table 3

Sources of sustainable competitive advantage

Source	Type of advantage
Special market position	Protected market niche; effective product differentiation; low cost of production
Special competencies	Specialized knowledge; consumer orientation; long-term relationships with the subjects of the marketing environment; favorable organizational culture
Special resources	High functionality; scale effect (minimum value of average costs for a certain size of production); privileged access to financial resources

*Source: systematized on the basis of [1, 2]*

The next principle, in our opinion, can be considered to be continuous monitoring of the external environment. Since the market environment is characterized by dynamic transformations, it is important to identify in a timely manner the benefits and threats to the company, which are formed as a result of trends in the market situation. The process of carrying out this monitoring must meet two requirements: continuity and complexity. The complex orientation implies the need to cover the state of both the macroenvironment (policy, government regulation, economic cycles, technological development, socio-cultural trends) and microenvironment (market capacity and potential, consumer behavior, nature of market segmentation, interaction with suppliers, operation of distribution channels, socio-economic trends in the industry). In organizational and methodological terms, this principle is implemented through regular marketing audits.

The next principle can be considered the identification of opportunities and

threats that are present in the external and internal environment. In contrast to marketing audit, whose task is mainly to properly record the facts, the implementation of this principle is more theoretical and analytical. Identification of opportunities and threats should be the result of analysis of the environment in which the company operates. As a rule, the formulation of opportunities and threats should be concise; if it cannot be presented in a concise form, it most likely means that the analytical study of the marketing audit did not bring significant results. In contrast to the latter, a sign of the process of identifying opportunities and threats is its focus: positive and negative opportunities are always found in the context of certain combinations of "product-market". Within each such combination, it is necessary to analyze the strengths and weaknesses of competitors in the concept and design of products, sales and distribution, service, financing, management. When conducting such research, it is important not only to identify such aspects, but also to justify ways to neutralize the negative and more active use of positive opportunities. The latter is a prerequisite for the formation of sustainable competitive advantages of the enterprise.

Based on the goal of strategic marketing planning – the formation of sustainable competitive advantages – and identified opportunities and threats, it is necessary to develop an adequate strategy for market segmentation, which is the content of the following principle. Along with optimal product differentiation, market segmentation makes it possible to identify a market niche in which competition can be significantly facilitated for the company. We emphasize that market segmentation is not a purely technical procedure; in each situation it is necessary to be creative in defining its criteria, which should be established based primarily on the specific needs of consumers. This principle requires that the company avoid, if possible, the strategy of undifferentiated marketing – that is, offering a unified product to a wide range of consumers.

In modern conditions, to increase its competitiveness and determine the target market, it is not enough to segment only in one direction. Our research shows that in the framework of integrated marketing requires double segmentation on the most important criteria – competitors and consumers. In the segmentation of the market of

agricultural products it is necessary to distinguish from the traditional variables in the analyzed factors of the variable taking into account the characteristics of the industry.

The above principles of strategic marketing planning are mostly static, as they do not explicitly emphasize the need to adapt the company to the dynamic changes taking place in the socio-economic environment. In marketing planning it is necessary to take into account the existence of the life cycle of different product and market combinations, because at different stages of the optimal strategy of the enterprise changes significantly.

Thus, our research shows that penetration into new markets is most appropriate in the initial periods of operation of certain goods in certain markets; penetration of the mature market of goods may be difficult due to the competitive advantages of companies with experience in the relevant field. Even if these advantages can be simulated without high costs, the saturation of the market with the expansion of supply will lead to lower prices and low profitability of such products.

The next principle – the implementation of competitive structural analysis – is aimed at identifying the optimal areas of production activities of the enterprise, based on the peculiarities of the marketing situation, its dynamics, and the specific needs of target groups of consumers.

For a more formalized implementation of such an analysis, the following matrix was developed, which reflects alternative combinations of the degree of market attractiveness of a particular product in a particular market and the competitiveness of the enterprise in this area (Table 3).

Of the commodity-market alternatives presented in the matrix, only one that combines a lack of competitiveness with a low market attractiveness can be considered of little use to the enterprise. However, it is necessary to take into account the additional opportunities created by changes in consumer tastes or other factors of the market environment. Other alternatives can be considered equally important for the company, as it reflects the functional division of activities between tactical and strategic areas. If their share differs significantly, then the company faces an additional problem of balancing activities according to these criteria.

Table 3

Matrix of competitive structural analysis

		Competitive position of the enterprise	
		Strong	Strong
Market attractiveness of goods on the market	High	making investments for long-term growth (most types of agricultural products)	selective implementation of production activities (products that some companies benefit from compared to others)
	Low	Use of production facilities in order to obtain stable incomes (types of products on which large enterprises lose to small farms)	reduction of production capacity

*Source: systematized on the basis of [1, 2]*

The next principle, which is directly related to the focus on creating sustainable competitive advantages, is to set clear priorities and adhere to them. The processes of product differentiation, market segmentation, enterprise positioning require decisions on the choice of optimal directions and areas of activity. The effective focus of marketing activities of the enterprise to serve a certain market segment implies that the satisfaction of a certain group of consumer needs is defined in the strategic marketing planning as a priority. Although the importance of setting priorities in general is a well-known principle of any planning, in this context it is appropriate to emphasize this in connection with the special importance that prioritization acquires for strategic marketing planning.

Deepening consumer orientation is the next principle of strategic marketing planning. Deepening in this case means that this orientation must be developed in the activities of each service and each structural unit of the enterprise, regardless of their functional distance from the actual marketing service. The contribution to the formation of the ability to meet consumer needs should be considered as the main criterion for the effectiveness of each unit of the enterprise.

It is impossible to overestimate the importance of high marketing professionalism of the company's staff, especially, of course, marketing staff and management as the next principle of strategic marketing planning. The importance of formal training in

the theory and methodology of marketing activities must grow. For the purposes of practical work, as well as for the formation of a constructive organizational culture of the enterprise, the company's management should attend marketing business courses and participate in other activities that can increase the appropriate professional level.

The formation of a system of strategic marketing planning in the enterprise can potentially encounter certain obstacles that are important to identify and eliminate in a timely manner. Thus, insufficient support from the top management of the enterprise, excessive formalization, insufficient support from the heads of departments, excessive organizational complexity of planning, overload of digital material with imperfect analytical generalizations, excessive detail, imbalance of time horizons (excessively short or long term). planning efficiency. It is important to note that the products of the strategic marketing planning system are actually involved in the management decision-making process, and do not become part of the bureaucratic procedures adopted in the organization. Strategic planning should be considered not just as a function of the planning service, but as a general organizational matter.

Organizational and economic reform of agro-industrial production lays the foundations for a significant expansion of economic powers and responsibilities of agricultural enterprises in the process of carrying out their economic activities. Decentralization of the decision-making process in the agri-food sphere, increasing the economic independence of economic entities are natural and objectively necessary trends. Thus, the process of generating, developing, justifying management decisions should be carried out primarily at the enterprise level, and at the same time based on a reliable information base.

It should be borne in mind that agrarian reforms not only increase the responsibility of individual actors in the agri-food market for the quality of their management decisions, but also in a sense complicate the task of information justification of the management process. The transition to a market economy requires the construction of an effective multilevel information system of agricultural production, which would meet the information needs of all participants in the agri-food market: agricultural producers, processing enterprises, integrated associations, market



infrastructure, government regulators.

The disadvantages of the current system of information services for agricultural production can be considered:

1) lack of information resources, primarily market and scientific and technical information for industrial purposes;

2) the dominant information flows are not aimed at servicing production structures and the population;

3) the functioning of the system is based mainly on outdated paper technologies for collecting, systematizing, processing and disseminating information and does not provide the necessary efficiency;

4) contacts have not been established and the exchange of information with international and national centers of scientific, informational and business activity has not been ensured to the extent required by the reform processes.

At the same time, this list should be supplemented by another element related to the need to improve the functional orientation of information flows that are formed at this stage in the system of agro-industrial production. It is a question of maintenance of a priority marketing orientation of system of information maintenance of process of acceptance of administrative decisions.

The analysis of agricultural enterprises shows that information flows, which represent the information basis for economic decision-making in enterprises, are insufficiently adapted to the instability of the marketing situation, aggressive market environment, poor predictability of market conditions. Therefore, it is necessary to develop a system of principles of information services for business activities of agricultural enterprises, the implementation of which would maximize the economic potential of business energy to stabilize production activities and improve financial performance.

In connection with these circumstances, we agree with the provisions of modern research on the need to develop a multilevel system of information and consulting support of the agro-industrial complex as a holistic entity with a functional nature of relations. At the same time, in our opinion, the introduction of such a system is a long-

term process that requires significant investment and the formation of an effective market environment that is transparent to all participants. The formation of such a system is presented to us as a strategic direction of development of the system of information support of entrepreneurial activity of the subjects of the agro-industrial market.

It is possible that the functioning of effective internal information systems of agricultural enterprises will be a step towards the creation of a single integrated information system of agro-industrial production, operating at the regional level and nationwide. An essential feature of the internal information system of an agricultural enterprise is its marketing orientation. This is due to the fact that in market conditions, the validity of marketing approaches used by the entrepreneur, ie taking into account the objective needs of consumers, is a key factor determining the prospects for economic activity in a dynamic and aggressive market environment. In this regard, the main direction of the formation of the information system of business activities of processing structures at the present stage, we consider the most complete use of internal organizational resources to create a marketing information system of the enterprise. Prerequisite for the formation of this system is the classification of sources of information in the enterprise (Fig. 1).

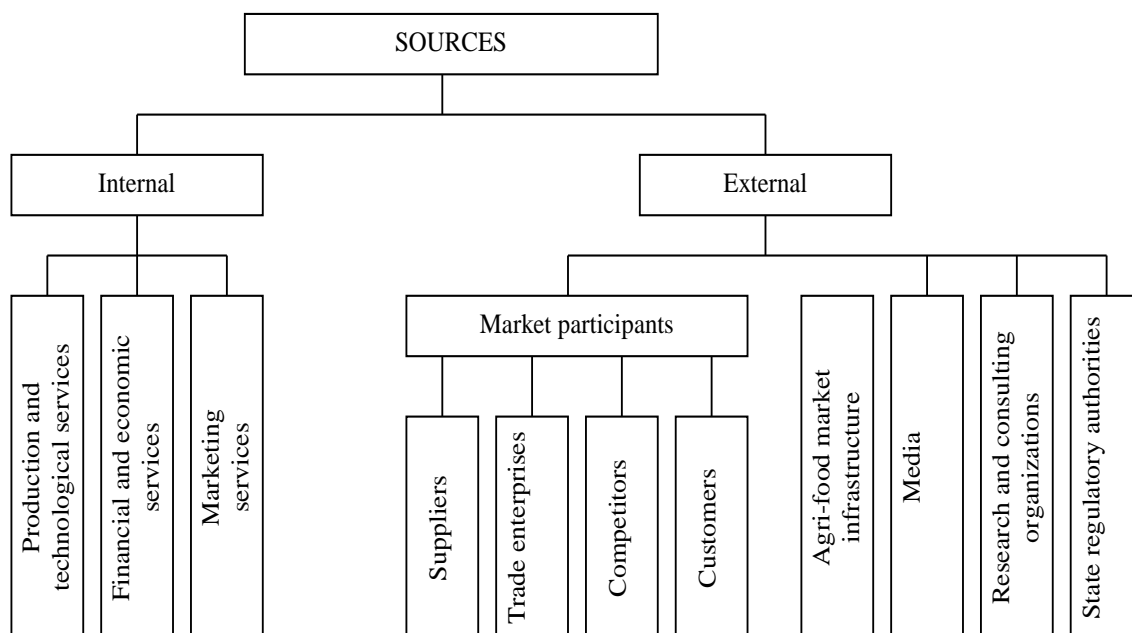


Fig. 1. Information channels of the agricultural enterprise

Source: own development

All sources of information listed in Figure 1, should become an integral part of the marketing information system of the enterprise. As you can see, the bulk of the information circulating in the company is related to marketing activities. This creates an objective basis for a functionally focused integrated information system as a marketing. The functioning of the marketing information system should be an integral part of the marketing activities of any enterprise.

We consider it appropriate to understand the marketing information system of the enterprise as a set of interdependent internal and external information flows, the main poles of which are agricultural producers and consumers of food products, locked within the marketing service of the enterprise and aimed at developing an effective marketing system.

Based on this definition of marketing information system, it is necessary to formulate the principles of its operation, both theoretically and methodologically. The functioning of the information system involves grouping information flows in the following areas:

- determination of the current marketing status of the enterprise;
- determination of the actual goals of marketing activities;
- determining the optimal goals of marketing activities;
- identification of means to achieve optimal goals.

The functioning of the marketing information system is based primarily on the internal organizational resource, which transforms existing information flows into a holistic system. The difference between a marketing information system and management consulting is the difference between the "internal" and "external" orientation of information support. Therefore, the marketing information system can be called a system of internal (management) consulting.

Having considered the basics of the functioning of the marketing information system, it is necessary to substantiate its theoretical principles. The main theoretical principle, we consider the marketing orientation of the decision-making process at the highest level of enterprise management. The highest level of enterprise management should establish the closest ties with the marketing department, because the

competitiveness of the enterprise, the prospects of its survival in a dynamic market environment depends on the effectiveness of its functioning as the main level of marketing intermediary channel connecting agricultural producers with end users. Based on this principle, we can illustrate the mechanism of action of the marketing information system in the following way (Fig. 2).

The information system must ensure that management decisions are made primarily based on the production and economic characteristics of the current state of the enterprise, and the state of the market environment. Internal factors must be fully adapted to the external. At the same time, it is the information system that creates a reliable basis for substantiating new marketing decisions aimed at qualitatively changing the market environment in the desired direction for the company.

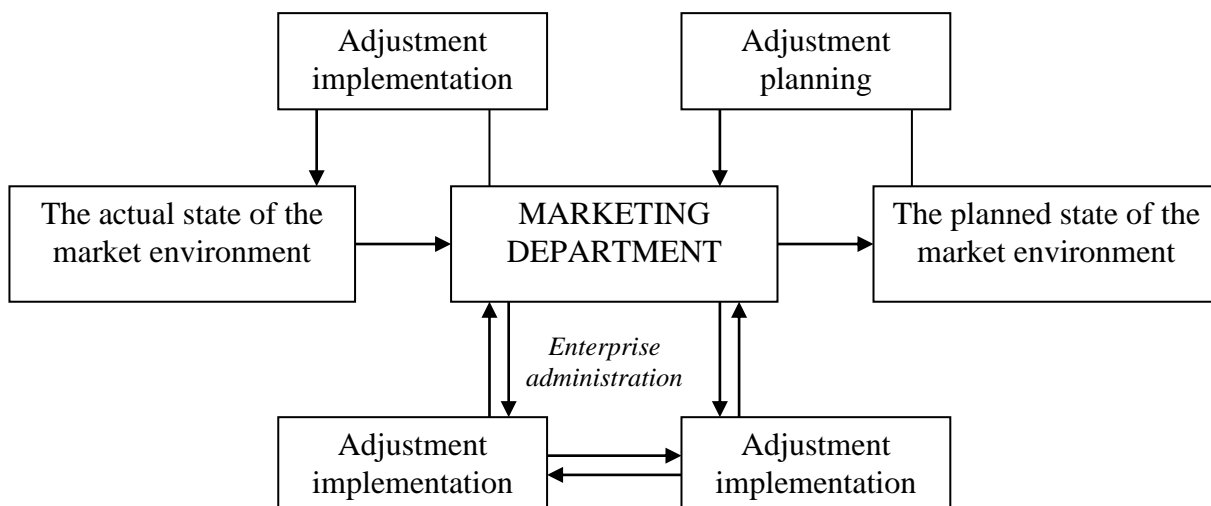


Fig. 2. The mechanism of functioning of the marketing information system

Source: own research

The next principle is the involvement of all organizational levels of the enterprise in the process of making marketing decisions. This involvement will be provided primarily by the information contribution made by each structural unit of the enterprise in the functioning of a holistic marketing information system. All employees of an agricultural enterprise must know and understand its overall marketing strategy, must see its economic activities in the context of the functioning of the relevant marketing channel. The defining element of the marketing information system is not computers, but people who work in the enterprise and make creative decisions based on automated

data sources. Therefore, our proposed information system is based on the activation of the human factor in the economic process, the humanization of production, the orientation of the technical and technological base of production to the fullest satisfaction of human needs.

Based on these principles, we have developed an organizational structure for managing the marketing activities of agricultural enterprises (Fig. 3).

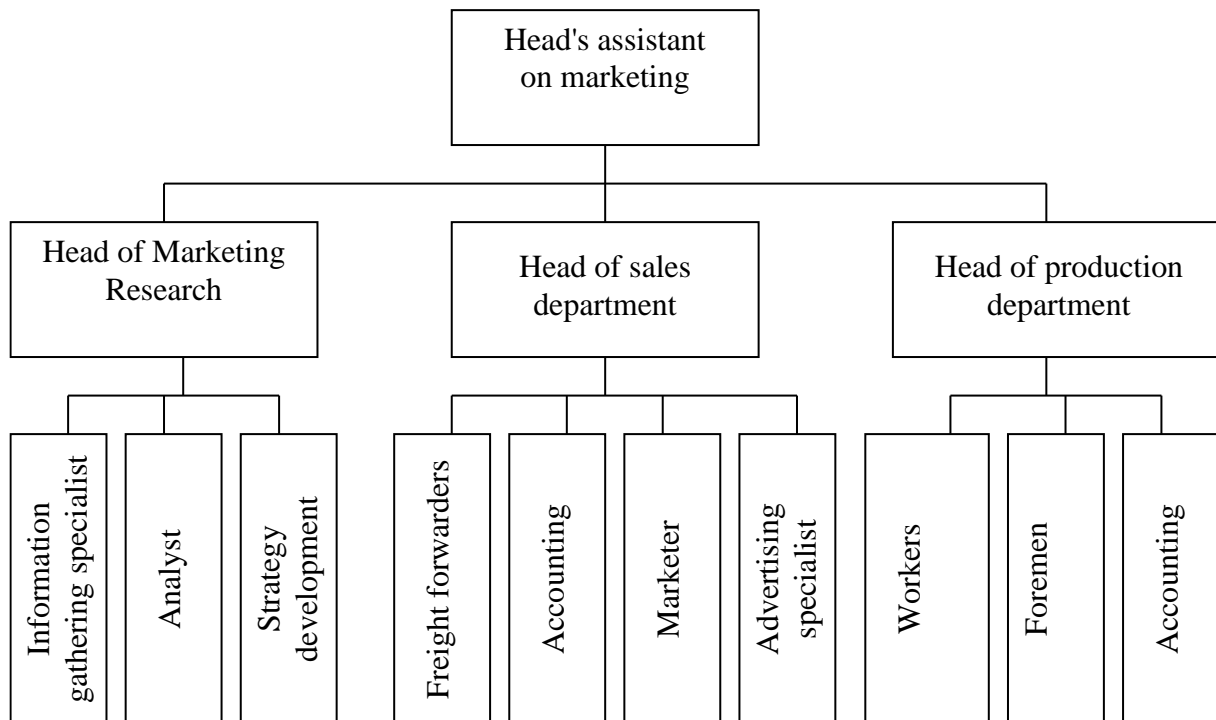


Fig. 3. Recommended organizational structure of marketing management of agricultural enterprises

Source: own research

At the same time, this trend imposes fundamentally new requirements for the quality of information support of marketing activities, as a comprehensive and systematic satisfaction of consumer needs is based on prior receipt of reliable information about them. Establishing and maintaining long-term relationships with customers requires detailed information about the specific needs, interests, tastes, behaviors of each consumer. Systematic collection, storage and logical integration of information signals coming from the environment are possible only within the framework of a well-established internal communication system aimed at information services of marketing and management decision-making processes. The objectively

necessary and natural nature of strategic marketing determines the expediency of considering the marketing information system as a prerequisite for the process of comprehensive focus on meeting the needs of consumers.

In our opinion, the process of developing a marketing information system should be carried out in the following sequence:

1. definition and measurement of current information flows and directions of their use;
2. identification of the need for additional marketing information;
3. development of new information flows that complement existing ones in order to meet the established information needs;
4. integration of new information flows into the general information support system of the enterprise;
5. control over the effectiveness of information use.

The purpose of marketing as a management function is to ensure the activities of the enterprise, based on the study and consideration of market demand, needs and requirements of consumers for products, and to obtain maximum profits. The main direction of marketing activities in the management system of the production process is the study of demand, needs and their consideration for the correct orientation of production. Under the study of demand is understood as identifying demand for specific goods and services and its formation, forecasting changes in its directions in a rapidly changing product and reducing the time of complete resumption of production, increasing the role of knowledge-intensive products.

The term "international marketing" refers to the activities of enterprises involved in international business and extending the scope of their production or commercial activities to foreign countries. It should be noted that the basic principles of international marketing are formed on the basis of national marketing, and therefore have a similar structure. At the same time, international marketing has specifics, as its subject area includes foreign trade and foreign exchange transactions, complex pricing, factors of international competitiveness, as well as the peculiarities of foreign markets and working conditions in them. Incentives for international business, says EM

Azaryan, there are comparative advantages due to the division and specialization of economies, differences in their economic and geographical conditions [3, p.23].

Marketing complex is a system of tools, methods, techniques, approaches to product price, promotion, distribution channels, the use of which aims to form a competitive advantage in the target segment or a particular foreign market [4, p. 112].

The elements of the marketing complex are the product, price, promotion, distribution channels. The set of these marketing elements and their adaptation to the requirements of a particular segment is called "marketing mix concept" (marketing mix – 4P product (product), price (price), place (place of sale), promotion (promotion) [4, p. 201 ].

According to F. Kotler, the process of marketing management is a process of analysis of market opportunities; selection of target markets; development of marketing complex and implementation of marketing activities [4, p. 51].

A special type of marketing is marketing in the field of foreign economic or export activities, which is associated with the implementation of functions and tasks in the field of marketing of enterprises and organizations in connection with their activities in foreign markets.

The use of the marketing concept in the practice of export-oriented enterprises is an effective tool for the development of foreign economic activity.

Today, there is no single approach to defining "export marketing". It is proposed to define export marketing as the initial form of international marketing, which involves the effective entry of the company into foreign markets.

If we consider export marketing as a set of actions of the enterprise aimed at the systematic study of foreign markets and the adaptation of its production to the requirements of this market. We propose to consider export marketing as a system of active actions to bring goods to foreign markets and the formation of conditions for its effective sale. The process of export marketing activities, in our opinion, should include the following main stages: marketing research of foreign markets, selection of target markets, the formation of a set of marketing tools (export marketing product, pricing, sales and communication policy) (Fig. 4).

Note that for successful operation in foreign markets it is necessary to make more significant and focused efforts, more carefully follow the principles and methodologies of marketing than in the domestic market. Foreign markets place high demands on the goods offered on them, their service, advertising, etc.

This is due to the strict technical and economic conditions of access to these markets, as well as fierce competition and the dominance of the buyer's market, ie a significant excess of supply and demand in most foreign markets. Marketing research of foreign markets involves the analysis of controlled and uncontrolled factors of the marketing environment. Uncontrolled factors include: economics, politics, legal factor, socio-cultural factor, demography, natural factor, technology, competition.

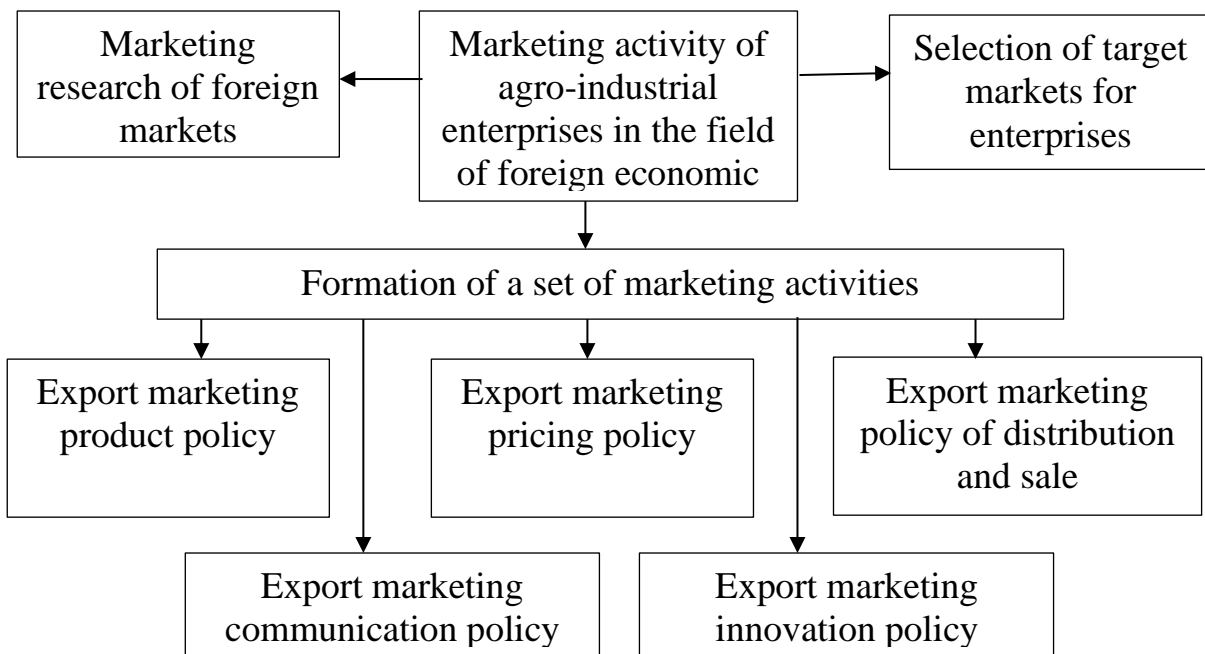


Fig. 4. The process of marketing activities of enterprises in the field of foreign economic activity

*Source: own research*

Controlled factors include: elements of the marketing complex, production and organizational factors.

The development of marketing export sales policy of the enterprise is based on the analysis of the following distribution channels: export sales through wholesalers or retailers abroad; export sales through intermediaries, or importing agents and exporting



agents; export sales through its own sales network abroad; export sales through direct sales to final consumers.

As noted by PA Chornomaz, development of export marketing communication policy of the enterprise provides analysis: formation of demand for exported products (development and implementation of advertising plans; participation in specialized commercial exhibitions and fairs; participation in the creation of trademarks and corporate identity development); stimulating the sale of export goods (in relation to buyers – importers, intermediaries, retailers) [5, p. 52].

The marketing system in the field of foreign economic activity includes a set of the most important market relations and information flows that connect business with markets for goods at the international level. The company establishes ties with the market and its elements, with the marketing environment, sends there information, export products, and in exchange receives money, information, materials and services. In our opinion, an important task in assessing the competitive position of a country or industry in the foreign market is to obtain the opportunity to group and rank individual product groups according to indicators of competitive advantage in the foreign market.

To strengthen the competitive advantages of the Ukrainian economy in domestic and foreign markets, it is necessary to change the structure of the real sector of the economy in the direction of production of high technology, priority development of high-tech industries, strengthening the impact of science and technology, innovation and energy saving technologies. workplaces.

Given the consequences of overcoming Ukraine's energy independence from the aggressor's country, it is advisable to develop marketing research in the direction of biofuel production.

Modeling the reaction of biofuel market participants in Ukraine (on the example of agricultural enterprises of Vinnytsia region) conducted by Logosha RV allows us to argue about the determinant influence of the studied factors of influence. Thus, the standardization of the quality of biofuels, the development and implementation of marketing policies of the partnership significantly changed the behavior of potential recipients and beneficiaries of the market. The presented system of models in basic

versions allows to estimate prospects of the partnership scheme of the organization of business on production of biofuels taking into account national, branch features of such business, including taking into account the initiation of production of agricultural enterprises. The experimental results obtained on the example of agricultural enterprises of Vinnytsia region allow us to assert the high prospects of such a business organization. Models can be considered as a systemic element of decision support for the organization of biofuel production on the basis of: standardization of production and appropriate quality management; accordingly focused marketing; development of special marketing policy, organization of cooperation schemes, etc. The simulation model allows to make a fairly correct description of the sociodynamic content [6, p. 53].

Thus, the development of marketing activities and competitive exports should be carried out on the principles of marketing integrated into the system of strategic management at the corporate level and macro-level regulation of international economic relations.

The concept of export marketing at the macro level should include: the process of forming an international marketing strategy, forms of export, methods and tools to support and stimulate exports, use creative approaches to international strategic management and the formation of effective presence in foreign markets.

Summarizing the views of domestic and foreign scientists, it is appropriate to highlight the following stages of the process of marketing management in an agricultural enterprise. The first stage of marketing management is the analysis of the internal and external environment, which involves assessing the financial condition of the enterprise; analysis of the structure and market segments that provide valuable information about customers, competitors, general trends and any unusual changes in the market that may be useful to the company; needs and desires of consumers who are not properly satisfied by competitors in the market.

The second stage is the most important stage of the marketing management process, which allows you to select target market segments. The company conducts a thorough analysis of target markets to select potential buyers. Obviously, the company

can not meet the needs of the whole market, so it must divide the whole market into different segments and choose the segment that best suits its goals.

The third stage involves the formation of marketing strategy, which depends on the position of the company in the target market, the dynamics of its own development, the behavior of competitors, the specifics of products or services provided.

The fourth stage includes the development of a marketing mix and the effective selection of a set of marketing tools and actions. The company develops an effective marketing system in such a way that the appropriate combination of marketing set was effectively selected and coordinated into a useful program to ensure the achievement of goals.

The fifth stage is the construction of the organizational structure of the enterprise, which is largely determined by the chosen strategy and objectives, the size of the resources of the enterprise, the specifics of its products and markets.

The sixth stage involves the formation of a marketing management program, which is based on comprehensive marketing research and evaluation of the company's capabilities, which optimally combines marketing tools taking into account the specific period of the plan and the corresponding financial support. At the seventh stage there is a control and analysis of marketing management, which involves monitoring the activities required to achieve the goals of the enterprise.

Thus, the process of marketing management in an agricultural enterprise contains a number of specific procedures aimed at studying and shaping the demand of target consumers, and comprehensive satisfaction of their needs.

Introduction of marketing tools in practice that will help increase the competitiveness of Ukrainian exports and the development of foreign economic activity of enterprises.

Summarizing the presentation of methodological approaches to the process of creating a marketing system, we emphasize that its effectiveness depends largely on the level of its organizational support. This process will require coordinated joint work of a large group of employees of marketing and other services of the enterprise. In addition, it is advisable to involve representatives of the highest levels of management

of the enterprise, as this will help the staff to understand the seriousness of this organizational innovation.

From a practical point of view, the organization of marketing information system can be carried out both on a situational (short-term) and strategic basis. Obviously, the situational organization of the system is easier to implement, but it limits the ability to use its data to determine long-term prospects for enterprise development.

Involvement of enterprises, including Ukrainian ones, in foreign markets, the importance of developing a set of strategies, including marketing, strengthening the trend of globalization, which is fully manifested in the production and sale of agricultural products, as well as incomplete elaboration of special issues enterprises in entering the foreign market identified the need for new methods and guidelines for doing business. The concept of marketing management provides a wide range of strategic and tactical measures aimed at effective market behavior of the enterprise and achieving the main goal of its existence, which is to ensure sustainable and comprehensive success for consumers with increasing profitability and high profitability. The introduction of this concept in the conditions of agrarian business aims to increase the level of competitiveness of domestic enterprises in both national and international markets for agricultural products. This is achieved through proposals for strategic and tactical management in the form of successful marketing projects that can fully enable agricultural enterprises to use the principles of efficiency, mobility in decision-making, comprehensive involvement of all resources to achieve goals, adaptability to changing market environment. For any country, the multifunctionality of the agricultural sector has its own specific meaning and determines the priorities for further development of agriculture, as well as its competitiveness. For many countries, the positive aspects of multifunctionality are the preservation of traditional lifestyles, preservation of traditional rural architecture, transfer of cultural heritage, nature conservation, preservation and maintenance of natural fertility of land resources, saving water resources.

Ukraine has such potential. Thus, 70% of Ukraine's territory is occupied by agricultural land, 14 million people live in rural areas, almost 45,000 enterprises work

in agriculture, of which about 2,500 are large and medium, in total about 3 million people are employed in agriculture today (excluding seasonal workers), the share of the agricultural sector in the structure of GDP is 12–15%, it increases every year, the share of agricultural products in total exports of Ukraine is about 40%. Ukraine is among the world leaders in soil fertility: there are more than 800 soil types on its territory, 60% of which are chernozems, known for their high fertility. Ukraine ranks second in the world in terms of population distribution of chernozems by population. Fertility of chernozems provides grain yield at the level of 40–45 million tons, and due to agricultural potential – at the level of 70–80 million tons [6]. However, despite the significant potential of the domestic agro-industrial complex and the positive dynamics of agricultural exports, there are several factors that hinder the effective development of agribusiness, the most important of which are:

- low rates of technological renewal of the industry and reproduction of natural potential;
- inefficient sectoral and territorial structure, lack of innovation-oriented model of industry development;
- weak application of modernized innovative technologies and industrial forms of production;
- lack of infrastructure for the industry;
- lack of staffing. The system of marketing management of domestic agricultural enterprises should be aimed at overcoming the negative manifestation of these factors, taking into account the needs of the market.

In order to make informed and optimal decisions on the entry of agricultural enterprises into the world market, it is necessary to involve all the functions of marketing management. Thus, the goals of the agro-industrial enterprise should be related to the implementation of a set of marketing approaches, the essence of which is as follows:

- 1) orientation of the manufacturer to the market, which involves a comprehensive study of consumer needs, differentiation of demand, diversification of activities, constant monitoring of market conditions and competitive situation,

monitoring of new technologies for both production and customer service;

2) impact on the market through comprehensive and regular analysis, adaptation to market conditions, effective cooperation with counterparties;

3) organization of the system of marketing of competitive products, collection and processing of necessary information;

4) focus on achieving long-term commercial success, which implies the subordination of short-term interests to the goals of long-term stable advantage in the international market.

The combination of these approaches is implemented in the strategy of the agricultural enterprise to enter foreign markets, which should be aimed at obtaining competitive advantages of the highest order, focus on high quality and novelty, which are achieved by increasing social productivity and using new technologies. There are various options for strategic development of the enterprise in foreign markets, which take into account global trends in agricultural production. Among them are the expansion of enterprises through the release of new products focused on foreign markets; opening joint ventures with foreign capital; use of innovative technologies, which allows to create competitive products. Implementation of the innovative strategy of agrarian business provides competitive advantages in the long run, brings domestic enterprises to a new quality level, ensures the popularity of products on world markets. Innovative development of agriculture is complicated by the diversity and territorial diversification of agrarian business. The instability of consumer preferences often contradicts the objectively determined length of the production cycle. In this regard, it is necessary to form a system of measures to diversify production, which could ensure the efficient operation of enterprises and facilitate entry into international markets with new products. It is also important to use various forms of access to foreign markets: from direct exports to various options for cooperation with foreign partners. The most common option for domestic agricultural enterprises to enter the foreign market is indirect exports. According to the results of 2021, Ukrainian agribusiness enterprises exported products worth \$ 18.6 billion. At the same time, up to 57% of total exports were provided by only three items, such as sunflower oil, corn and wheat, which

indicates the urgent need to diversify exports. More than 70% of export products were sold through intermediaries. This can be explained by the lack of agricultural producers with sufficient information about foreign markets, relevant experience in it, which encourages them to turn to intermediaries, giving them the function of marketing and promoting products on the international market.

The marketing strategy of agricultural enterprises entering foreign markets should include such aspects as conditions and methods of procurement, storage, logistics management, finishing and finishing, wholesale and retail trade. In the process of marketing management activates the whole complex of marketing mix, which consists of developing a range attractive to foreign consumers, setting a competitive price, establishing a supply chain and regulating logistics taking into account the specifics of foreign economic activity (customs procedures, foreign exchange operations). demand (organization of an advertising campaign taking into account the peculiarities of the culture of consumption abroad, the establishment of effective communications and forms of sales, etc.).

The formation of competitive advantages of agricultural products will facilitate their entry into foreign food markets at the lowest cost, which is generally aimed at marketing management. At the same time, it is important to implement the strategy of entering foreign markets, which is relevant both from the standpoint of modern conditions of international business and from the standpoint of the state of a particular agricultural enterprise. The choice of strategy, the most effective in certain conditions, is determined by:

- the company's ability to control the market and respond quickly to changes in consumer needs, to adapt to market fluctuations;
- the ability to activate the marketing mix in accordance with modern requirements of the business environment;
- the availability of the necessary amount of financial, material and labor resources for the organization and development of activities, the possibility of their timely use to achieve the goals;
- the effectiveness of risk management, which is manifested in the timely and

reliable assessment of threats to unforeseen losses of expected profits or property, the development of adequate management measures to minimize or completely overcome the negative impact;

- involvement in international marketing, ie comprehensive use of the concept of international marketing in the organization of the enterprise.

Intensification of marketing management of agricultural enterprises will increase the speed and depth of promotion of agricultural products on world markets. Increasing the supply of domestic agricultural enterprises when entering the foreign market will help stabilize the economic situation, which is an extremely pressing issue today. Further areas of research on this topic are the substantiation of modern marketing tools to promote agricultural products in the international market, the development of modern approaches to the formation of marketing strategies in the face of increasing competition in international agricultural business.



10.46299/979-8-88680-819-3.2

## **2. Management of marketing activities of agricultural enterprises**

Modern market conditions for the domestic economy are characterized by intensifying competition between producers in both domestic and foreign markets, the development of globalization processes, accompanied by increasing activity of man-made changes, which in turn places increased demands on manufacturing enterprises to increase product competitiveness. The success of the enterprise regardless of the profile of activity depends on its ability to respond and timely monitor any changes in the external environment and reflect them in the strategy of long-term development, commercial and product policy of the enterprise in the form of appropriate management decisions.

In the agricultural sector, the situation is further complicated by the specific features of agricultural enterprises and products, which increases the risk of their entry into markets. Accordingly, in such conditions, the role of marketing management of the enterprise increases significantly.

In today's economy, characterized by its instability and fierce competition in the market of goods and services, the goal of every enterprise is to create favorable conditions for its successful existence and development. To achieve this goal, companies must withstand the pressure and meet the conditions set by the modern market. One of the most important components of the profitability of enterprises in any industry is marketing. To ensure the effectiveness of marketing activities you need to understand its essence.

The word "marketing" comes from English. market, which means "market", "bazaar", "sales", "trade", "price", "exchange rate", in the US also "grocery store", this word is consonant with the expression English. marketgetting – "mastering the market" [7]. Other approaches to the interpretation of this definition should be considered (Fig. 1).

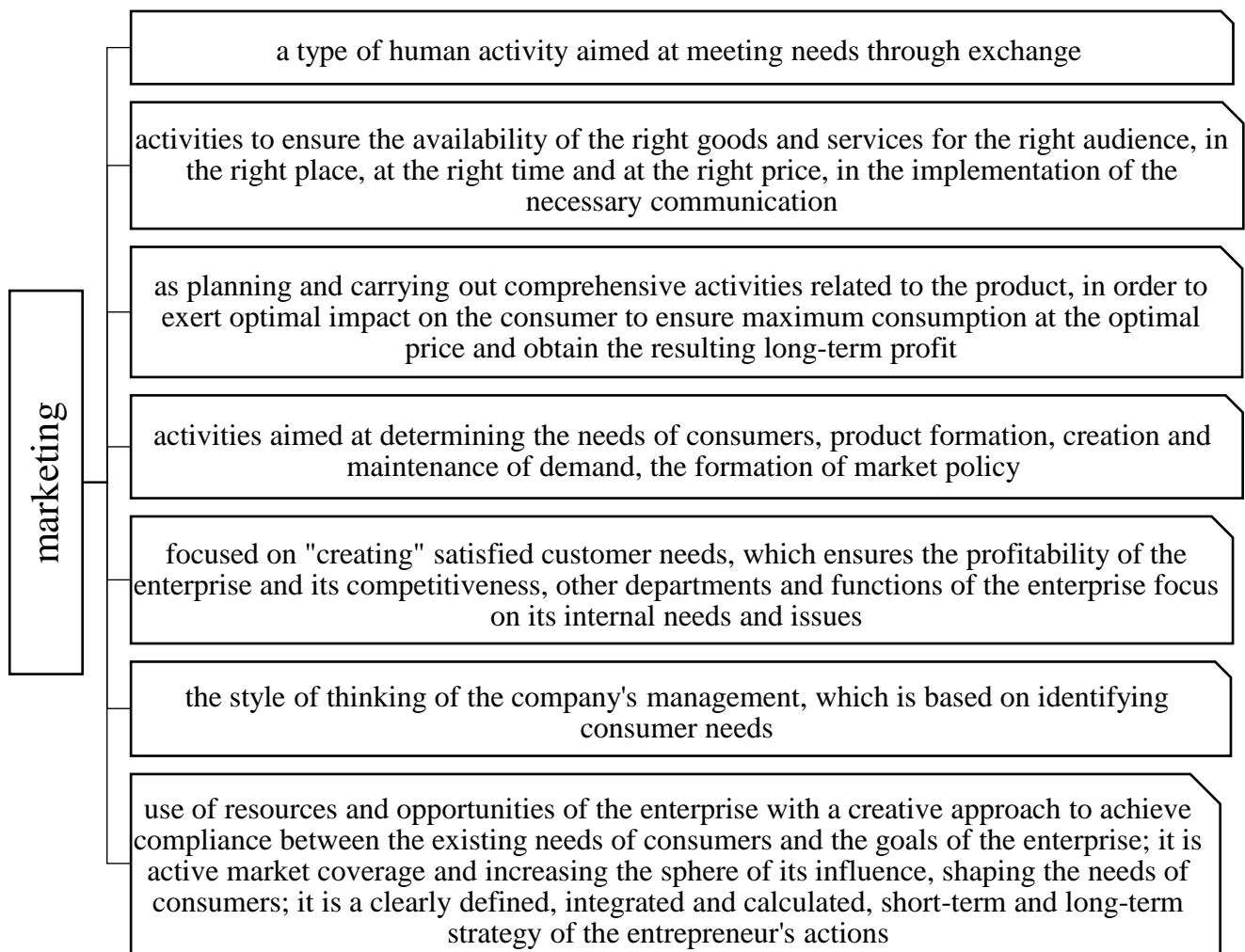


Fig. 1. Approaches to the interpretation of the concept of "marketing" in the scientific literature

*Source: generated by the authors according to [7, 8, 9]*

It is also worth noting the scientific interest in the study of the essence of the concept of marketing and the diversity of its interpretation. And as a continuation – marketing is: business philosophy; a set of effective tools necessary for the operation of the enterprise in conditions of high competition; an important part of the enterprise management system [7]. It is worth agreeing with this, because effective business management is necessarily marketing-oriented, based on their own tools and individualized approach to setting priorities.

The modern concept of marketing is that all activities of the enterprise are based on knowledge of consumer demand and its changes in the future. The marketing system makes the production of goods functionally dependent on demand and requires the production of goods in the range and quantity that consumers need. Given the specifics

of markets, foreign authors – well-known experts Gary Armstrong and Philip Kotler, give a broad definition of marketing, which involves market management, which aims to meet the needs of exchange and relationships to provide consumer value and consumer demand. Marketing provides a targeted orientation of the market activities of the enterprise, aimed primarily at meeting the market through social and personal needs; complexity of activity on the basis of a clear technological process – from the design of the product to its consumption; creates a focus on the future in terms of improving the product range in accordance with existing needs and consumption conditions [10]. Even in the agricultural market, sellers must look for buyers, identifying their needs, produce quality products, determine their price, advertise, store and supply [10-12].

Also in research there are such marketing tasks as the analysis of business competitiveness, the choice of competitive positioning, determining the competitive balance of power, regulating the internal and external potential of the enterprise, determining its strategic behavior [13].

The theory and practice of agricultural marketing, as an effective tool for restructuring the approach of agricultural producers to manage the entire process of reproduction, the transition from a narrow focus on increasing production to focus on meeting customer needs and maximizing benefits from agricultural production, developed quite intensively. This is due to the fact that in the market of agricultural products there is a tendency to increase competition, the importance of agricultural raw materials for industry, science, productive factors and production relations. A study of marketing in the agricultural business found that authors often use the term "agromarketing" in scientific publications. Agromarketing is seen as a comprehensive activity related to agricultural production and food, seeds, harvesting, processing and delivery to the final consumer, with the analysis of consumer needs, motivation to buy and consumer behavior [14].

Androschuk I.M. connects the preconditions for the emergence of agricultural marketing in Ukraine with the transition from a planned to a market economy, the lack of a system that allows you to navigate the market situation and inefficient positioning

of agricultural enterprises in the market [15].

There are many interpretations of agricultural marketing, but the common ground is that agricultural marketing is aimed at meeting the needs of consumers, ensuring the competitiveness of agro-industrial production and each of its industries, taking into account the patterns of functioning and development of agricultural and food markets.

Yakubovska N.V. proposes to interpret agricultural marketing as an activity aimed at implementing the concept of marketing at all stages of reproduction of agricultural products with the priority of maximizing the use of self-regulatory mechanism of the market [16]. This approach will consider agricultural marketing in the context of the environment for which it is applied. Integration (adaptation) of marketing (its tools, methods, techniques, etc.) in the agricultural environment at all stages of reproduction of agricultural products will maximize the mechanism of market self-regulation, because any economic decision must be made based on analysis of market situation and trends, as well as taking into account the likely reaction of the market to the decision. To fully implement this task in the agricultural sector is possible only with a conscious need for marketing by both industry and the state [16].

Agricultural marketing is a management concept that provides market orientation of production and marketing activities of the enterprise, and at the heart of management decisions are not only the capabilities of the producer, but primarily the needs of the agro-industrial market, existing and potential needs of consumers and buyers of agricultural products. Therefore, the list of tasks of agromarketing A.O. Starostina, O.V. Zozulov adds his specific tasks in agrarian business: forecasting natural and climatic conditions, research of the legal environment and state regulation in the field of agribusiness, studying the possibilities of state support of agricultural business and its use in small businesses [17].

In general, focusing on the management of agricultural enterprises on the basis of marketing, we can identify the main tasks to be addressed by marketing [13]:

- ✓ continuous collection and processing of information in agribusiness;
- ✓ active promotion of agricultural products and advertising;

✓ introduction of marketing price, product and sales marketing strategies in the activities of agricultural enterprises;

✓ increase the competitiveness of agricultural enterprises through a variety of marketing activities – the search for new markets, the use of new communication tools, the formation of an attractive range, the application of flexible pricing policies and more.

The purpose of the agro-industrial enterprise must be consistent with the implementation of a set of marketing functions, the essence of which is as follows:

first, the orientation of the market, which involves the study of its objects and subjects, ie consumers, competitors, information about market conditions and goods;

secondly, the impact on the market through its study and analysis, adaptation to market conditions;

third, the organization of the system of marketing of competitive products, collection and processing of information; fourth, the focus on achieving long-term commercial success, which implies the subordination of short-term interests to the goals of long-term stable market advantages [18].

Distinctive features of agromarketing are determined by the specificity of markets in the agribusiness system and the peculiarities of supply and demand, as well as prices in the agricultural sector. As the products of the agro-industrial complex are diverse, this leads to the use of more marketing approaches in production and distribution compared to marketing in other sectors of the economy. In general, the peculiarities of marketing in the agricultural sector are closely related to the specifics of agricultural production, which is characterized by a variety of product ranges and market participants, as well as a variety of organizational forms of management. Thus, marketing in the field of agricultural production is due to some features related to:

- natural conditions of production, yield and intensity of agricultural land use;
- the importance of the product, which determines the special requirements for its production, storage and transportation;
- discrepancy between the time of production and its consumption;
- seasonal nature of production;
- variety of forms of ownership in the agro-industrial complex, which has

special requirements for marketing research methods;

➤ the presence of various organizational and legal forms of management (peasant farms, farms, business associations, etc.), which affects the choice of methods of marketing research;

➤ the duration of the cycle of production and consumption of agricultural products, complicates the adoption of the right marketing decisions in competition, meeting consumer demands for product quality;

➤ higher sensitivity and susceptibility of agromarketing in

➤ comparable to other marketing systems;

➤ relatively low level of scientific developments in the field of marketing [14].

The variety of methods and techniques used in marketing activities by agricultural producers is much more complex. And the specific features of management in the agricultural sector of the economy cause more problems in the implementation of marketing in the agricultural sector (Fig. 2).

Thus, the main problems hindering the development of agricultural marketing in Ukraine are underdeveloped market infrastructure, lack of qualified personnel with experience in marketing, lack of complete information on the state of domestic and foreign markets for agricultural products, lack of material, technical and financial resources to create and the functioning of the marketing department at the enterprise.

Based on theoretical developments in this area, we define the role of marketing in the management of agricultural enterprises through the prism of the following main aspects [19]:

❖ analytical – the ability to analyze, understand, predict, etc.;

❖ active – the ability to enter new markets, conduct research, etc.;

❖ ideological – the ability to create certain images of goods, brands, companies in the minds of consumers and more.

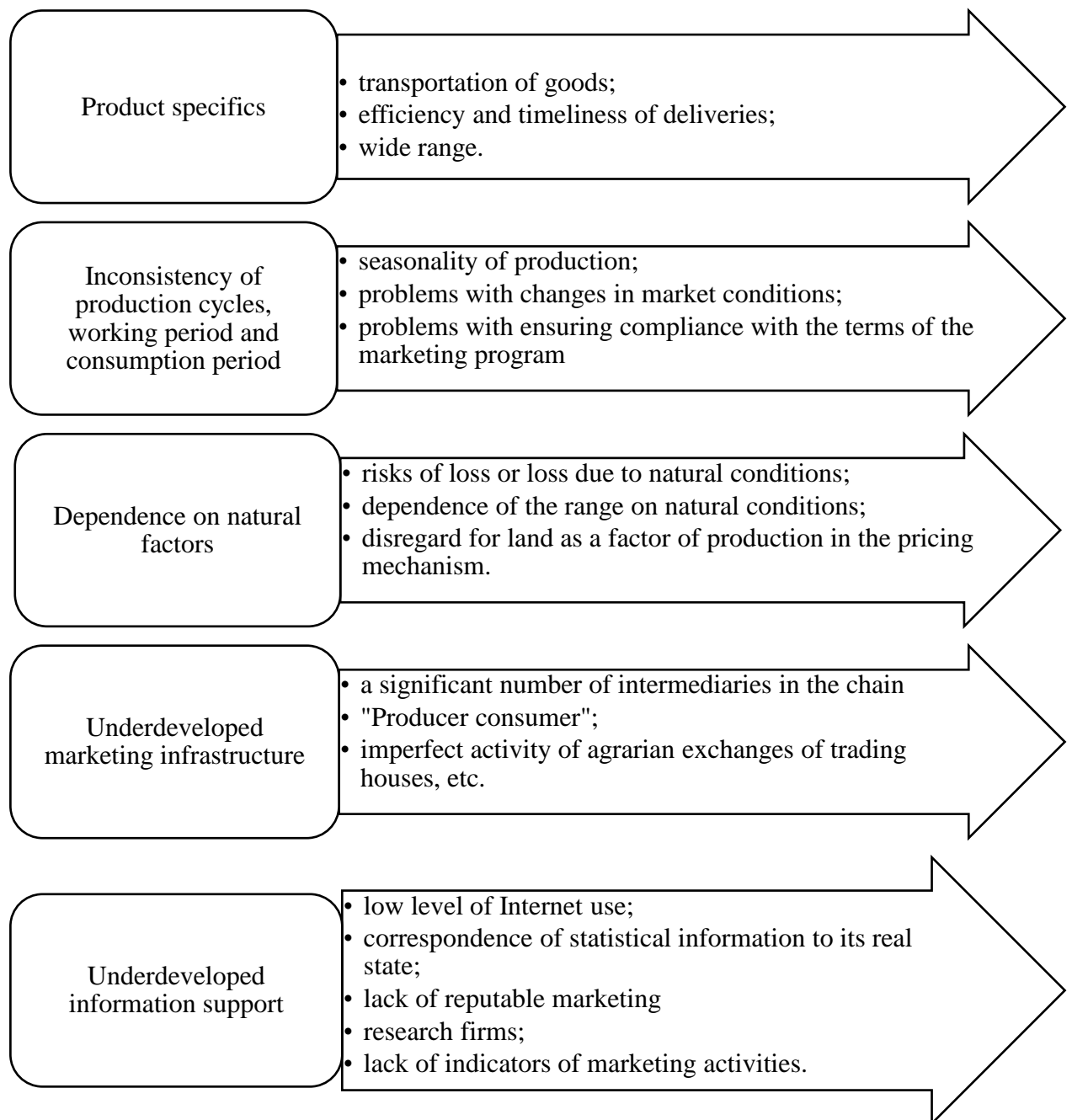


Fig. 2. Classification of the main features and weaknesses of marketing in the agricultural sector

*Source: generated by the authors*

Thus, marketing is the most important component of the overall enterprise management system. In agricultural enterprises, marketing as a complex system examines the patterns of manifestation, formation and satisfaction of a set of personal and social needs in agricultural products in the process of production, distribution, exchange and consumption. Its main task is to best match the internal capabilities of the enterprise with the requirements of the external environment for maximum profit.

It is marketing that allows you to partially or completely solve the problems of marketing agricultural products, to form appropriate strategies that will increase the efficiency of the enterprise and give a positive result. Therefore, an important aspect in the management system of agricultural enterprises should be marketing, which will ensure their development and competitiveness.

The marketing activities of the enterprise in modern business conditions must respond quickly and flexibly to constant changes in the marketing environment. The use of marketing in domestic agricultural enterprises has become widespread and is an integral part of most enterprises, but, unfortunately, we see a fragmentary use of only some marketing functions, which reduces the overall effectiveness of marketing activities.

The marketing system of a modern enterprise must function at all stages of production and marketing activities and levels of government. Effective marketing requires a lot of effort and professional knowledge, activity and initiative, which is inevitably associated and associated with certain risks. It is impossible to avoid risks and achieve success in business without developing an effective model of marketing management of the enterprise.

Today in Ukraine the role of management of marketing activity of the agrarian enterprise grows. An essential element of effective business is the understanding and use of the concept of marketing in the management of agricultural enterprises. The quality of marketing activities in management is decisive, as it determines the highly profitable rhythmic activities of the enterprise.

Studies of agricultural enterprises in Ukraine confirm that the introduction of marketing, although becoming more widespread, but not yet fully used all existing forms of marketing management. That would ensure the competitiveness of agricultural enterprises, adaptation to constant changes in the environment and market conditions, the stability of economic conditions.

The main task of marketing management is to synchronize the management process with the elements of the marketing complex in such a way that each of them, fulfilling its functional purpose, while improving the efficiency of other elements and thus increase the synergy effect.



Marketing management – the process of planning and implementing policies for pricing, promotion and development of ideas, products and services, aimed at the implementation of the exchange, which satisfies both individuals and the company. It also aims to solve the problems of the firm's influence on the level and structure of demand in a certain period of time, determining the optimal ratio of supply and demand for the firm to achieve its goal [21]. In essence, it is the management of supply and demand and is carried out when one of the parties to the potential exchange develops and uses means to achieve the desired action (response) of other parties.

In the literature there is often a formulation of the term "marketing management", as a simplification of this concept – the formulation "Marketing management". In fact, these two terms mean the same thing, having the same meaning. It is more correct, in our opinion, to use the concept "Management of marketing activities", because it more accurately reflects the essence of this process. But in the work there are both types of wording and when you write "marketing management" is meant "Marketing management".

S.S. Garkavenko considers marketing management in view of the functions of management: marketing planning, marketing organization, motivation of staff involved in marketing and marketing control; identifies marketing management and marketing management, and provides the following definition of marketing management: "Marketing Management – is a management activity that includes the analysis, planning, implementation and control of measures aimed at the formation and intensification of demand for goods or services and increase profits" [22]. Marketing management is the analysis, planning, implementation and control of activities designed to establish, strengthen and maintain profitable exchanges with target customers in order to achieve certain objectives of the organization, such as profit, sales growth, market share [12].

There are many definitions of the concept of "marketing management" (marketing activities), but they all come down to one – a set of measures (stages) to regulate the position of the enterprise in the market through marketing functions. Yes, according to L.V. Balabanova, marketing management – is the practical

implementation of a carefully thought-out integrated policy of the enterprise in the market, which includes the organization, analysis, planning, activities aimed at achieving certain goals of the enterprise in the market and control. Marketing management is a set of measures that regulate the company's position in the market through marketing functions [24].

Marketing management – the process of planning and implementing policies for pricing, promotion and development of ideas, products and services aimed at the exchange, which satisfies both individual consumers and producers of agricultural products and food. Which also aims to solve the problems of the enterprise's influence on the level and structure of demand in a certain period of time, determining the optimal ratio of supply and demand for the agricultural enterprise to achieve this goal [24].

In practice, marketing management is the management of supply and demand and is carried out when one of the parties to the exchange of goods develops and uses means to achieve the desired action of the other side of the market. In modern conditions, marketing management is considered by most scholars and practitioners from the standpoint of marketing functions within the marketing department of an agricultural enterprise, but not from the standpoint of its management within the enterprise, ie today little attention is paid to forming a holistic marketing management system. directions of economic activity.

Thus, the process of managing marketing activities includes planning, organization, implementation and control, which are interdependent on certain factors (Fig. 3) [24].

Thus, marketing management (marketing management) in an agricultural enterprise is a wide range of strategic and tactical measures aimed at effective implementation of market activities of the enterprise and achieve its main goal – to meet the needs of consumers of goods and services. Under modern business conditions, marketing management is becoming increasingly important, and provides managers with a number of advantages:

- stimulates them to constant forward thinking;
- leads to the establishment of performance indicators for further control;

- leads to a clear coordination of the efforts of the agricultural enterprise;
- the agricultural enterprise becomes more prepared for rapid changes;
- forces the agricultural enterprise to clearly define its tasks;
- more clearly demonstrates the relationship of responsibilities of all officials of the enterprise.

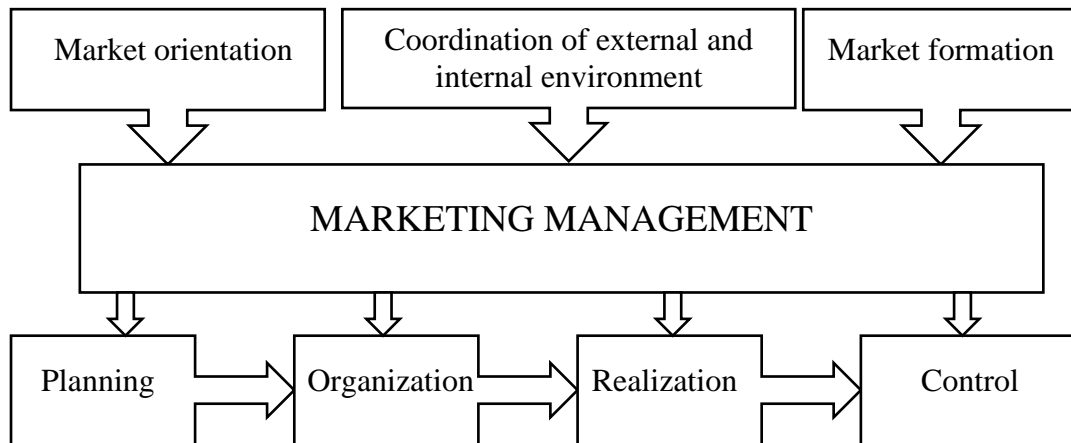


Fig. 3. Scheme of factor-dependent marketing management

Source: generated by the authors

A group of scientists led by L.V. Balabanova is offered to consider marketing management in three interdependent factors:

1) "market orientation" – as marketing management of the enterprise, which is based on a modern marketing concept, the formation of a new way of thinking and a new way of acting, the development of communicative relations of the enterprise with the market. This aspect is embodied in the system of marketing strategies in the enterprise and management decisions taking into account market requirements;

2) "coordination of external and internal environment of the enterprise" – as marketing management, which involves the formation of the marketing system of the enterprise, the most important elements of which are the organization, planning and control. In this case, the marketing function is closely related to other functions of the enterprise (production, finance, supply and marketing and administrative) and plays a coordinating role in the activities of other departments to ensure the achievement of the overall objectives of the enterprise;

3) "market formation" – as demand management in the target market, which is

provided by strategic and operational decisions to identify target market segments and the formation of marketing efforts using a set of marketing tools (product, price, distribution, promotion) [24].

We describe each of the stages of management:

The first stage – planning is a kind of systematic process of analysis and diagnosis of the conditions of the enterprise, anticipation of opportunities, dangers and existing resources, funds and reserves of the enterprise. During this stage is carried out: forecasting, analysis of the situation, setting goals, determining the direction and methods of activity. The end result of this stage is the establishment of marketing goals and identify ways to achieve them [25].

The second stage – the organization – is the process of integrating marketing activities into the organizational structure of the enterprise. The content of the stage is to build appropriate organizational structures that will implement the plan and determine the place of marketing services in the enterprise, their interaction with other departments [25].

The third stage – implementation – is based on the coordination of various structures and levels of the enterprise in order to better implement its objectives, and most importantly – the most complete satisfaction of customer needs in the market. During this stage, tasks are distributed and actions to achieve goals are coordinated and motivated [25].

The fourth stage – control, due to its main functions – diagnosis, accounting and forecasting, is to comprehensively establish the levels of plans and objectives to be achieved by the company, the speed of progress in achieving them, as well as determining the means of their implementation. Characteristic of this stage is the evaluation and measurement of progress towards the goals and verification of the effectiveness of marketing tactics and strategies [25].

Therefore, marketing management in the enterprise should provide:

- ✓ target orientation of the market activity of the enterprise, aimed at meeting the market of social and personal needs;
- ✓ complexity of activities, which is expressed in a clear technological process

from the beginning – the design of the product and to the end – its consumption;

✓ focus on the future in the direction of improving the product range in accordance with existing needs and consumption conditions [24].

Different approaches to marketing management have already been formed, but the use of a large amount of market and internal information requires the development of new approaches to marketing management, based on the coordination of marketing management tasks with consumer demand. The results of the analysis of the applied approaches to the management of marketing activities made it possible to identify the most appropriate of them.

Process approach. Marketing management is focused on optimizing the internal information flows associated with the collection, processing, storage and use of marketing information carried out using information technology. According to this approach, management is considered as a continuous process, purposeful management activities are a set of interdependent successive actions (management functions) aimed at achieving certain goals. In general, effective management requires that all management functions be a single process. The set of management functions is the technology of modern management [26].

System approach. This approach is based on the use in management of systems theory, which are a set of interdependent elements and which constantly interact with each other to achieve certain goals and serves to ensure effective management, and its essence is that all connections, elements, management functions and problems are considered as one. The implementation of a systematic approach involves the creation of an abstract conceptual model of marketing management in the enterprise, which is a certain structural and logical structure, which aims to serve as a tool for understanding, describing and optimizing marketing management, relationships and relationships of its elements.

Situational approach – is more modern, the essence of which is to argue that universal management technology does not exist, and the effectiveness of management methods depends on the circumstances that affect management during a certain period of enterprise development.

Integrated approach. Activities to identify target markets, study the needs of consumers in these markets, develop goods, set prices for them, choose ways to promote and distribute products in order to exchange stakeholders.

Organizational approach. The management system of marketing activities of enterprises, which is based on the principles of socio-ethical marketing and aims to timely adapt to the changing marketing environment, to meet the needs of consumers and ensure long-term commercial success on this basis [26].

Given the principles of the new management paradigm, we note that the ideological core in the formation of the marketing management model is the use of system approach methodology. According to A.A. Starostina, the secret of success of marketing activities of the enterprise is that "marketing is a philosophy of the whole enterprise, which is considered as a single interdependent organism" [17].

M.G. Chumachenko in his works [29] studied the systems approach and as a result the scientist identified five main properties of the system:

- 1) the system has a common goal for all elements;
- 2) the system consists of interconnected elements that form its internal structure;
- 3) together with the internal elements of the system is affected by the external environment, which forms a limitation of the system;
- 4) the system has certain resources that ensure its functioning;
- 5) the system is headed by a control center, which ensures its movement to the intended goal, ie the system has a hierarchy.

However, the main thing in the formation of the system is that all its elements (economic, technical and organizational measures) depend on the purpose of the system.

Given, on the one hand, the importance and, on the other hand, the complexity of the marketing system, the marketing management process of an agricultural enterprise can be represented as a flowchart (Fig. 4).

The result of the first stage – analytical, should be established market opportunities of the enterprise (due to a thorough analysis of the external and internal environment) and the degree of development of its marketing activities.

At the second stage – the target – set targets for setting goals, market segmentation

to identify consumer groups and their needs. The market segment consists of consumers who respond approximately equally to the same set of marketing incentives that motivate them to buy. Practice shows that the company may focus on serving one or more market segments, but management must first decide which position (positioning) can be achieved in each of the selected segments (target markets).

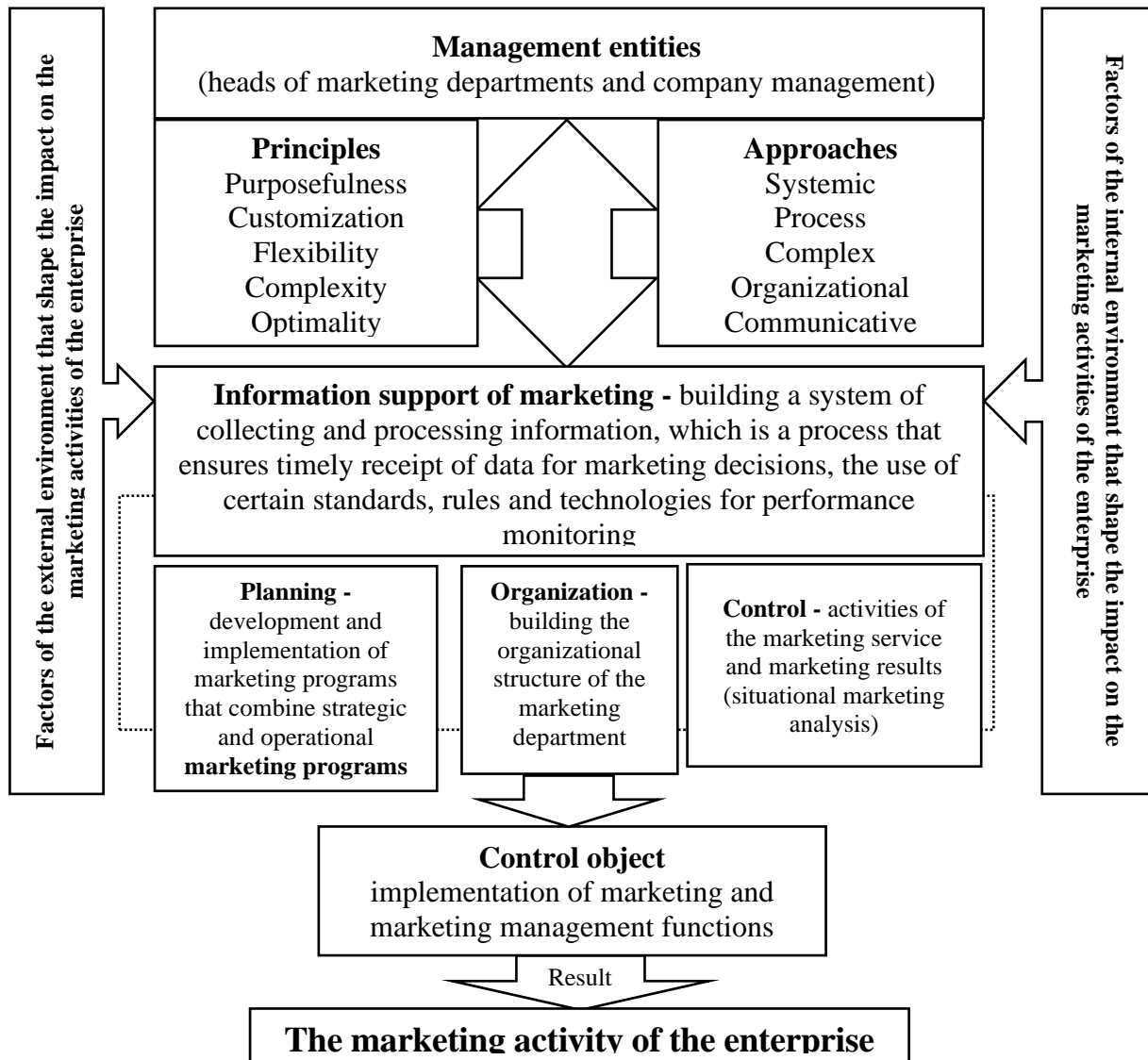


Fig. 4. Model of management of marketing activities of the enterprise

Source: generated by the authors according to [13, 24, 30]

The third stage is planned, characterized by the fact that having made a decision on the positioning of its products, the company begins to plan a marketing complex. The marketing complex includes everything that allows the company to increase the demand for its products.

In modern conditions, no agricultural enterprise is able to work effectively without planning marketing activities. There is a need to develop a new system of integrated planning of marketing activities, which should determine the mission of the company by answering the question of where, when, to whom and what services will be provided; what resources and in what period the company will need to achieve marketing goals and how to achieve the most efficient use of borrowed resources. The complex nature of the planning of marketing activities of the tourist enterprise is expediently shown in Fig. 5.

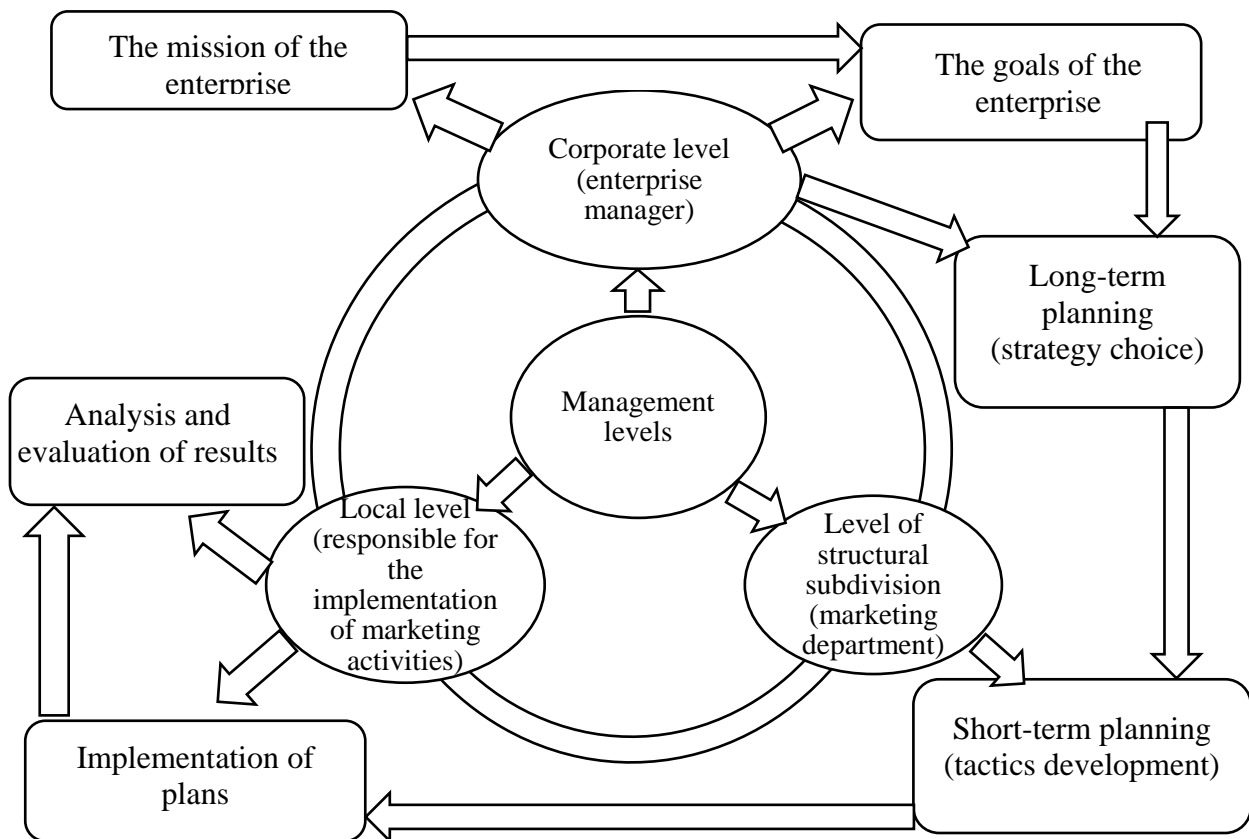


Fig. 5. Complex nature of planning the marketing activities of agricultural enterprises

Source: generated by the authors

The main problems of planning are related to the definition of goals, the formation of the structure of individual plans, the nature of their relationship, the assessment of the initial data needed for planning and determine the overall organization of the planning process and framework. We believe that the above set of



problems describes the approach proposed by McDonald to successful marketing planning, which is called "10" S "(Table 1).

Table 1.

"10" "S" of successful marketing planning

Element "S"	Planning barriers	Comment
Strategy before tactics	Inconsistency between marketing strategy and tactics	The strategy should be developed for tactics and tested in the implementation process
Situate marketing within operations	Isolation of marketing function from other operations and processes	Finding a place for marketing in the overall planning system and decision-making system
Shared values about marketing	The discrepancy between the marketing function and the orientation of the enterprise	Marketing orientation of all business processes is necessary
Structured around markets	Organizational barriers	The organizational structure should be focused on real objects of management
Scan the environmental thoroughly	Insufficient understanding of the marketing environment	Perfect monitoring and audit of the business environment is needed
Summarize information	Discrepancy between the process and the result of planning (information aspect)	Competent use of tools for collecting and analyzing information
Skills and knowledge	Lack of skills and knowledge of planning technology	Possession of knowledge and skills in the field of plan development
Systematize the process	Lack of a systematic approach to planning	Requirement of formalization of the planning process
Sequence objectives	The problem of setting the priority of goals	Establishing and maintaining the priority of goals and objectives of the enterprise
Style and structure	Contradictions with corporate culture	Compliance with corporate culture goals

Source: generated by the authors according to [31]

In particular, the marketing complex consists of four groups:

- 1) cargo;
- 2) price;
- 3) advertising and sales promotion methods;
- 4) freight traffic.

F. Kotler defined the marketing complex as "a set that can control the variables of marketing, a set of which the firm uses in an effort to provoke the desired response from the target market" [10]. Hence, marketing management can be carried out from the standpoint: improving production, goods, intensification of commercial efforts, marketing, socio-ethical marketing. The concept of improving production states that consumers will be committed to products that are widespread and affordable, and as a

result, the company must focus its efforts on improving production and improving the efficiency of the distribution system. The application of this concept is suitable in two situations: when the demand for the product exceeds the supply and when the cost of the product is very high and it needs to be reduced, which requires increased productivity.

The concept of product improvement states that consumers will be in favor of products that offer the highest quality, better performance and properties, so the company must focus its efforts on continuous product improvement. The downside of this concept is that consumers do not actually meet the need for a particular product, but their needs, which can be met by other types of goods.

The concept of intensifying commercial efforts states that consumers will not buy enough of the company's products if the company does not make sufficient efforts in sales and promotion. The scope of this concept is the promotion of so-called passive demand (insurance, encyclopedic dictionaries, etc.).

The concept of marketing states that the key to achieving the goal of the organization is to determine the needs of target markets and provide the desired satisfaction in more efficient and productive ways than competitors. Orientation in this concept is to the needs of customers.

The concept of socio-ethical marketing states that the company's task is to identify the needs and interests of target markets and ensure the desired satisfaction in more efficient and productive ways while strengthening the well-being of consumers and society as a whole. This concept seeks to resolve the contradiction between meeting the real needs of customers and their long-term well-being.

Also, the analysis of different approaches allows to offer a communication approach, which involves the formation of information flow focused on establishing constant feedback from the market in real time, which will help identify and harmonize tasks and business processes of marketing management and priority implementation. tasks taking into account the peculiarities of specific enterprises.

From these approaches follow the basic principles of marketing management in the enterprise: adaptability and flexibility, forward-looking, comprehensive, systematic, program-targeted management, innovative approach, focus on demand, unity of

information and physical marketing, combination of quantitative and qualitative market analysis, total marketing management, logistics model of the organization, e-marketing, transformation of marketing into a profit center, priority staffing [20].

The principles of marketing suggest that the achievement of the company's goals depends on identifying the needs and demands of target markets, as well as on more effective compared to competitors customer satisfaction [24]. The principles of marketing form the general direction of marketing activities in the enterprise. The results of the analysis of the works of leading scientists who considered the principles of marketing management, allowed to identify the diversity of theoretical approaches of the authors to the content and list of proposed principles (Table 2).

Table 2.

Principles of effective management of marketing activities

<b>Principles</b>	<b>General characteristics</b>
<b>Purposefulness</b>	Compliance with the mission, goals, strategy and policy of the enterprise, focus on solving problems, finding and meeting needs consumers.
<b>Flexibility</b>	Flexibility in achieving the goal by adapting to market requirements while targeting it.
<b>Complexity</b>	An integrated approach to the development of a set of marketing and plans marketing, which involves offering the market not only goods and services, but also means of solving consumer problems.
<b>Optimality</b>	Optimum Optimal use in the management of centralized and decentralized principles, ie constant search and implementation of reserves, improving the efficiency of production and marketing activities through the involvement of all employees in creative work.
<b>Science</b>	Scientific approach to solving marketing problems, ie systematic analysis of the use of program-target management method and implementation of marketing management tasks, planning, organization and its control.
<b>Market orientation</b>	Focus on achieving market results of increasing market share, developing new markets, weakening the market share of competitors and more. Search for markets, unmet consumer needs, creative approaches to solving marketing problems.
<b>Functional</b>	Focus on a specific concept of enterprise management, a clear definition of tasks, functions of each unit and performers, vertical and horizontal connections.
<b>Management direction</b>	Creating a flexible organizational structure, focus on achieving new, more complex strategic goals. Balanced specialization, ensuring the unity of management of marketing activities, controllability of performers. High qualification of staff, as well as their constant special training. Coordinating the characteristics of the objects of marketing management (organizational structure of marketing) and enterprise management systems.
<b>Customization</b>	Consumer orientation, its needs and requirements, which involve offering the market not goods and services, but solutions consumer problems
<b>Security</b>	Sufficiency of information support of marketing management. It involves the establishment of information links between units of one company and units of another company to effectively perform marketing functions. Complexity of marketing activities to achieve synergy. Sufficient financial security both in terms of ensuring the implementation of marketing activities, and in terms of motivating the work of employees of marketing services.
<b>Supervisory</b>	Orientation of marketing activities to the implementation of different types control (current, strategic, financial activities).

Source: generated by the authors according to[32]

Thus, "marketing management": is an activity within the enterprise aimed at a market environment based on the use of information technology, establishing constant communication with the consumer, which allows to increase the adaptability of marketing tools to market needs, and contribute to marketing goals. activities of the enterprise. Marketing management determines the quality of the marketing mix, through which the company exerts marketing influence on the consumer, creates a favorable internal environment, aims to bring to the leadership and staff the company's values and marketing goals, best meet customer needs and increase customer base.

As competition in today's market for goods and services intensifies, businesses are becoming aware of the need for effective marketing activities. Efficiency is the ratio of the result of the enterprise to its costs. Thus, the effectiveness of marketing activities is the ratio between the results of marketing activities (such as advertising, market research, etc.) and the costs incurred during their implementation.

Despite the existence of different strategies for assessing the effectiveness of marketing, its planning and implementation have some shortcomings, including: lack of awareness of the need for systematic research of marketing activities, insufficient qualifications of marketing staff, conducting a purely formal analysis without modern methods. Well-known foreign and domestic scientists have considered different approaches to determining the main components of marketing activities of the enterprise (Table 3).

Table 3.

Approaches to determining the main components of assessing the marketing effectiveness of the enterprise

Author	Treatment
<b>Balabanova L.V.</b>	Marketing is evaluated in the following areas: customers, integration, reliability of information, strategy, efficiency, but does not determine the system of indicators of such areas and the algorithm of performance analysis.
<b>G. Assel</b>	Compares the effectiveness of marketing activities with the costs of it, in particular, emphasizes the need to identify the relationship between these indicators.
<b>N.V. Butenko</b>	Proposes to evaluate the effectiveness of marketing activities in accordance with list of functions performed by marketers.
<b>F. Kotler and K. Keller</b>	Emphasize the link between performance indicators marketing activities with the environment.
<b>A. Pavlenko and A. Voychak</b>	It is proposed to calculate the indicator of marketing effectiveness, based on income, profits, solvency, inventory turnover and efficiency of marketing activities.

Source: generated by the authors according to [24, 23, 34, 12, 8]

Derevyanchenko T.E. in his work he reflected the following methods for assessing quantitative indicators of marketing effectiveness: multidimensional, regressive, correlation, simulation, methods of strategic decision theory, deterministic, hybrid and network planning models [33].

Today, there are two common approaches to measurement – as the degree of achievement of goals and as the ratio of the effect of marketing activities to implementation costs.

In assessing the effectiveness of marketing activities of the enterprise is a very important issue is to determine what is meant by the results and costs of such activities. The results of marketing activities are often understood as the number of new customers, the number of retained existing customers, the frequency of customer applications to the company, the number of successful contacts and more. As results for consumers it is suggested to use:

- ✓ the volume of the target segment and its characteristics;
- ✓ degree of consumer satisfaction; the level of loyalty to the company;
- ✓ prevailing models of consumer behavior;
- ✓ priority of the brand (from the point of view of consumers) in comparison with the products of competitors;
- ✓ level of awareness;
- ✓ volume of purchases made by consumers;
- ✓ cost and probability of switching consumers to purchase goods from competitors;
- ✓ consumer intentions.

With regard to the category of "suppliers", it is advisable to use indicators such as:

- the effectiveness of relationships with suppliers (the interest of suppliers in cooperation with the company, the importance for suppliers of sales, cost and probability of choosing other customers);
- clear compliance with the terms of cooperation;
- level of supply quality.

The category "competitors" should be assessed on such indicators as:

- strengths and weaknesses of each competitor or strategic group;
- relative market share;
- characteristics and reasons for the success of the most important competitors;
- strategies for positioning competitors and the degree of interest in maintaining existing positions;
- existing barriers to market entry;
- cost structure and pricing policy;
- gaps in working with consumers that competitors can use to strengthen their positions; competence of competitors.

When determining the cost of marketing activities is common approach to their identification with the cost of promoting the product. Its limitations are obvious, and, in our opinion, the costs of marketing activities should include, in addition to traditional costs of wages, materials and energy, depreciation costs, maintenance costs, and the following:

- ✓ costs of organizing and conducting product, communication, pricing and sales policy;
- ✓ costs of creating a brand;
- ✓ costs of search (benchmarking), preparation and development of new technologies;
- ✓ costs of ensuring the efficiency of transactions (negotiations, contracts, etc.);
- ✓ costs of information support of marketing activities and operation of marketing controlling systems.

In the scientific literature there are four separate groups of methods for assessing the effectiveness of marketing activities [30]:

Quantitative (factual) – involves comparing the performance indicators of marketing activities with the costs of its implementation: return on investment in marketing; brand valuation; assessing the company's market success in the area of competitors.

Sociological – aimed at using the tools of applied sociology, namely: the development of sociological research and research in accordance with these programs (eg, evaluation of communications).

Expert (subjective) – involves the use of special knowledge and practical experience of experts to obtain general judgments about the effectiveness of marketing activities of the enterprise, mainly in the form of assessments (points).

Qualitative methods based on marketing audit – a comprehensive, systematic, independent and periodic review of the external marketing environment, goals, strategies and specific areas of marketing activities for the company as a whole or for its individual units. It is carried out by own forces or independent experts.

When conducting marketing activities related to capital expenditures, it is advisable to use the rate of return on marketing investments, which allows you to compare and choose from different marketing activities, easier to make informed decisions, increase the profitability of marketing campaigns, customers and organizations.

At Ukrainian enterprises, a popular approach is to measure the effectiveness of marketing activities using the ROIM (return on investment in marketing), which is calculated as the ratio of the difference between additional revenue from marketing activities and the cost of goods (services) promoted by marketing activities to value marketing activities themselves [26]. Its use allows you to gain a competitive advantage of the company and increase its profitability, develop better strategies and make effective investment decisions.

The problem of developing marketing indicators covers a wide range of research and practical aspects of marketing, such as assessing the return on marketing investments, describing the structure and relationship between internal marketing and financial indicators, assessing customer assets, brand assets, long-term and short-term effects of marketing costs.

Marketing theorists and practitioners have developed many indicators to evaluate marketing. However, there is no standard scheme or standard set of indicators, as indicators must reflect marketing strategies. These strategies are different, respectively, and the set of marketing metrics will be different. However, some indicators are quite universal and applicable to the activities of any enterprise [35].

Scientists offer the following indicators that allow you to comprehensively

assess the effectiveness of marketing [35]:

- 1) brand awareness – characterizes the percentage of consumers who have confirmed that they know the brand;
- 2) consumers who tried the product before purchase (test-drive);
- 3) churn rate – the ratio of those customers who left before the end of a certain point in time to those who came at the beginning of this period;
- 4) level of satisfaction (CSI, customer satisfaction index) – an assessment of the level of customer satisfaction after interaction with the company, CSI reflects how successful the customer experience was;
- 5) profit;
- 6) net discounted value (NPV);
- 7) return on investment (payback);
- 8) customer lifetime value (CLTV) – is the estimated amount of gross profit that a customer can bring during his life.

Along with this, there are approaches that are based on the use of methods of economic and mathematical modeling. These include proposals Stry L.O., which proposes to assess the effectiveness of enterprise marketing or through a system of performance indicators of marketing subsystems in the management structure of the enterprise, or through the evaluation of market distribution efficiency from the standpoint of the enterprise and the level of economic efficiency of its activities. characterized by the level of profitability of production and sales [36].

Thus, the analysis of approaches to assessing the effectiveness of marketing activities of the enterprise and identifying the most effective ways of marketing, minimizes the costs of the business entity and achieve maximum results. To do this, it is necessary to assess the costs of marketing, its functions and non-economic indicators using clearly defined algorithms of economic and mathematical methods and models. It is necessary to evaluate the final results of marketing activities (profit, market share, sales of goods or services) and make effective management decisions regarding the implementation of marketing.

The formation of the marketing complex of the enterprise is the main task for



marketing services, but the management of the marketing complex is not the only task that arises in the management of marketing activities, which is why new approaches to the analysis of marketing management.

One of the main tasks of managing the marketing activities of agricultural enterprises is the introduction of effective management of those activities in enterprises that directly relate to the production and sale of products through the sales system to the final consumer.

It is worth considering the dynamics of the number of agricultural enterprises in Ukraine (Fig. 6).

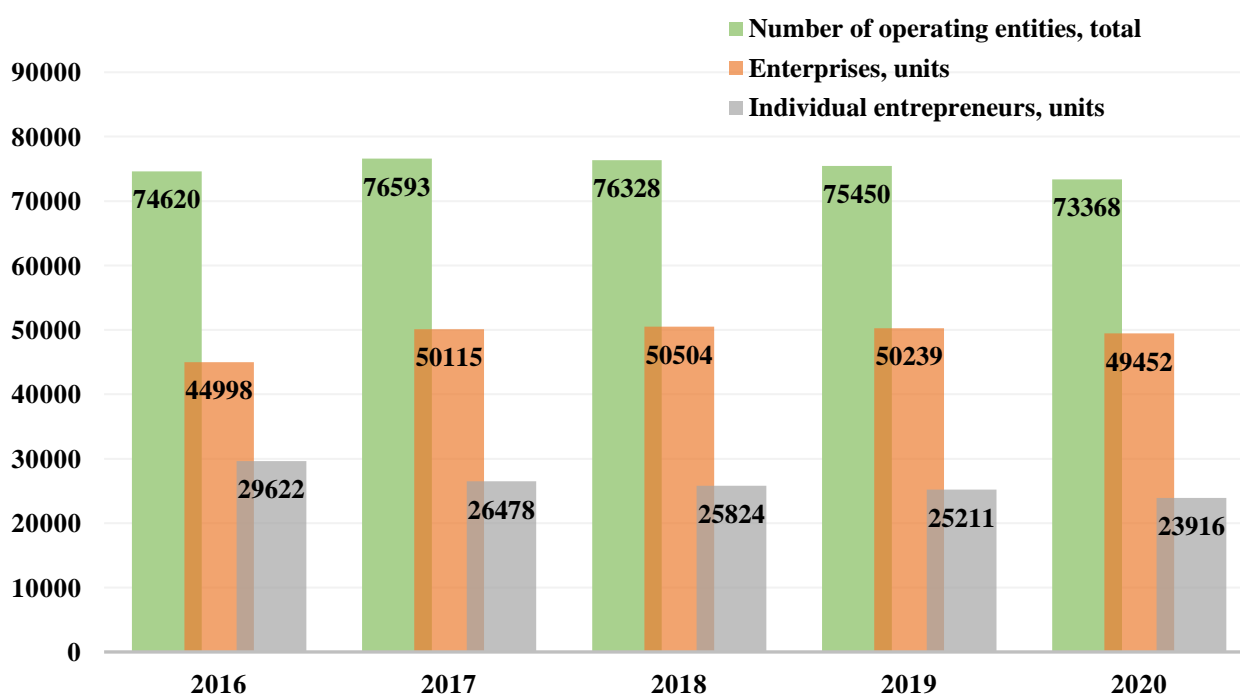


Fig. 6. Dynamics of the number of agricultural, forestry and fisheries enterprises in Ukraine, 2016-2020.

*Source: calculated by the authors according to [37].*

Based on the results of the study of the dynamics of changes in the number of agricultural enterprises over five years, we can note that in 2016-2017 there was a significant increase by 5117 enterprises, but in the same period we also see a decrease in the number of individual entrepreneurs by more than 3 thousands. Since 2018, there has been a clear decrease in the number of existing agricultural, forestry and fisheries entities by 2960 units, in particular, the most negative trend is observed in the number of individual entrepreneurs by almost 2000. It should also be emphasized that in the

study period there is a stable negative trend in the number of natural persons-entrepreneurs of agriculture, forestry and fisheries, in particular in 2020 by 5706 units. compared to 2016. As for enterprises in this industry, their dynamics changed ambiguously, in particular until 2018, including stable growth, but in 2019-2020 their trend was negative, but in 2020 their number was still 4454 units compared to 2016.

The COVID-19 pandemic has become one of the factors reducing the number of enterprises, including agricultural ones, both in Ukraine and in the world as a whole. The main challenges in this period were: the general decline in the purchasing power of the population; quarantine restrictions on the simultaneous stay of a certain number of employees in the premises; quarantine restrictions on the functioning of agricultural markets; complication of logistics of agro-industrial complex products; lack of proper support from the state, etc. A significant number of enterprises that did not have sufficient financial reserves were forced to cease their economic activities, while other enterprises were forced to be in a constant struggle for the opportunity to "survive" and minimize the loss of their competitive advantage in target markets.

As practice has shown, quarantine measures in Ukraine have had a significant negative impact on the activities of enterprises, in particular not only on production but also on sales due to limited distribution channels and export markets for business.

The COVID-19 pandemic and the application of appropriate quarantine restrictions provoked an increase in the financial burden on businesses, as no one canceled the payment of taxes, utility bills, loan repayments, etc., and the inability to fully conduct their business led to: job losses; rising prices for raw materials and basic products; reduction of financial revenues to the state budget; reduction of enterprise profits. The consequences of such influence were particularly acute for small and medium-sized enterprises, and agricultural enterprises engaged in the production, processing and sale of agricultural products.

The military aggression of the Russian Federation against Ukraine has become even more destructive for Ukrainian enterprises of all industries, the final consequences of which are yet to be summed up. However, the consequences that have already been officially recorded show that a large number of companies have lost, in part or in full,

their capacity and resources due to armed aggression and occupation of some parts of our country, some entrepreneurs are forced to move their businesses to more or less safe regions. Of Ukraine. The agrarian business faced special challenges during the war, because those regions in which there is active hostilities are not able to fully carry out their economic activities, including sowing and other agricultural work, the situation is slightly better in those areas liberated from invaders, but they to carry out active activities are hampered by mines that remained as a result of the occupiers' occupation.

The analysis of the activity of agricultural enterprises confirms that in each region of the country there is a large number of economic structures that do not have marketing specialists. An entrepreneur is a director, marketer, accountant, he simply can not have so many professionals, so he uses the services of special consultants. Factors that strongly influence the management of marketing activities are the age of employees, their level of education, material and moral incentives, which affects the attitude to work. Each of the local groups has specific needs that must be taken into account in the practice of developing marketing plans of the enterprise. It is worth considering the dynamics of the number of employees in recent years in agricultural enterprises (Fig. 7).

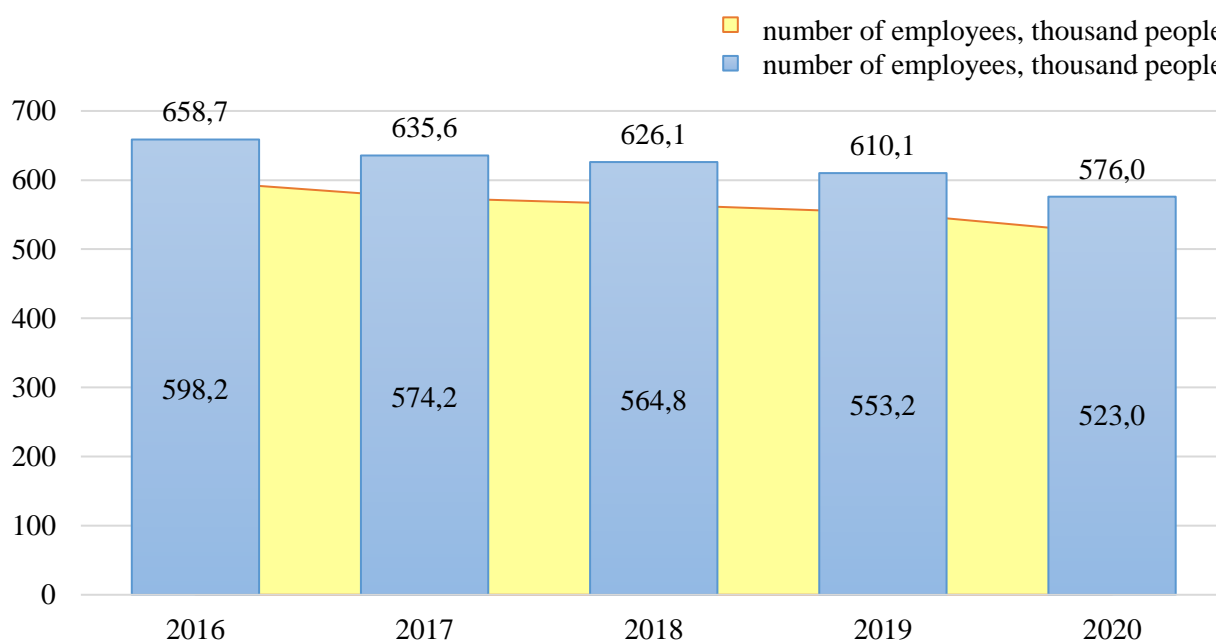


Fig. 7. Dynamics of changes in the number of employed and hired workers in agricultural, forestry and fisheries enterprises, thousand people, in Ukraine, 2016-2020

Source: calculated by the authors according to [37].

As shown by the results shown in Fig. 7, in the period under study, the dynamics of the decrease in the number of employees in 2020 is clearly traced, their number decreased by almost 83 thousand people compared to 2016. As for the dynamics of changes in the number of employees in agriculture, forestry and fisheries, in 2020 there was also a decrease of more than 75 thousand people compared to 2016. Such negative trends are directly related to the decrease in the number of enterprises, instability in the economic situation, inadequate support of business by the state, imperfect regulatory framework, the consequences of the COVID pandemic 2019 and other factors in the country.

In essence, marketing is a theoretical concept that helps farmers adapt to work in a market economy, and marketing activities in this regard is an organized form of modern commodity production. It is marketing activity that configures the efforts of agricultural producers to carry out not only operations for the sale of products, but also during the formation and implementation of conceptual foundations of production and management process, determining the nature and scale of production, opportunities for economical use of production potential logistics channels and relationships, focusing on maximum satisfaction of potential demand.

The marketing policy of an agricultural enterprise includes price, product, sales and a set of measures to promote products on the market (Fig. 8).

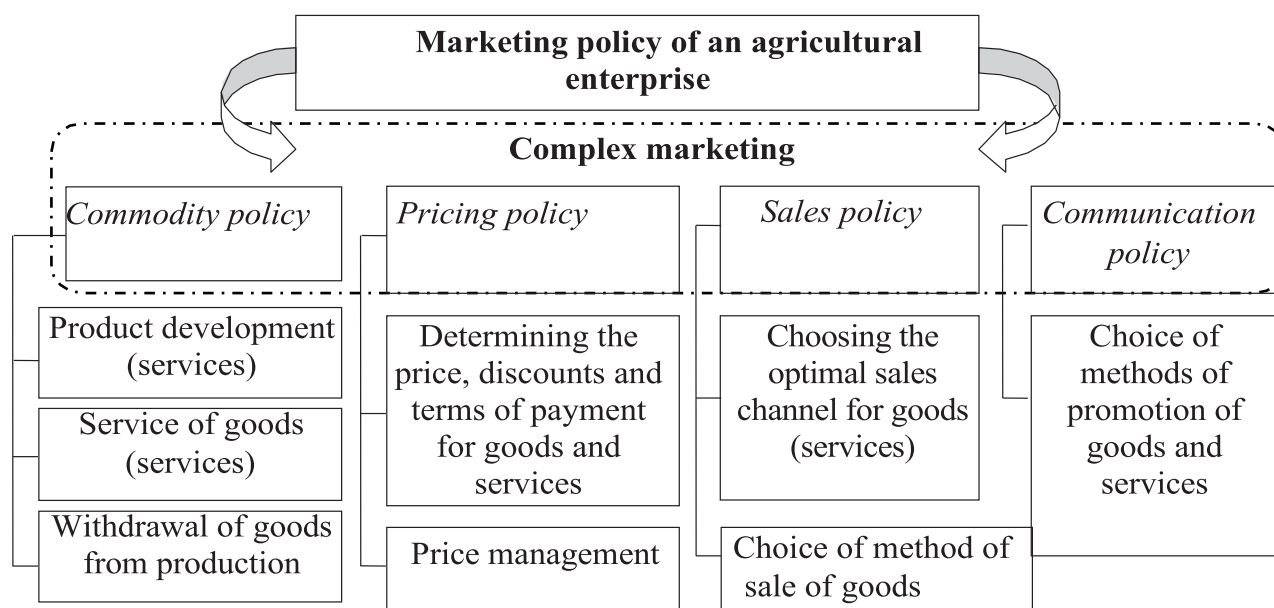


Fig. 8. The structure of the marketing policy of the agricultural enterprise

Source: generated by the authors according to [39].

Gradual formation of marketing policy involves:

- implementation of analytical diagnostics of the agricultural enterprise and strategic forecasting (forecasting) of its development;
- development of a marketing complex;
- ensuring effective organization and effective marketing management.

In addition, the implementation of marketing activities is impossible without the formation of an economically sound budget for marketing, control and evaluation of marketing activities, which is a platform for management decisions (Fig. 9).

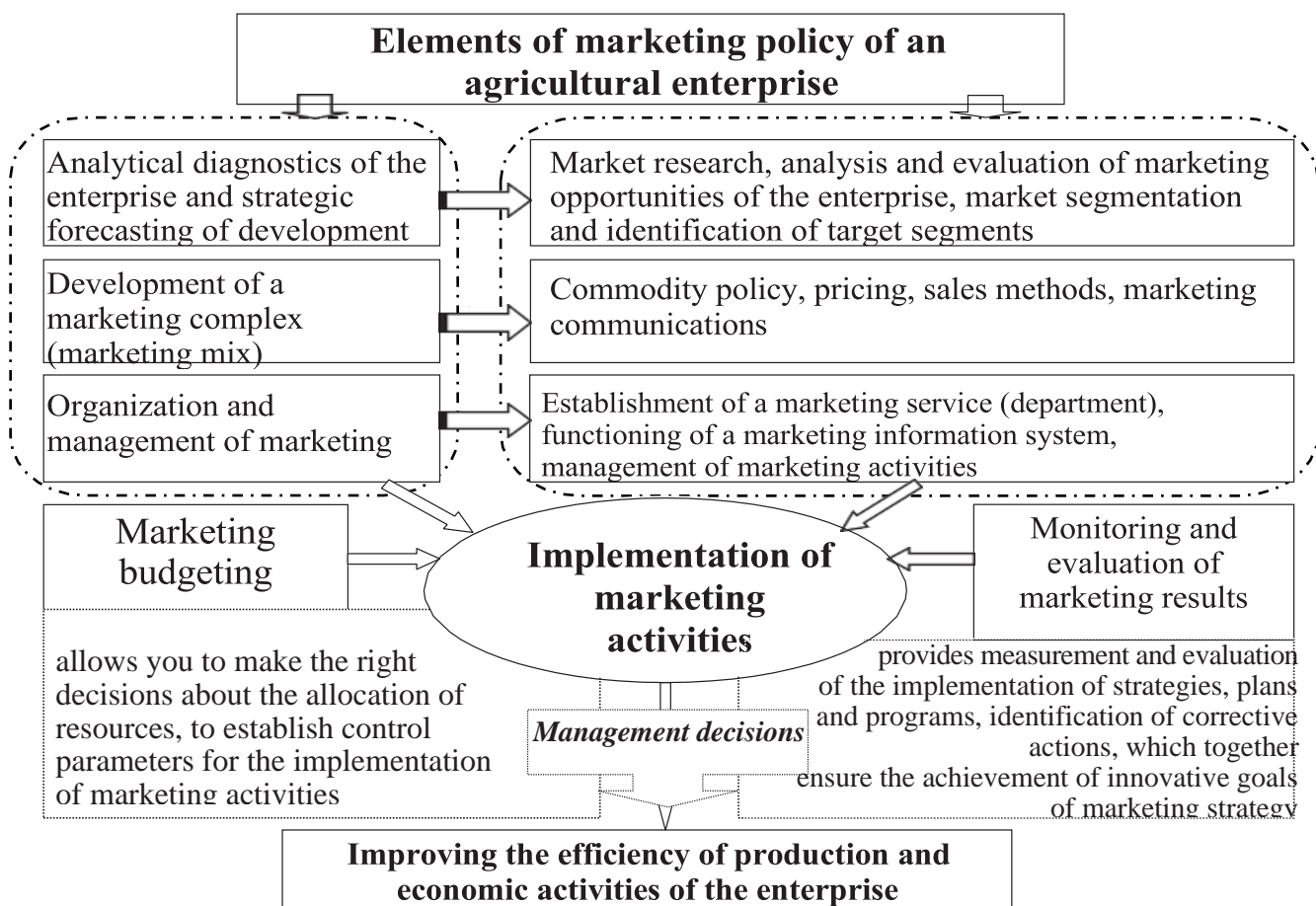


Fig. 9. Elements of marketing policy of an agricultural enterprise

Source: generated by the authors according to[39].

The main marketing prerequisites that should be guided in the formation of marketing policy of agricultural enterprises are:

1) implementation of marketing research in order to obtain complete and reliable information about exogenous and endogenous factors that affect the economic platform of the enterprise;

2) substantiation of the possibilities of adapting the specifics of production to the changing business environment and preferences of potential consumers with a simultaneous targeted impact on them at a certain (necessary) time;

3) production taking into account consumer requirements, market conditions and real production capacity and resource base of the enterprise;

4) ensuring profitability through the prism of improving marketing activities on an innovative basis in the strategic perspective;

5) configuration of strategy and tactics of active presence of the enterprise in the market and use of marketing tools to achieve maximum control over the movement of finished products;

6) the formation of effective logistics channels for the sale of products and services of the enterprise in certain markets of the envisaged volume and within specific deadlines.

Marketing approaches to the organization of the agricultural enterprise involve making some adjustments in the formation of channels for the sale of agricultural products, which must meet the following requirements:

- ✓ distribution channels should be selected in such a way that they fully provide access to certain market segments;
- ✓ it is necessary to provide flexibility in distribution;
- ✓ the use of one channel should not include the possibility of distributing products to another;
- ✓ the possibility of weak links in the established distribution chain should be ruled out.

To increase the efficiency of management of agricultural enterprises, it is advisable to actively use marketing tools. The application of marketing strategies requires appropriate organizational support for marketing activities of the enterprise.

Analyzing the situation at Ukrainian agricultural enterprises, it should be noted

that the marketing activities of some such enterprises are fragmentary, as some of them do not have a single marketing service, and marketing functions are performed by different departments. As a result, there are significant shortcomings in the organization of marketing activities of enterprises, the main ones are listed in table 4.

Table 4.

The main shortcomings in the organization of marketing activities of enterprises

<b>The main disadvantages</b>	<b>The reasons for the shortcomings</b>
Lack of a unified marketing service in the enterprise and purposeful activities in the field of marketing management	Management's lack of understanding of the importance of marketing development in the enterprise
Lack of clear strategic goals and plans	
Orientation of management on outdated marketing the concept of "intensification of commercial efforts"	
Lack of a unified methodological approach to enterprise marketing concept	Lack of a competent specialist who can solve these issues
Lack of marketing management planning, including marketing plan, is clear formulated marketing strategy	
Lack of a system of marketing control, in particular quality control of work in structural units enterprises	Absence clearly developed personnel policy
Low marketing awareness of key specialists enterprises	
Lack of clear sales policy in the company	Lack of a specialist responsible for the sales activities of the enterprise
Insufficient activity of the enterprise in the field of advertising and sales promotion, non-use of possible promising sales channels	

*Source: generated by the authors*

Restructuring of the organizational structure of the agricultural enterprise and its internal management system should:

- to promote the strengthening of marketing orientation of management as a means of achieving strategic goals and mission of the enterprise;
- to promote the solution of long-term strategic objectives through concrete practical steps, to ensure involvement in the creative search for the maximum amount of intellectual potential and thus prepare the ground for timely anticipation of market needs and create new consumer properties and products;
- strengthen the position and competitiveness of the enterprise in the domestic market and look for opportunities to enter foreign markets.

Agricultural marketing is a management concept that provides market orientation of production and marketing activities of the enterprise, and at the heart of management decisions are not only the capabilities of the producer, but primarily the

needs of the agro-industrial market, existing and potential needs of consumers and buyers of agricultural products. Distinctive features of agromarketing are determined by the specificity of markets in the agribusiness system and the peculiarities of supply and demand, as well as prices in the agricultural sector.

The main task of marketing management is to synchronize the management process with the elements of the marketing complex in such a way that each of them, fulfilling its functional purpose, while improving the efficiency of other elements and thus increase the synergy effect.

In the current conditions of unstable business environment, it is important to form a new model of development of Ukrainian agricultural enterprises with their reorientation to marketing principles, taking into account the specifics of production and economic activities and consumer market requirements. With the strengthening of international integration and globalization of economic processes, marketing policy is seen as a key tool for the effective functioning of agricultural enterprises in the strategic perspective. Ensuring the economic growth of businesses is possible through the diagnosis of relevant information and effective management decisions on demand research, product, pricing, communication and sales policy, as well as on marketing budgeting, strategic planning and marketing management and control.



10.46299/979-8-88680-819-3.3

### **3. Organization of marketing activities at milk-processing enterprises of Ukraine**

In today's conditions, in particular, unstable economic situation in the country, fierce competition among producers, rapid reduction of necessary resources to ensure sustainable economic activity and other factors, most domestic enterprises face the need for systematic implementation of marketing tools, which is impossible without proper and effective marketing strategies.

An effective tool and base of entrepreneurship is marketing, which is used to develop and make entrepreneurial decisions and plays a key role in the system of government, organization, planning and control in the field of entrepreneurial activity.

Marketing strategies are an integral and leading component of any effective business management system. However, the current market environment is characterized by uncertainty, globalization, constant competition, as a result, the practical aspects of marketing strategies necessitate the use of a wide range of marketing functions and tools, which in turn require adequate funding. As a result, the use of marketing tools without a systematic view and strategic vision of business development leads to inefficient costs.

This issue is especially important for domestic enterprises, which is associated not only with the low level of economic development of many of them, but also with the ignorance of the strategic direction of many management processes in the field of marketing. Within the framework of marketing strategies, there are many areas that require adequate resources, because they allow the systematic implementation of marketing tools, especially under significant budgetary constraints, which is extremely important for domestic dairy companies.

The processes of formation and implementation of marketing strategy for each company are different and depend on the volume of production capacity, the level of development of target markets, the nature of organizational structures, the level of marketing management and marketing budgets.

The marketing goals of the enterprise are:

- satisfaction of needs (requirements) of consumers;

- achieving advantages over competitors;
- gaining the planned market share;
- ensuring the growth of sales of goods and services;
- achieving the planned profit or ensuring profitable activities.

Marketing activities at the enterprise have always been based on concepts that involve the formation of a balance of interests of enterprises, consumers and society.

Marketing concepts – the logic of marketing as a process of consistently increasing the efforts of the enterprise, taking into account its potential and the conditions of the business environment.

F. Kotler argues that the firm can choose any way to increase sales of goods, which reflects one of the five approaches to the organization of marketing activities, namely:

- the concept of improving production;
- the concept of product improvement;
- sales concept;
- marketing concept;
- the concept of socio-ethical marketing [43].

Every company has the right to choose the concept of marketing management that will ensure the achievement of maximum efficiency.

Marketing theory recognizes several basic concepts that have evolved as the economic situation changes (Table 1):

- production;
- freight;
- sales;
- traditional;
- socio-ethical marketing;
- concept of interaction marketing.

Table 1

Basic marketing concepts

Production concept of company marketing	
Key concept idea:	Increasing the volume of production of existing items.
Tools:	Cost of production, productivity.
Main goal:	Optimization of production – sales growth – increase profits.
Commodity marketing concept	
Key concept idea:	Development and production of good quality goods.
Tools:	Commodity policy.
Main goal:	Development of new product items and modification of existing products.
Sales marketing concept	
Key concept idea:	Increasing sales channels.
Tools:	Sales policy.
Main goal:	Improving the efficiency of sales of goods through marketing activities for the sale of goods.
The concept of socially responsible marketing	
Key concept idea:	Production of goods that meet existing needs, taking into account the requirements and restrictions of the company.
Tools:	Complex Product Price Place Promotion. Research of needs, needs and expectations of the consumer. Study of social and environmental consequences of production and consumption of goods and services.
Main goal:	Satisfying the needs and demands of customers while preserving human, natural, energy and other resources without causing great harm to the environment and humanity as a whole.
Relationship marketing concept	
Key concept idea:	The activities of the organization should be aimed at long-term cooperation, taking into account all the nuances of the relationship with customers and partners.
Tools:	Complex Product Price Place Promotion. Marketing system of interaction.
Main goal:	Establishing long-term mutually beneficial relationships with market participants in the business process

Source: generated by the authors according to [44].

Each of these concepts has its own specifics and priority areas. Changing the focus of marketing policy depends on market fluctuations and the state of affairs within the company.

Studying the stages of the evolution of marketing will help determine the level of marketing thinking of the company and understand in which direction to move next. The development of marketing as a science of management is characterized by a

reorientation to external aspects of business and compliance with the interests of other market participants [44].

Historically, marketing concepts have been linked to market development and have changed along with market changes, the development of approaches to improving product quality, customer focus, social marketing, and more.

The concept of improving production, as the name implies, the determining factor in the orientation of the firm in the market space is production. Consumers prefer cheap and affordable goods. And high production efficiency allows you to keep costs low and thus ensure low prices.

Enterprise management, which focuses on this concept, focuses on improving production and improving the efficiency of the distribution system.

This approach is justified in one of three cases:

- there is a shortage of goods;
- demand can be increased by lowering the price;
- there is an opportunity to reduce costs by increasing production [43].

The main purpose of the production concept is to increase the production of existing product items.

The production concept of marketing is based on the fact that demand exceeds supply. Optimization of production processes will increase production rates, reduce production costs, reduce the cost of goods for consumers and, consequently, increase demand.

Thus, the considered concept of marketing is aimed at improving production in order to increase production, increase sales and increase profitability.

Priority areas for the company's management are to ensure maximum serialization and sale of goods through all possible sales channels.

Passing the production concept of marketing is relevant in the following cases:

- most of the target audience is significantly limited in financial capabilities;
- the demand for the product exceeds the supply, and some buyers buy the product, even if they are not very satisfied with its properties;

– in the current conditions of production, the cost of production is too high, and you need to find a quick way to reduce it to take a place in the market.

This concept is relevant in a shortage of goods, which is observed in limited production [44].

Managers and specialists of the enterprise that uses this concept must systematically improve the production system and distribution system, direct their efforts to achieve high serial production and sale of goods through all possible sales enterprises. Therefore, the main focus of this concept is to improve production and increase the efficiency of the distribution system.

The leading means of achieving the goal are to increase the scale of production and reduce the cost and price of products (Fig. 1).

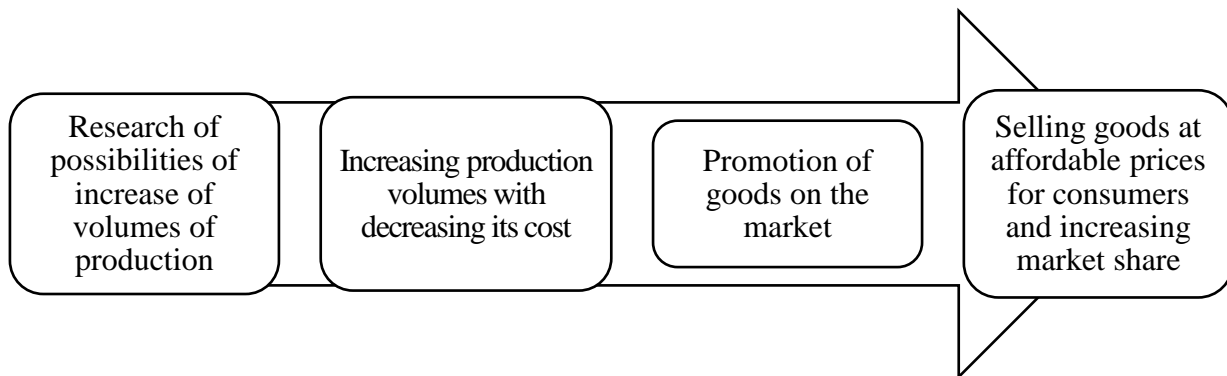


Fig. 1. Scheme of the concept of production improvement

*Source: generated by the authors*

The concept of product improvement – puts the product in priority. The company's activities are focused on its continuous improvement and development of a sufficient number of modifications.

This concept assumes that consumers prefer products with the highest quality and reliable performance.

According to the ideology of the product concept of marketing, the buyer is almost one hundred percent likely to buy a product of good quality and at an affordable price.

Paying attention primarily to the quality of goods, the manufacturer means that consumers are interested in purchasing these goods, know about the availability of competitors' products and make their choice based on high quality and agreeing to

pay a higher price for it. The strength of this approach is the excellence of the technology used by a firm leading in a particular field. The weak point of this approach is technology. After all, the focus on product quality sometimes does not allow to feel the threat of new technologies in time, when other products appear that meet the same needs as the company's product. (example plastic packaging) [43].

Much attention is paid to the development of new names, as well as improving the quality of items that are already available. It is assumed that the company's products are in high demand by the target audience, ie the consumer chooses a particular product by comparing the characteristics with similar units on the market.

The use of the principles of the product concept is appropriate in the following cases:

- most of the target audience has an income sufficient to purchase all necessary goods to meet current needs;
- demand meets supply and buyers, buying a product, choose products with the best characteristics from several analogues of approximately the same value;
- modification of the product does not entail an increase in cost compared to analogues included in this price group [44].

Business management that uses this concept should focus on achieving high product quality. The main object of attention is the product. Marketing efforts are focused on improving the quality of goods, the leading means of achieving the goal is the modernization of manufactured goods (Fig. 2).

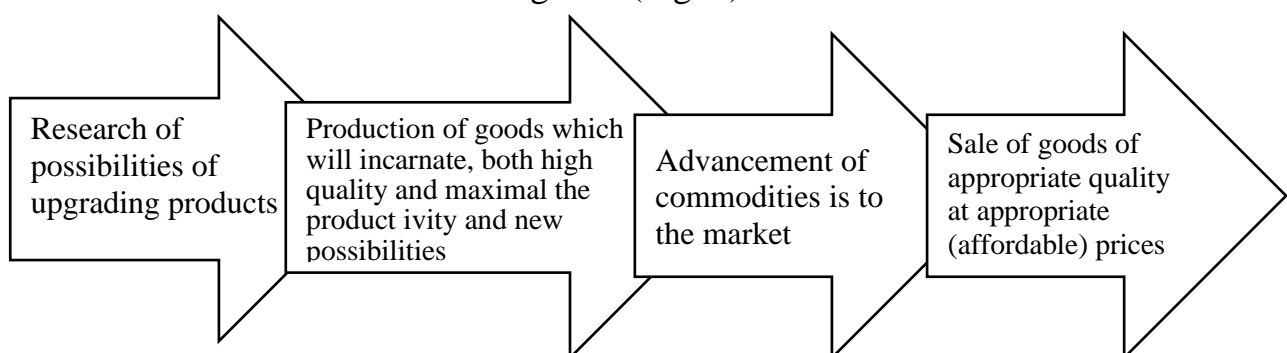


Fig. 2. Scheme of the concept of product improvement

Source: generated by the authors

The scope of this concept is those enterprises that are dominated not only by production, but by the technocratic approach. Negative features and consequences of the

implementation of this concept: marketing short-sightedness, love for your product, neglect of the problems and needs of customers, design opportunities, packaging, prices.

Thus, the basis of the product concept of marketing are the following prerequisites:

- the company focuses on the production of high quality goods that are sold at reasonable prices;
- consumers are interested in purchasing such goods;
- consumers are aware of the availability of similar products;
- consumers draw conclusions based on comparisons of prices and quality of goods.

This concept is used in many countries at this time. But it has changed (the company is trying to shape its customers, its niche in the market). Commodity marketing concept is typical for the first stage of marketing development.

It turns out that the product concept of marketing is relevant for cases where the market situation is characterized by a balance of supply and demand, and the buyer focuses on choosing the best product from those presented.

The sales concept is focused on the sales process itself. This concept is based on the fact that consumers will not buy the company's goods in sufficient quantities if it does not make significant efforts in the field of sales of goods.

This concept is possible in conditions of insufficient awareness of the buyer about the properties of the product, when consumer behavior is influenced by various means: advertising, convincing sales methods, product demonstrations, special discounts.

Businesses focused on this concept are guided by the fact that consumers mostly do not intend to buy their goods, and therefore it is necessary to take active measures to sell goods.

In practice, the concept of sales is implemented by imposing a purchase on the consumer, and the seller tries to sign an agreement and sell under any circumstances, and consumer satisfaction is a secondary matter for him [43].

Thus, the main focus of sales marketing – sales. The bottom line is that the buyer will buy any product if it is properly promoted and offered.

According to the concept of promotion and sale of goods is carried out in all possible ways, including intrusive advertising, as well as through various discounts, markups, lotteries, raffles, etc. Much attention is paid to product packaging, which is designed to distinguish goods from counterpart's competitors.

The motto of an active sales policy: you can force the buyer to buy any product, the main thing – to choose the right method of influence. This implies that the consumer is able to buy the product, but does not see the urgent need [44].

The sales concept of marketing (the concept of intensification of commercial efforts) is based on the following prerequisites:

- the purpose of the enterprise is to achieve such a volume of sales of goods that would allow him to get the maximum profit;
- consumers will not buy goods in the desired volume of the company without some influence on them;
- consumers can be forced to buy goods through certain measures to promote sales;
- buyers will re-purchase if the company has a sufficient number of potential customers.

The main object of attention is the goods of the enterprise and the process of their sale. The main content of marketing is to take care of the seller's needs to convert his goods into cash. Leading means of achieving the goal – commercial efforts and methods of STIZ, "hard" sales in order to force the purchase immediately, on the spot (Fig. 3).

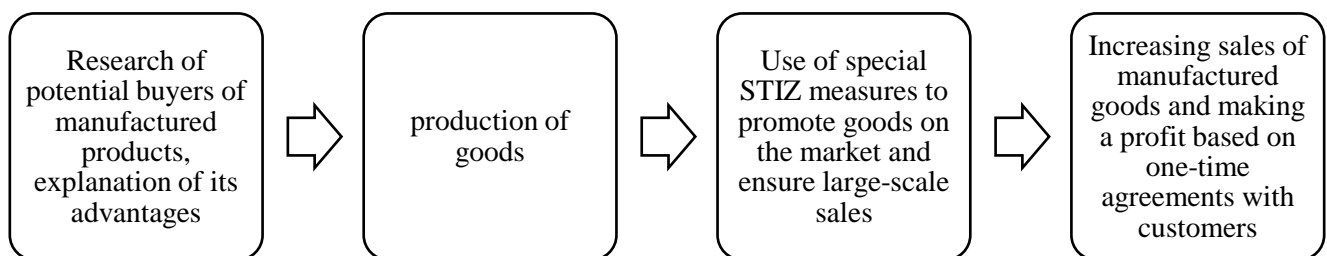


Fig. 3. Scheme of sales concept

Source: generated by the authors

Possible cases of application of the concept of sales marketing:



- the income of the target audience is considered sufficient for the purchase of goods produced by the company;
- the supply of goods of this group does not significantly exceed the demand, so consumers are waiting for the most favorable supply;
- buyers do not feel an urgent need to purchase a particular product.

The concept is most often used in situations where products from different manufacturers have approximately equivalent characteristics and market supply does not significantly exceed demand. That is, the buyer tends to choose the most advantageous and best offer. Sometimes the consumer does not even think about the need to purchase these goods [44].

Modern scope of this concept:

- sale of goods and services of passive demand, which the consumer usually does not think about and they have a limited market (vehicle insurance, reference books, books on specific areas of knowledge, pensions), sale of bulky goods;
- non-profit organizations (charitable foundations, educational institutions, political parties, election campaigns);
- enterprises that have difficulties with the sale of goods, when there are signs of overproduction and enterprises fight for each client through TV and radio advertising;
- advertisements in newspapers, magazines; direct mail advertising.

The negative consequences of using the concept are the loss of trust due to concealing the lack of goods, forcing them to buy goods immediately.

The concept of marketing (market concept) implies that the key to achieving the goals of the enterprise is to determine the needs of consumers and meet these needs more efficient and productive methods compared to competitors.

Introducing this concept, companies focus primarily on meeting the needs of a particular group of consumers, for which they constantly conduct marketing markets, analysis and control of marketing activities [43].

In order to meet the needs of the target audience, the organization must use operational marketing tools – a set of Product, Price, Place, Promotion (4P) in

combination with cross-functional coordination (Fig. 4).

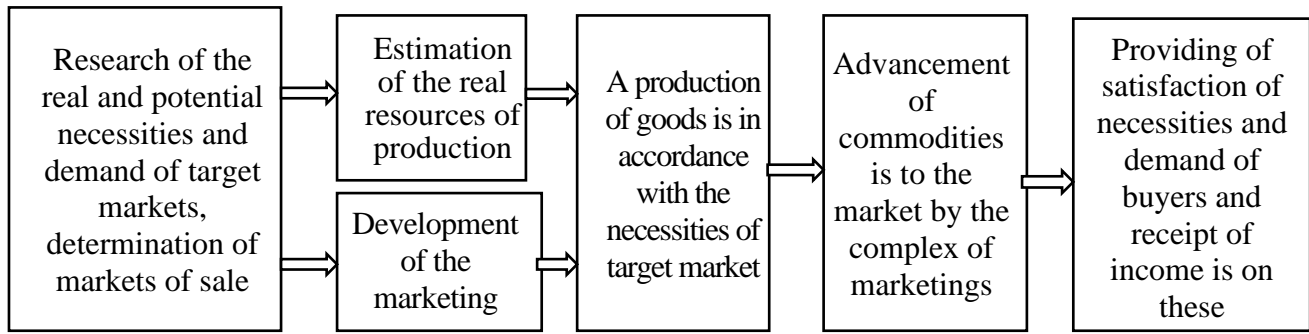


Fig. 4. Scheme of the concept of marketing

Source: generated by the authors

Marketing activities, which correspond to the concept of classic marketing, begins with identifying real and potential customers, as well as their needs. Thus, the company's strategic goals can be achieved only by researching the demands and expectations of the consumer sector, to which the company offers and directs a product that satisfies the customer in terms of quality and cost.

The implementation of the concept of traditional marketing involves the use of a set of actions that affect the user and allow for profitable production. The idea of the concept is that by studying the target audience you can identify unmet needs and, with the help of operational marketing, develop and offer a product that best meets customer expectations.

The concept of classic marketing is effective when the following conditions are met:

- market supply exceeds demand;
- there are needs in the target audience that are not met by the products presented on the market;
- Users have the opportunity to buy higher value goods if they best meet their demands.

Adherence to the concept of traditional marketing is possible in cases where the products of different manufacturers are approximately the same in characteristics and between supply and demand there is a significant imbalance in favor of the latter. Competitive advantage is given to the organization that offers the product that best meets the needs of the target audience [44].

The concept of marketing is a modern concept of entrepreneurship, which is more advanced than the previous three.

The concept of socio-ethical marketing involves identifying the needs of consumers and meeting them more effectively than competitors, taking into account the interests of all members of society.

This concept arose under the influence of many external factors, including the deterioration of the environment, limited natural resources, rapid population growth and more.

In particular, it is about increasing attention to the problem of environmental protection, including economic methods.

The concept requires a balance of all three factors:

- profits of the enterprise;
- consumer needs of the target group;
- the interests of society [43].

Thus, the concept of socially responsible marketing involves activities aimed at meeting the needs of the target audience, taking into account the social and ethical needs of society as a whole.

If the company positions the passage of this concept, in addition to studying the requests of the target audience, it must also identify public interests, and seeks to meet them.

The main provisions of this concept:

- in addition to the needs of customers, there are public interests that must be understood and accepted by consumers;
- the company's reputation and profitability of business depend on public opinion, which will be positive only if the activities of the organization are aimed at the public interest;
- among equivalent offers, the buyer chooses a product produced by a company that takes into account the interests of society.

This concept is relevant in cases where most manufacturers produce a product with similar quality characteristics, and competition in the market is very high.

Preference is given to the organization whose proposal not only best meets the needs of the target audience, but also takes into account the interests of society as a whole, as well as satisfies them [44].

Thus, there is a reorientation to combine the interests, needs of producers, consumers, society as a whole. The purpose of socio-ethical marketing is to provide the desired satisfaction of target groups of customers in more effective ways than competitors, while maintaining or consolidating the long-term well-being of consumers and society as a whole. The concept of socio-ethical marketing considers marketing activities in close connection with new global issues: environmental, ethical, educational issues (Fig. 5).

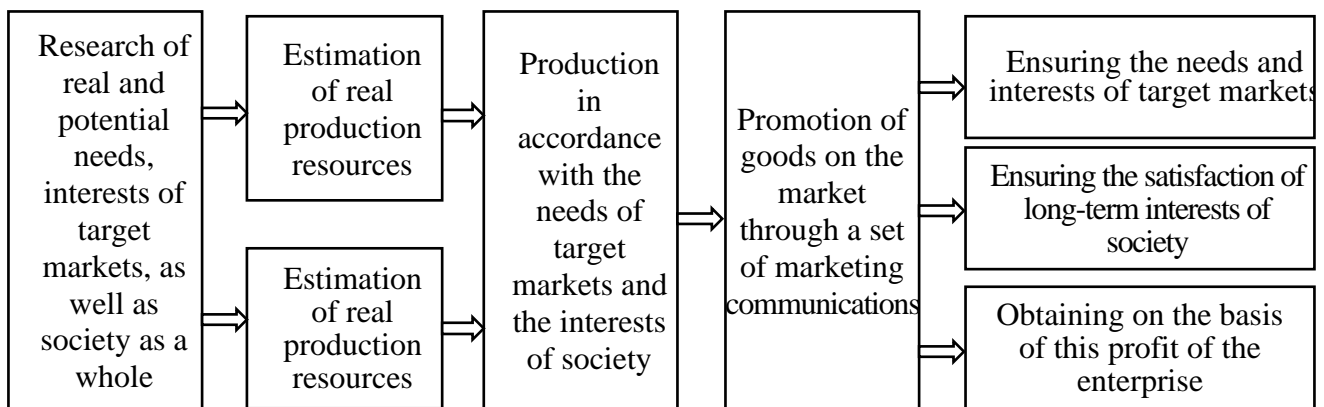


Fig. 5. The concept of socio-ethical marketing

Source: generated by the authors

Due to the focus on the concept of socio-ethical marketing, some foreign companies have already achieved significant growth in sales and profitability, as they have won the trust of consumers.

The concept of relationship marketing involves the focus of marketing activities of the enterprise to establish long-term constructive, privileged relationships with potential customers. The focus on creating long-term relationships between customers, suppliers, intermediaries explains the expansion of the range of marketing functions. The customer interaction feature appears.

Relevant for cases where the company can not overtake opponents only through marketing activities. That is, competition arises not only among manufacturers, but

also between systems of interaction in general.

The following tools can be used to build close relationships with consumers and partners:

- material incentives (price discounts, benefits systems for profitable customers);
- moral incentives (offer of individualized goods focused on a particular consumer on the basis of studying his needs and preferences);
- structural connections that facilitate interaction with the buyer (trade equipment for the sale of branded goods, electronic means of communication to simplify the ordering system, payment for goods, etc.).

Much attention is paid to personality and contacts in the system of effective communications. Adherence to the principles of the concept involves the distribution of responsibility for decision-making to all staff of the company, as effective activities require the participation of not only marketing professionals, but also other employees, including senior managers. It turns out that the main responsibility for establishing and maintaining relationships with various market participants lies with the company's management.

The principles of the concept of interaction marketing are as follows:

- the needs of the target audience can be met by a large number of similar products;
- the company's image is determined by the number of repeat customer applications and stability in relationships with partners;
- the company's partners and clients are interested in long-term cooperation, taking into account their individual preferences and other features of the interaction.

The concept is effective if there are a lot of offers on the market and the goods have almost no significant differences for buyers. Long-term cooperation with market participants allows to reduce the cost of concluding agreements, minimize service time and increase business efficiency [44].

Comparative characteristics of the considered marketing concepts are given in table 2.

Table 2.

Comparative characteristics of marketing concepts

Concepts	Startingpoint	Object of attention	Means of achieving the goal	Result (ultimate goal)	Taking care of needs
The concept of improving production	Production	Improving production and increasing the efficiency of the distribution system	Scale building production, cost reduction, commodity prices	Achieving high efficiency of production	Producer
Concept improvement goods	Production	Goods with its quality, operational properties, characteristics	Modernization of goods, quality improvement	Making a profit from the production and sale of high quality goods	Producer
Concept sales	Production	Enterprise goods and the process of their sale	Commercial efforts and means of STIZ	Making a profit by increasing sales	The seller
Concept marketing	Target market	The needs of target consumer groups	Comprehensive marketing efforts (integrated marketing or marketing mix)	Making a profit by meeting the needs of consumers	Buyer, consumer
Socio-responsible (socially-oriented or ethical) marketing	Target market, society	The needs of target consumers, long-term interests of society	Achieving a balance of three factors: the company's profits, customer needs, the interests of society	Ensuring the desired satisfaction of the target group of consumers, the welfare of society, the profit of the enterprise	Buyer, manufacture, society
Relationship marketing concept	Potential customers	Long-term relationships with consumers and partners	Material and moral incentives, targeting specific consumers, structural relationships for interaction with the buyer	Making a profit by establishing long-term close relationships with consumers and partners	Specific consumer, partner

Source: generated by the authors

In terms of market relations, Ukrainian enterprises should use the concept of marketing (market concept), as it will ensure the efficient use of limited resources, focus production and sales of goods and services to meet consumer needs and make the necessary profit.

In order to choose the most effective strategy of the enterprise, you need to rely on a well-established and consistent with all the company's system of activities. The choice of strategy should be clear and unambiguous. That is, one direction should be chosen that best suits the activities of this company. The stages at which the strategy is developed, and in what form it is communicated to the team, have a generalized form and depending on the activities of the firm may be changed.

The process of implementing the chosen strategy is a very important part of the company's activities. After all, if successful, it will lead to the full implementation of strategic plans. Implementation is carried out through a set of actions: various programs and procedures are developed, which make up long-term and short-term plans.

Innovative development is due to the need to constantly increase the level of competitiveness of enterprises. At the same time, the use of innovations gives them the opportunity to compete effectively in the market, attract new consumers, improve financial performance. Therefore, the growing role of strategic management of innovative development of the enterprise, which is aimed at maintaining and developing the competitiveness of the enterprise and its products on the market. The choice of innovation development strategy depends on the previously accumulated experience of innovative activities of the enterprise, the professionalism of personnel responsible for decision-making in innovation management, consumers and opportunities for practical application of the results of proposed projects.

A review of the scientific literature has identified different approaches to defining the essence of the concept of "innovation". For example, Fedulova L.I. [45] considers innovation as a consistent implementation of scientific, innovative, operational or marketing activities, and Peresada A.A. [46] identifies it with the innovation process in the form of certain stages of the life cycle of innovation – from the emergence of an entrepreneurial idea to its development and implementation. Melnyk V.I. [47] believes that innovation is the activity of developing, organizing and promoting new types of technologies, goods, services aimed at meeting the identified new needs of society, in turn, Shpykulyak O.G. [48] considers it as a set of consistent actions to transform ideas (in the form of research results, engineering, business and management decisions) into advanced

developments and technological processes to create new or improved goods and services that are in demand. market.

We offer the author's interpretation of the essence of the term "innovation" from the standpoint of development of milk processing activities of the enterprise as a process of development and implementation of new resource-saving technology, product or service in the dairy industry for third parties.

The main tool of innovation is innovation, which in the narrow sense contributes to the implementation of various innovation projects and is the engine of scientific and technological process in a broad sense [49].

Scholars view innovation as the result of innovation, or any change (even modernization), as a process, as a system, as an object, and as an idea (Fig. 6).

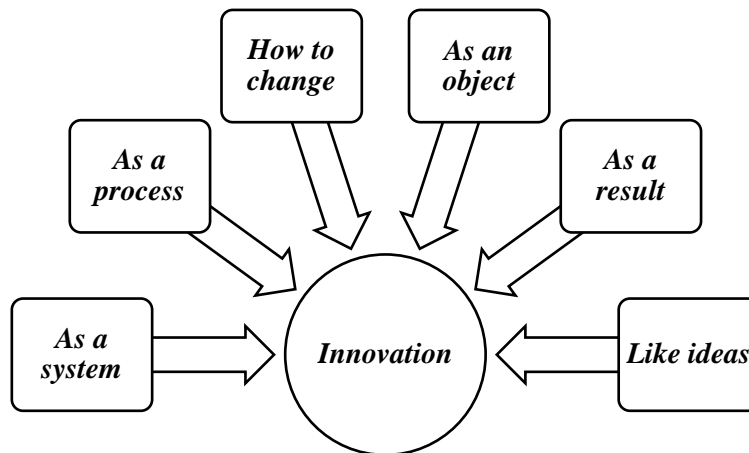


Fig. 1. Interpretation of the concept of "innovation" in research

Source: systematized by the author for [49].

Kaletnik H.M. and Honcharuk T.V. [43] note that the effective use of innovation is the most favorable tool for achieving the goals of food, energy security, environmental protection, increasing productivity and attracting foreign investment. All this will improve the standard and quality of life of citizens and will be able to make the peasant wealthy.

In conditions of constant competition, the ability to create and maintain a leading position in the market has only those companies that are able to constantly improve their performance, optimize their internal capabilities, as well as continuously improve productivity and quality of results. Dairy enterprises are no exception.



The dairy industry is one of the most intensive, dynamic and important components of the agro-industrial complex of Ukraine. In recent years, domestic dairy enterprises have been actively modernizing and introducing new technologies, developing high-tech production, increasing capacity, bringing production closer to European standards, reducing raw material costs, expanding the range of products and producing high quality dairy products.

At the same time, modern economic realities in Ukraine put forward new requirements for the organization of the market of milk and dairy products. Reducing raw milk production, reducing domestic consumption of dairy products, changing consumer tastes, instability and declining exports, increasing competition between dairy companies require finding new methods and approaches to business, attract and retain consumers and increase the role of marketing in effective operation and achievement competitiveness in the market of milk and dairy products.

The organization of domestic enterprises operating in the market of milk and dairy products today requires sound rational action, because not only the external environment but also the enterprises themselves and their product offer under the influence of time and circumstances change significantly.

Marketing, modern methods and tools play an important role in improving the efficiency of management and development, strengthening competitive market positions. Issues of marketing support of enterprises and products of the dairy industry and the practical application of balanced marketing tools, taking into account the specifics of the industry need to adapt to the current stage of economic development and further research. This is due to the fact that increasing the complexity of the dairy market in general and the behavior of each entity in particular necessitates reviewing the effectiveness of existing and developing new, more effective in a dynamic environment of marketing activities and programs within the marketing concept.

The production activity of any enterprise is aimed at creating conditions for maximizing sales of products, profitable positioning of products on the market, meeting the ever-growing demands of consumers and, consequently, obtaining high profits. Marketing management comes to the fore and defines the target

audience, sets certain standards of the final product, creates conditions for improving quality and reducing current production costs.

Coordination of production and sales processes allows the company to carry out operating activities smoothly, rhythmically and harmoniously, to respond quickly to changes in the market environment. This necessitates a constant search for marketing tools to maintain and expand their market position. It is modern marketing strategies that allow the company to balance between limited material and financial resources and meet the needs of consumers. In modern conditions it is extremely important to be able to choose, justify and successfully implement a marketing strategy that will most organically correspond to the overall strategy of the enterprise.

In Ukraine, as in the rest of the world, complex socio-economic and political processes are taking place, which form the conditions for the development of the domestic food industry, which in the global dimension is part of the world food market. In this market, Ukrainian producers traditionally have high positions. At the same time, having unconditional success in modernizing the technology of dairy production, improving its quality and expanding the range, the domestic dairy industry has not yet entered the trajectory of sustainable development. The country is experiencing a decline in the level of dairy production, rising prices for raw milk, insufficient level of cooperation between producers of raw materials and producers of the final product.

In general, the dairy industry is a branch of the food industry, but given that all the raw materials needed for the manufacture of dairy products are mainly agricultural products, it is necessary to take into account the peculiarities and weaknesses of marketing in this area. Also, the specifics of this industry, in particular the specifics of goods, the mismatch of production cycles, working hours and shelf life and consumption, dependence on climatic factors, the obsolescence of production assets and technologies and more.

It is necessary to disperse the dynamics (Table 3) and the structure (Fig. 7) of existing enterprises in the dairy industry.

Table 3

Number of operating entities of the dairy industry in Ukraine in 2011-2020

Indicator	Years										Deviation 2020/2010 (+,-)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Number of active business entities, total, units	587	583	641	655	675	649	670	709	730	734	147
Including natural entities – entrepreneurs, units	146	166	174	254	283	294	290	308	318	340	194
in % to the total of business entities of corresponding type of economic activity	24,9	28,5	27,1	38,8	41,9	45,3	43,3	43,4	43,6	46,3	21,4

Source: calculated by the authors according to [50].

Analyzing the dynamics of changes in the number of operating entities in the dairy industry, we can emphasize that over the past decade there is a clear trend of growth of such enterprises, an increase of 147 enterprises in 2020 compared to 2011. It should be noted that the rapid growth in the study period is observed among natural persons-entrepreneurs among all milk processing enterprises, their number increased in 2020 by 194 farms compared to the same indicator in 2011.

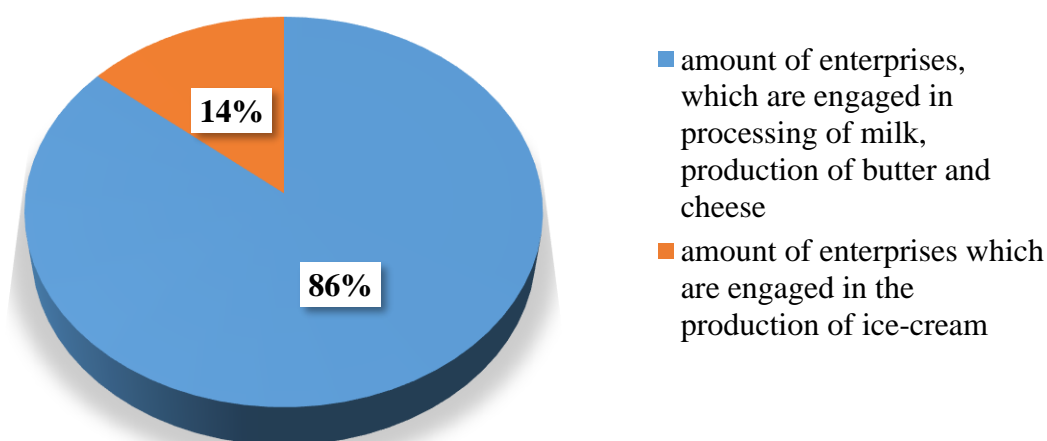


Fig. 6. The structure of the number of operating entities of the dairy industry in Ukraine, 2020

Source: calculated by the authors according to [50].

Examining the structure of the number of operating entities in the dairy industry in the country in 2020, we can emphasize that the largest share among enterprises engaged in dairy production is occupied by businesses specializing in milk processing, butter and cheese 86 %, which equivalent to 632 units, the remaining 14 % are enterprises engaged in the production of ice cream 102 units.

Without a well-chosen marketing strategy, the company does not have a sound action plan, there is no single program to achieve the desired results. A well-foreseen strategic vision prepares the company for the future, sets a long-term direction of development and determines the company's intention to take specific market positions. The better thought out and planned marketing strategy, the more detailed the elements of its implementation, the stronger the position that the company will take.

Marketing strategic planning of the enterprise, as a rule, consists of reasonable purposeful actions and reactions to unforeseen developments and constantly growing competition, the environment which is constantly changing (for example, opening in the field of technologies, successful introduction of a new product, change of state policy, expanding the interests of buyers).

The choice of strategy depends on the situation in which the company is, so marketing programs, both short-term and long-term, require the development and implementation of a strategy that under given conditions would provide businesses with the necessary efficiency, profitability and financial interest in performance and would correspond to the state economic policy.

Prerequisites for substantiation of the main elements of marketing strategic planning are strategic analysis of the existing position of the enterprise, assessment of enterprise potential and risks of economic activity. This set of information is the analytical basis of strategic marketing and allows you to define the mission and goals, justify strategic directions and evaluate the effectiveness of alternative directions. At the stage of implementation of the strategic marketing plan, we can move on to detailed planning of activities (stages, deadlines, responsibilities, budget) and to assess the effectiveness and control the implementation of plans. Schematic representation of the stages of strategic marketing planning is shown in Fig. 8.

The dairy industry occupies an important place in the economy of any country, and in the diet of a healthy person it is essential food. The milk processing complex includes the production, procurement, processing and sale of dairy products. The dairy industry includes such groups of production as butter, cheese, production of whole milk products (pasteurized milk, sour cream, dairy products, etc.) and milk canning production [52].

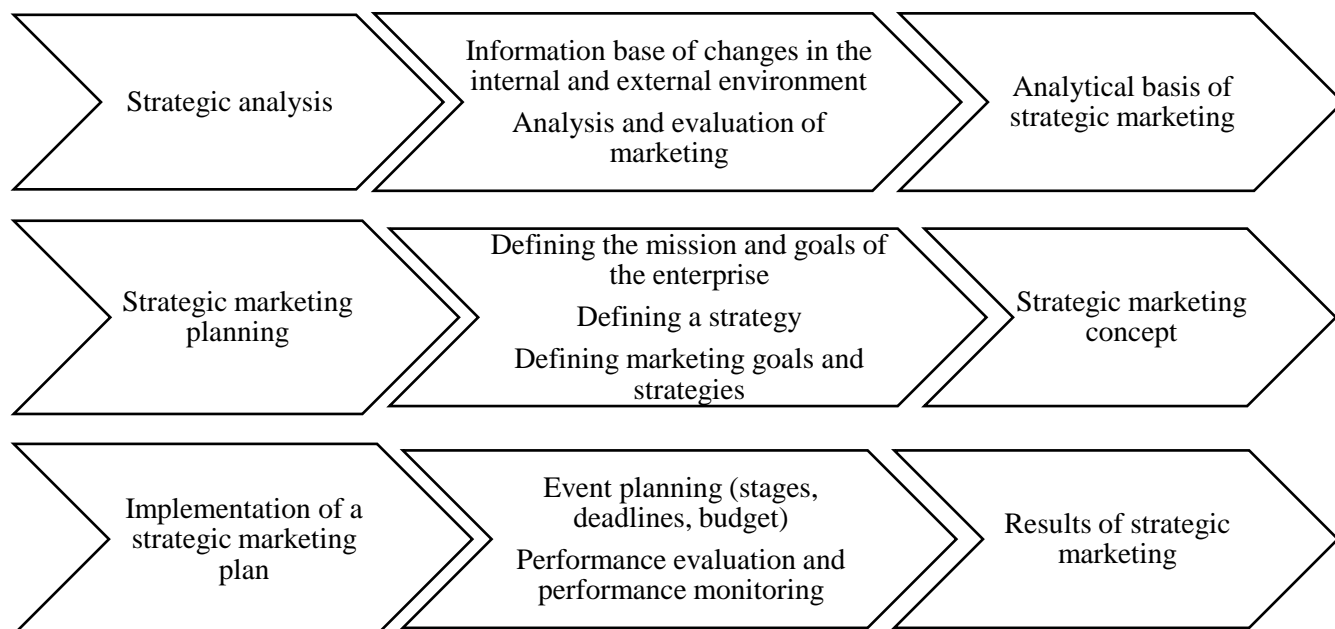


Fig. 8. Model of strategic marketing planning

Source: summarized by the authors according to the source [53].

The dairy industry occupies an important place in the economy of any country, and in the diet of a healthy person it is essential food. The milk processing complex includes the production, procurement, processing and sale of dairy products. The dairy industry includes such groups of production as butter, cheese, production of whole milk products (pasteurized milk, sour cream, dairy products, etc.) and milk canning production [48].

It is important to study the dynamics of production volumes by economic entities specializing in dairy farming (Fig. 9), as well as the dynamics of dairy production in eneral in recent years (Fig. 10).

During the study period, the dynamics of the volume of production by economic entities engaged in breeding dairy cattle throughout the country, there are clear growth trends, as evidenced by the indicators shown in Fig. 8. In 2020, compared to 2016, the volume of growth of products produced by these enterprises increased by 31.5 %, which is equivalent to 6010130.3 thsd. UAH.

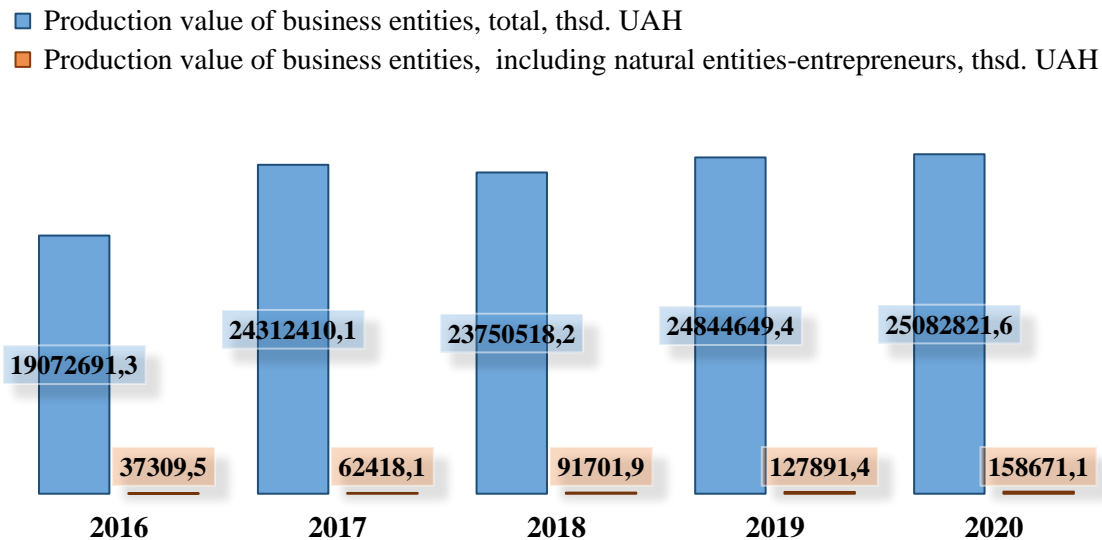


Fig. 9. Dynamics of volumes of products produced by economic entities engaged in dairy cattle breeding in Ukraine, 2016-2020, thsd. UAH

Source: calculated by the authors according to [50].

With regard to the dynamics of output of natural persons-entrepreneurs engaged in breeding dairy cattle, we can also note that over the past five years there has been a rapid increase, in particular in 2020 compared to 2016, the volume increase is 325.3 %, which is equal to 121,361.6 thsd. UAH. Such results testify to the prospects of such business in Ukraine and as a consequence of growing competition.

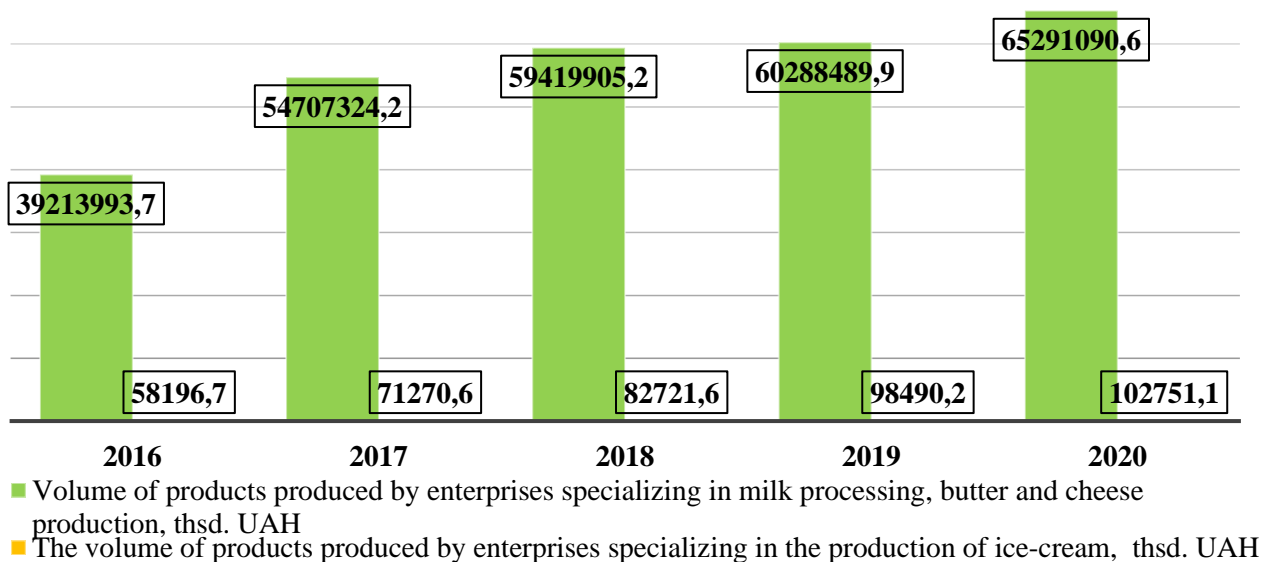


Fig. 10. Dynamics of production volumes by business entities engaged in the production of dairy products in Ukraine, 2016-2020, thsd. UAH

Source: calculated by the authors according to [50].

Examining the dynamics of changes in the volume of production by economic entities engaged in the production of dairy products over the past five years, we see their rapid growth, in particular the growth of production by enterprises specializing in milk processing, butter and cheese production was 66.5 % (26077096.9 thsd. UAH), and the volume of growth of products produced by enterprises specializing in the production of ice cream is 76.6 % (44554.4 thsd. UAH).

The effective functioning of the dairy industry directly depends on the availability of raw materials for further processing, so to better understand the situation in domestic enterprises, it is necessary to accelerate the dynamics of production of basic livestock products, in particular, we are interested in milk production (Fig. 11).

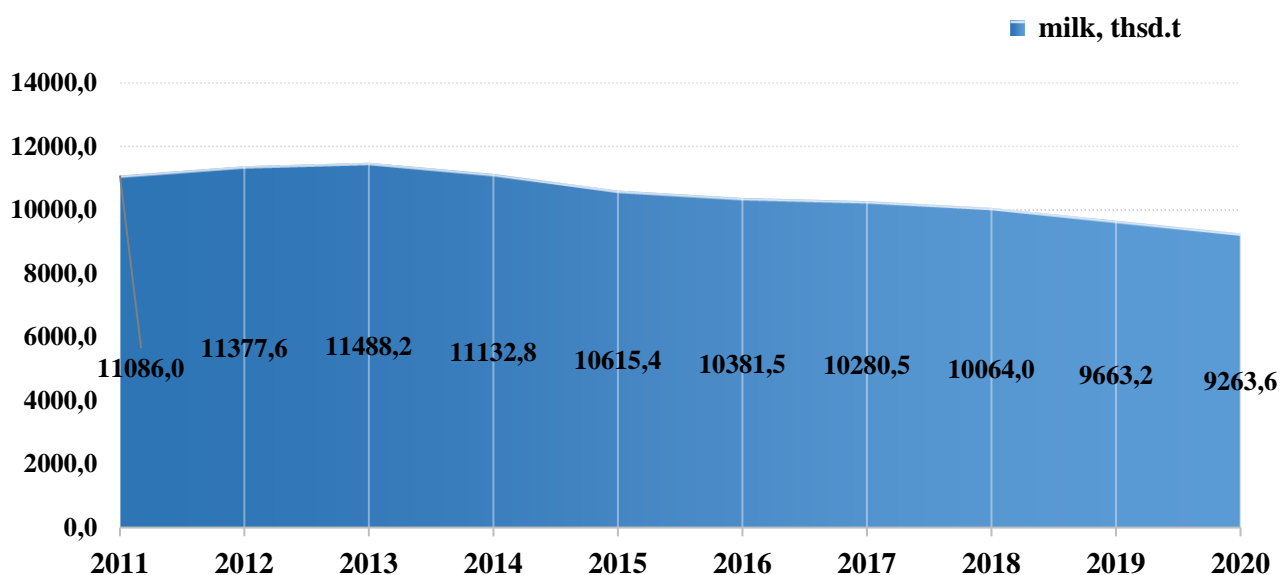


Fig. 11. Dynamics of milk production by agricultural enterprises of Ukraine in 2011-2020 thousand tons

Source: calculated by the authors according to [50].

Examining the dynamics of milk production by domestic agricultural enterprises, we note a negative trend, which indicates a decline in production of such products over the past ten years, in particular in 2020 milk production decreased by 1822.4 thousand tons compared to 2011.

Given the previous research, where, on the contrary, there is a positive trend of growth in the volume of products produced by economic entities engaged in the production of dairy products, indicate that part of the raw materials used to produce

such products are imported and / or substituted. Such trends are threatening for both producers and consumers. For entrepreneurs, this situation is particularly threatening for those involved in production, because the reduction in demand for their products may lead to doubts about the feasibility of such a business and as a consequence to its termination, such as job losses, reduced budget revenues and more. Entrepreneurs engaged in dairy processing also have significant risks in this situation, because if some raw materials are imported, the impact of external factors on the efficiency of such an entity increases, in particular possible supply disruptions that affect the timeliness of production and sales, currency fluctuations may be reflected in the price of goods that will not be positively perceived by consumers, as well as the impact of other factors that may affect the activities of the enterprise, including its competitiveness.

Given that in the near future the conditions of enterprises will be difficult, because, in addition to the lack of financial resources, outdated material and technical base, unfavorable prices for some products, operation in a pandemic and wartime, there are increased requirements for quality characteristics dairy products, the main priorities of the formation of marketing strategic planning of domestic enterprises should be focused on understanding the market behavior of agents, relationships with them (including market trends, the basis of competitive advantage), maintaining existing human resources, increasing productivity at the enterprise, expanding markets and range of products. It is on this basis that the marketing strategy of dairy enterprises should be developed and implemented [54].

There is no single universal marketing system for agricultural production. Each company, based on the main goals and approaches of marketing, uses a strategy. The formation of such a system is determined by the development of a set of marketing activities by agricultural enterprises and purposeful agricultural policy of the state.

Dairy marketing is an extremely important component of agricultural marketing, as dairy products form the consumer basket.

Dairy products are the most valuable foods that contain animal protein. Production and sale of dairy products is determined by the real solvency of the population, ie actual demand.



Dairy marketing is a set of actions that are necessary to bring dairy products from producer to consumer. The system of marketing of dairy products should cover all enterprises of the dairy subcomplex of agro-industrial complex, ie the subjects of marketing are producers of raw milk, procurement, processing enterprises and enterprises for logistics. Thanks to marketing, the production and sale of dairy products are refocused on meeting the needs of consumers. This shows the social role of marketing.

Dairy products are products of daily demand, ie basic necessities. It requires rapid implementation, is used by consumers in quantity and range in accordance with physiological norms of consumption, can act as a complementary and interchangeable product in the absence of the necessary. Such features of this product require the creation of all conditions for increasing the efficiency of economic relations between its producers and units, which contribute to its rapid delivery to consumers. When organizing marketing activities in the dairy subcomplex, it should be borne in mind that the demand for dairy products may change, but in general it is quite stable, because these products support human life potential. A characteristic feature of dairy products is also that its purchase is not postponed "for later".

Dairy products are heterogeneous, it is divided into groups according to the increased range. Consumer demand for products in each of the groups is not the same, varies throughout the year, by region, depending on the recommended physiological norms and a number of other factors. The system of marketing dairy products should have information about world prices for products, prices prevailing in Ukraine, advanced technologies, the results of research on dairy market conditions, research on technological aspects of consumer behavior in the selection and purchase of dairy products. To achieve this, it is necessary to conduct marketing research that determines the demand for dairy products, industry trends, the state of the industry in the economy.

Marketing strategy for the development of dairy enterprises – is to determine the main long-term goals and objectives, approval of a course of action and allocation of resources needed to achieve these goals, taking into account advanced strategic management technologies based on marketing knowledge of the enterprise;

development of competitive advantages of the organization in the food market; increasing the efficiency of production and commercial operation and profit.

Currently, there are a large number of marketing strategies of enterprises, each of which is developed by their authors seek to make their own subjective view of the future development of the organization to achieve its goals. However, there is no universal scheme for building a marketing strategy. Each company, based on its specifics, creates its own marketing methodology, the general concept of its further development (table 4).

Table 4.

Groups of typical marketing strategies

A typical set of strategy options	Example of implementation
Commodity	New product development Product differentiation by product improvement segments
Price	Low price strategy Sliding price strategy Seasonal pricing strategy Incentive pricing strategy
Distribution	Strategy for the use of traditional (horizontal) distribution channels Strategy for the use of vertically integrated distribution channels
Promotion	Strategy for mass audience coverage Selective coverage strategy
Market coverage	Intensive distribution Selective (selective) distribution
Intensive growth	Deep market penetration strategy Market development strategy Product development strategy
Competitive strategies	Market leader strategy Challenger strategy Follower strategy Niche strategy
Communication strategies	Pushing strategy Stretching strategy Combined communication
Social and ethical marketing strategy	Strategy of social and ethical responsibility Strategy of mutual relations

Source: generated by the authors

The formation of the marketing strategy of the dairy enterprise is primarily due to the following factors:

- a sharp increase in the role of marketing activities in market conditions and growing demand from consumers of dairy products;
- a significant increase in competition in the dairy market;
- the need for widespread use of tools of the logistical approach to the management of the organization;
- development of informatization of society;
- improving the methods of marketing research;
- the growing role of the knowledge economy in the development of the industry.

Substantiating the elements of marketing strategic planning of the dairy enterprise, we must take into account the important specific features of the industry. Marketing activities are mainly due to the geographical location of enterprises in this industry, the availability and development of raw materials and market for finished products. The production of milk and dairy products has the following specific economic and organizational features [52]:

- very limited period and specific conditions of storage of products in unchanged, raw form;
- variety and breadth of the range of processed products;
- features of milk processing determine the need for cooperation and integration.

The dairy market is constantly growing, but competition is intensifying. It is extremely diverse in its structure, so each segment has its own characteristics in terms of product promotion [54].

When specifying the goals of marketing strategic planning for dairy enterprises, we believe it is appropriate to be based on the classic definition of the marketing mix with "four P": product (product), price (price), place or distribution (place), promotion (promotion), proposed by renowned marketer Jerome McCarthy. Thus, the goals of marketing strategic planning of dairy enterprises can be grouped into the following five groups (Fig. 12):

- market (gaining market share, identifying promising markets);
- marketing (creating an image for the formation of public opinion, sales, profits, competition);
- structural and managerial (improvement of management structure);
- security (pricing policy, sales promotion, consumer properties of goods, parameters of trade);
- controlling.

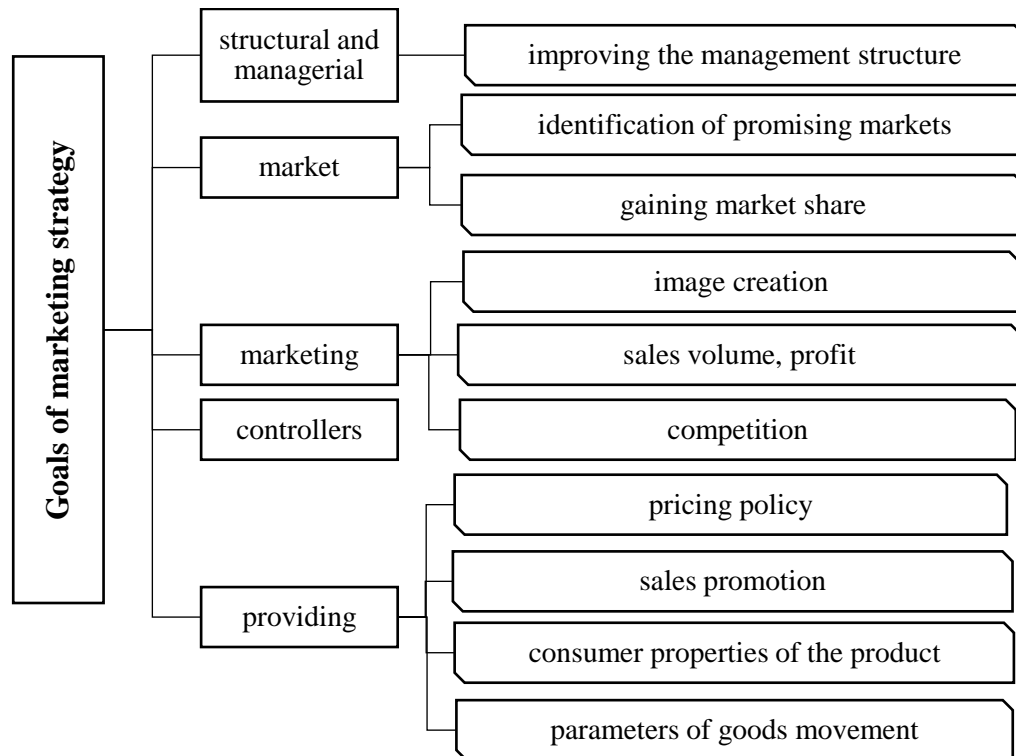


Fig. 12. Objectives of marketing strategic planning

Source: calculated by the authors according to [55].

After setting strategic goals, they are specified at each level of enterprise management. Marketing goals are subordinated to the general goals of the enterprise, and marketing strategy is an integral part of the overall strategy of the enterprise, which is formed on the basis of strategic analysis of the marketing environment (strategic audit) [55].

Strategic management is not only a set of concepts of approaches and methods, it is a dynamic process of analysis, selection of strategies for planning, ensuring and implementing plans developed by the organization, which consists in a repetitive cycle of solving five main tasks (stages):

1. Determining the future business of the company, forming a strategic vision for the development of the organization;
2. Transformation of strategic vision and mission into measurable goals and objectives;
3. Development of a strategy to achieve the desired target results;
4. Implementation and implementation of the chosen strategy is qualified and effective;
5. Assessment of the level of achievement of goals, consideration of new directions of development and proposals with adjustment of long-term directions, goals, strategies or its implementation in the light of accumulated experience, changing conditions, new ideas and new opportunities.

The formation of directions of strategic marketing planning is complicated by the constant search and evaluation of alternative investment solutions that best meet the company's mission and objectives of its development. Another feature is that it is constantly reviewed and changed under the influence of changes in the external environment and new opportunities for growth of the company [55].

The formation of directions of strategic marketing planning is complicated by the constant search and evaluation of alternative investment solutions that best meet the company's mission and objectives of its development. Another feature is that it is constantly reviewed and changed under the influence of changes in the external environment and new opportunities for growth of the company [49].

The main factors that led to the need to apply the techniques and principles of marketing in the dairy industry are growing consumer demand for dairy products, the need for independent search for markets, significant saturation of the dairy market and intensification of competition. At the same time, the product range and other components of the marketing complex at enterprises need an effective organization to maintain a sufficient level of functioning, consolidating market positions. All processes at dairy plants must be well regulated, and marketing can provide feedback to the market and provide information about the market situation. Only a marketing approach

to decision-making allows you to develop specific goals, strategies, tactics of behavior in the market and increase the profitability of enterprises [57].

The essence of marketing activities can be revealed through various aspects and at the same time be a science, the concept of management, social and managerial process, a separate activity and a kind of philosophy of modern business.

From the standpoint of differentiation as a system of views, marketing is considered:

- as a market concept of enterprise management;
- as a set of functions, tools, methods and tools that allow you to work effectively in the market;
- as a philosophy of business – offers a system of thinking and ideological basis of entrepreneurial activity;
- as an active process – solves a number of problems that arise during the operation of the enterprise in market conditions and are considered as a basis for achieving the goals of the enterprise [56].

The purpose of marketing activities of dairy enterprises should be to focus on the needs of the buyer, as well as profit from competitive advantages, strengthening market position, expanding production and sales of dairy products. The organization of marketing of dairy enterprises should be based on the marketing information system, cover issues of consumer orientation, development and management decisions, differentiated approach to markets and their segments, use program-target method and comprehensive approach to achieving current and strategic goals. dairy products.

The components of the marketing activities of the dairy enterprise are shown in Fig. 13.

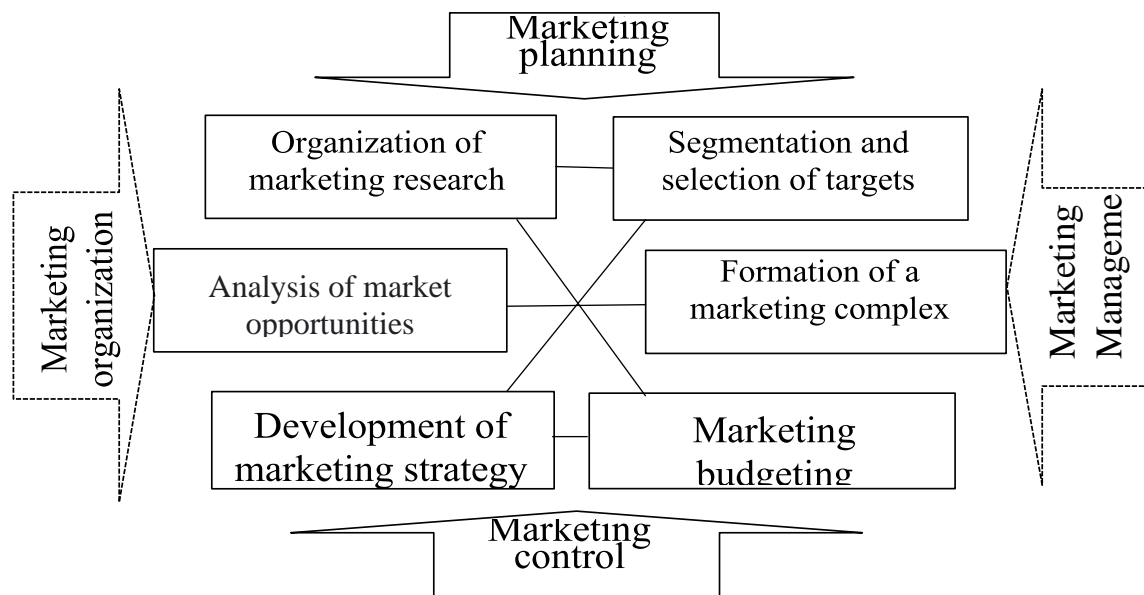


Fig. 13. Components of marketing activities of a dairy enterprise

Source: calculated by the authors according to [55].

As you can see, they are represented by the main elements (blocks), which are in constant contact with each other. Excluding at least one of these elements will lead to the malfunction of the whole system. In addition, they are based on strict control planning. Complexity and systematization are mandatory principles of activity not only for a holistic marketing system, but also for individual components of marketing [58].

Elements (components) of marketing activities must be clearly regulated over time. They must be hereditary and consistent in the location of activities, have a cyclical structure of activities. The functional tasks of marketing of dairy enterprises, according to the selected components, include:

- marketing research and analysis of market opportunities:
- analysis of factors of the marketing environment;
- planning, collection, processing, analysis of marketing information;
- analysis and forecasting of milk and dairy products market conditions;
- study of the market structure (consumers, competitors, intermediaries, suppliers of raw milk);
- diagnostics of the microenvironment of the enterprise;
- formation of marketing information system at the milk processing enterprise;

- segmentation, positioning and selection of target markets: segmentation of the dairy market; assessment and selection of the most promising market segments; appropriate positioning of dairy products;
- development and implementation of a marketing complex of a dairy enterprise: formation of product policy (range, quality);
- pricing (choice of methods and development of pricing strategies);
- building a system of sales and marketing of dairy products (distribution policy);
- promotion of dairy products on the market (marketing communications policy);
- development of marketing strategy: making strategic marketing decisions;
- development of a marketing plan (program);
- definition of tactical and operational marketing decisions and measures in accordance with the strategy.

Problems of organization and development of marketing of the dairy industry are shown in Fig. 14.

During the development of a system of measures for the organization and development of marketing activities of the dairy enterprise, it is advisable to:

- identify and evaluate the prospects of enterprise;
- to carry out clear coordination of efforts to achieve the set goals;
- to develop and use own system of criteria of an estimation of indicators of marketing activity of the enterprise necessary for the further control;
- formulate marketing goals and ways to achieve them, be prepared for unpredictable changes in the market situation;
- formalize the duties and responsibilities of all heads of structural units of the enterprise;
- to ensure control over the implementation of marketing strategy and marketing plan (program) by recording the results with further development of recommendations for adjusting plans in accordance with the conditions of the enterprise [56].



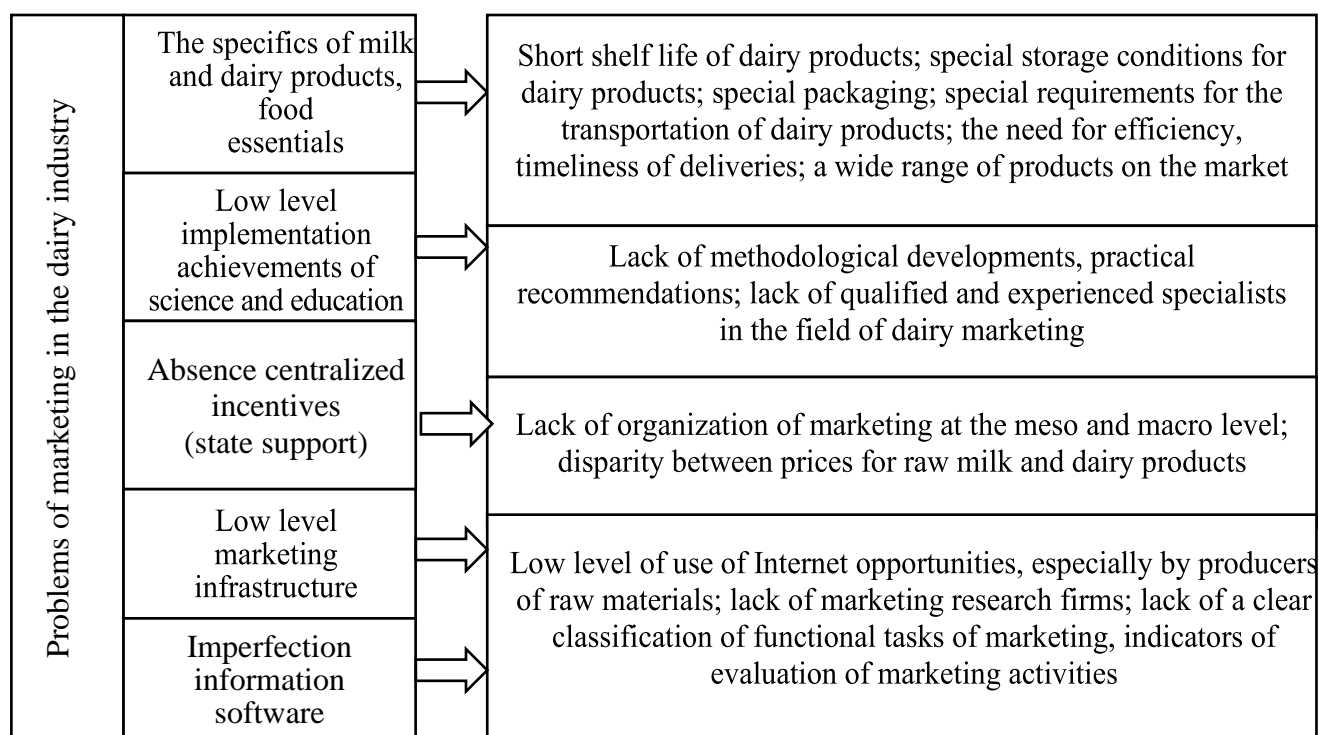


Fig. 14. The main problems of marketing activities in the dairy industry

Source: calculated by the authors according to [55].

Marketing of dairy enterprises is a complex and multifaceted business activity, which should focus on meeting the interests of:

- consumer – in more efficient satisfaction of needs;
- commodity producer – in making a profit, ensuring sustainable development;
- states – in improving welfare.

The organization of marketing activities in the dairy industry is determined directly by the characteristics of the industry, in particular: the importance of dairy products for humans, seasonality of raw milk production, foreign economic relations, participation of government agencies in the dairy industry. Natural and economic processes in the dairy industry are integrated and create special conditions for the organization of marketing activities (Table 5).

Table 5.

Features of marketing of dairy enterprises

Specifics	Forms of manifestation
The composition of the dairy subcomplex	The dairy industry includes interconnected elements – livestock and dairy. Any significant changes in the economic policy of the state affect the integrity of the whole chain.
The dairy industry produces basic necessities	Dairy products need timely production in the required quantity and range, taking into account age, national traditions, health status of consumers; the product has the ability to deteriorate quickly, so it requires prompt delivery, proper packaging and transportation; forms price inelasticity of demand and disparity in prices for raw milk and finished dairy products, which requires a flexible government policy to support producers.
Production of raw milk	Reduction of raw milk production by agricultural enterprises is one of the causes of raw material problems, which are manifested not only in the reduction of production, but also in its quality and rising prices for it. Production capacity of small-scale production of raw milk is not able to form a strong volume of raw materials, and sanitary and hygienic conditions for obtaining milk in them are not able to ensure its proper quality. Only agricultural enterprises, which carry out mechanical milking, cleaning and cooling, ie ensure the technological process of raw milk production, can ensure the appropriate quality of raw milk.
Competitiveness of the dairy industry	It largely depends on: the level of capacity utilization of dairy enterprises; dynamic supply of raw milk for processing; the quality of raw milk for processing; product costs; technological prerequisites; the level of marketing support for dairy enterprises.
Alternative sources of raw materials for the dairy industry	Growth of imports of dairy raw materials, consolidation with suppliers of raw materials, investment in the development of its own raw material base, changes in the technology of dairy production; investing in the development of its own raw material base by creating modern dairy farms.
Development of finished dairy products	Concentration of production on large enterprises, as it is large processing enterprises that are able to respond mobile to market changes; have the opportunity to invest heavily in modernization of production, expand the range of products, increase the sales market.

Source: calculated by the authors according to [59, c. 33].

The main function of marketing in the dairy industry should be the organization of integrated marketing activities aimed at the production and sale of competitive dairy products that will meet the needs of consumers and contribute to a positive result of enterprises [59].

Marketing of dairy enterprises as a complex socio-economic system should be formed taking into account the above features and forms of their manifestation.

The methods and techniques that can be used in the marketing activities of milk and dairy producers are much more complex, as they are associated with a large number, variety of products, its purpose and importance for the final consumer.

Marketing activities in the dairy industry should, above all, provide reliable, accurate and timely information about the situation on the market of milk and dairy products, which will answer companies what products to produce, in what quantity and where and to whom it is more profitable to sell. It should also be based on the creative development of effective relationships between commodity production and the dairy market, aimed at increasing the impact, increasing market share and ultimately to ensure a positive financial result. The organization of marketing activities at dairy enterprises can be ensured in two ways:

- in large and medium-sized dairy enterprises – directly by creating a marketing department;
- in small enterprises – by introducing one position of marketer or using consulting services of marketing agencies [56].

Many domestic and foreign scientists are working to modernize existing or introduce new (innovative) technologies in production, to increase the efficiency and competitiveness of enterprises. With regard to the dairy industry in agricultural production, when choosing a strategy based on marketing concepts, you should focus on innovative approaches to improve production, including production technology and goods in general.

Modern milk processing enterprises will benefit from research and development Babyn I.A., who developed an installation that increases the efficiency of milking systems by using air and hydraulic injectors with automated control of operating parameters depending on the contamination of dairy equipment. This is extremely important, because as a result of bacterial contamination, which is the result of poor performance of the technological operation of washing milking parlors and the formation of milk deposits on the inner surfaces of the milk system, leads to a decrease in milk quality. To increase efficiency and save resources (reduce consumption of air, hot water, energy and operating costs), the process of washing milking parlors should

be adaptive based on data obtained from monitoring the condition of the surfaces of the milk system and hydrodynamic parameters of two-phase washing solution. air and hydro-injectors based on automated control. The results of the study of the developed installation confirmed the efficiency of its use allows to perform the corresponding technological process with higher productivity and quality while reducing water losses and energy consumption [63-65].

It is especially effective to use such developments at creation of the new business directed on manufacture of dairy products, also this development will be useful also to the existing enterprises, at a choice of methods of modernization of manufacture. After all, modern economic conditions require dairy processing companies to respond quickly enough to changing market conditions, subordinating the production of the enterprise to market needs. The need to implement the problems associated with these phenomena determines the development of marketing strategies in the enterprise, as the environment in which the researched enterprise operates is becoming increasingly unstable and uncertain.

In our opinion, the use of innovative technologies will contribute to the effective development of dairy enterprises, which will allow:

1. production of higher quality products, premium milk;
2. reducing the use of resources, which will reduce production costs and as a consequence – the price of finished products;
3. increasing the competitiveness of goods and enterprises as a whole;
4. meeting the needs of consumers, and as a consequence of growing demand for products;
5. positioning its products on the market as high quality and environmentally friendly;
6. expansion of markets for manufactured products, in particular bringing it to international markets;
7. expansion of production capacity of the business entity;
8. increase the profit of the enterprise, etc.

10.46299/979-8-88680-819-3.4

#### **4. Organization's personnel marketing management**

Effective management of the enterprise is practically impossible without active use of labor potential. In the activities of any organization the main role belongs to the employees who implement the production process - staff. The main feature of the staff is that in addition to performing production functions, employees are an active part of the production process, which can actively contribute to the growth of production, indifferent to the activities of the enterprise where they work, or resist innovation.

Work can be effective in combination with the organization of production and management. The company faces the task of creating conditions that ensure optimal use of human resources in the amount of balanced needs and interests of the company and each employee. Achieving this balance can be ensured through the introduction of marketing in personnel management.

Marketing is the most important function in the business sphere and is designed to ensure a stable, competitive state of the organization in the market, taking into account its internal and external environments. This activity involves the implementation of the market and the use of the results obtained for management decisions. The function of personnel marketing is to provide the head or the relevant hierarchical bodies responsible for decision-making, quality information.

Introduction of marketing in personnel management will allow to reconcile market conditions, opportunities of the enterprise with interests of each of its employees, to trace changes in professional qualification structure of personnel, to reveal tendencies in development of labor force in the labor market and in time to define qualitative and quantitative requirements. Therefore, the relevance of this research topic is extremely important, because the use of marketing in enterprise management, in particular, personnel, will increase the real return and efficiency of production without attracting additional resources.

To determine the role and place of staff marketing in management, it is necessary to take into account its relationship with marketing, to identify connections and relationships, to define the concepts. Marketers have more than two thousand

definitions of the concept of "marketing", which indicates its complexity and multifaceted nature , the presence of many schools that have their own approaches, considerations for marketing [85, p. 6] .

Based on the marketing approach, it is possible to increase the real return and efficiency of production without attracting additional resources. The development of this area in the emerging market environment should include the creation of conceptual foundations of labor marketing, development of procedures and methods of marketing in this area, development of the necessary tools for marketing activities [77, p. 351].

The term "marketing" was first introduced by the scientist S. McCormick (1809-1884) and formulated its defining function: the company's activities to meet customer needs. In the 30s of the twentieth century. marketing began to be understood as a branch of applied economics that studies the system of product distribution. At the same time, the American Marketing Association defines the following: "Marketing is a business activity related to the flow of goods and services from producer to consumer" [85, p. 6].

Most authors, who see marketing as a system of views, the function of business coordination, business philosophy, the process of balanced supply and demand, often conclude that this is a market concept of organizational management.

In the works of modern marketers ( J. Dean, P. Drucker , T. Levitt, F. Kotler , etc.) are sometimes opposite conceptual approaches to modern marketing [85, p. 8].

The term "marketing" is used in theory and practice in different meanings (type of activity, exchange, main function, management system, process, idea of exchange, form of activity), ie it is used:

- without fixing strict values and defining clear differences in concepts;
- based on individual content, depending on the market situation, and analysis of phenomena.

Marketing is considered by theorists and practitioners as a complex multifaceted phenomenon that has emerged as a result of a market economy. Today, marketing is a scientific and applied discipline, a type of professional activity, a management system, a strategic and tactical way of thinking, a style of behavior, a set of specific functions.

Marketers believe that the evolution of marketing is related to the evolution of the management concept.

The modern concept of marketing began to take shape with the realization of the key importance in the consumer business by the end of the 50's.

The developed concept of marketing began to be brought to the personnel of the organization, it became the basis of the market philosophy of enterprises. Marketing began to penetrate into all structures, into the activities of all services, to affect all employees of the company, became an element of corporate culture.

This affected the management mechanisms of personnel, introduced specifics into their preparation for work. In the mid-1980s, companies with market-based management mechanisms not only realized but also felt the economic need for a consumer focus. The concept of "early marketing" in the face of aggravated sales has been improved. Marketing began to influence management decisions, organizational culture of enterprises, management styles of companies, staff behavior, ie all the activities of the organization.

In the 1990s, the role of marketing theory and practice grew due to intense competition and economic, technological development, internationalization of markets, which created unprecedented opportunities for consumers to choose. This was facilitated by the widespread recognition of the concept of quality. Marketing research has become particularly important in the field of theory and as an adjunct to economic practice. In this regard, the achievements of philosophy, psychology, sociology, political economy, cybernetics and other disciplines were used.

Views on the role of the social sciences in capitalist society have changed, as have the priorities of states over the "human factor " recognized as "human capital." Economic theories have shown and practice has confirmed that this capital is the most profitable area of property ownership, the most important branch of government for the state. Man with his interests (as a representative of "human capital") is perceived by the world community as a core value. The separation of personnel marketing into an independent activity was facilitated not only by the growth of the business sphere and the requirements of the law of specialization, but also by increasing the role of the

human factor in the production of goods and services, justifying the importance of human resources. Modern marketing focuses producers on the interests, demands, needs of end consumers of goods and services. The economic interests of producers, their desire to maximize profits and invested capital can be realized only through the satisfaction of economic interests of consumers of goods and services. Understanding this led to a revision of the concept of marketing - the main elements of the plan were the state regulation of marketing and the focus of entrepreneurial activity on socially responsible marketing. In the "Western society" social relations have become a priority in public policy, including economic [85, p. 12].

The results of research by US scientists have shown that between the 80's and 90's of the twentieth century. 46% of companies from the traditional list of the 500 best companies of the year ( Fortune magazine) lost their independence due to the inability to reorient to marketing strategy. The unwillingness of the staff to change the system of thinking, to restructure was revealed. Orientation became a conceptual basis for both the business and the staff who carry it out, because to implement a holistic marketing system could only staff with the necessary training. It was necessary to shift the emphasis in marketing management towards the value of human resources, change the system of selection and employment, training and development, evaluation of staff, their activities and motivation. As a result, the role and place of staff marketing has grown.

Thus, the allocation of personnel marketing in a separate discipline did not happen immediately, but is the result of many years of evolution of ideas, changing views on the role and place of man, human resources in the development of material and spiritual production of society, a separate organization. The concept of personnel marketing is greatly influenced by scientific and technological progress, which ensures the production of a variety of goods, a high rate of their recovery, but requires a fundamentally new approach to management.

According to Golf Wunderer , personnel marketing should be understood as a philosophy and strategy of human resource management, which, focusing on life and



work demands of workers, both meet the interests of organizational policy, cover the goals of product and financial marketing [88, p. 40].

Kobyak O.V. under the concept of "staff marketing" suggests to understand the type of staff activities aimed at determining and covering the need for employment [83, p. 80].

Voronkova V.G. [77, p. 353] gives the following definition of marketing of labor (staff) - "it is the marketing of labor services. They have to buy, believing "on the word". To persuade the buyer to do so, sellers seek to formalize the most important parameters of the service for the buyer and present them as clearly as possible: diplomas, certificates, recommendations, etc. Thus, in the labor market, the objects of marketing are: labor (labor services) and jobs.

According to A. Kibanova , personnel marketing - a type of management activities aimed at identifying and meeting staffing needs [81, p. 253]. The role of personnel marketing is to bring the training system in line with the demand for labor in the labor market today, tomorrow and in the future.

Samigin S.I. provides the following definitions of personnel marketing:

– staff marketing - a type of management activities aimed at long-term provision of the organization with human resources;

– personnel marketing - expanding the function of production marketing in the field of personnel management and includes the following basic principles:

1) marketing as a basic principle of market-oriented management;

2) marketing as a method of systematic search for management decisions;

3) marketing as a means of achieving competitive advantages of your organization;

4) staff marketing treats the workplace as a product sold in the labor market [89, p. 218].

As noted by D.K. Zakharov, the concept of personnel marketing contains essentially two main provisions:

1. consideration of personnel marketing tasks in a broad sense, which means a certain philosophy and strategy of human resource management;

2. interpretation of personnel marketing in a narrower sense, ie as a special function of personnel management service [88, p. 40] .

According to the first provision, the organization's personnel is considered as one of the elements of personnel policy, which is implemented through a set of personnel management tasks: development of target system, employee needs planning, vocational training, placement and adaptation of employees in the workforce; era, etc. Personnel is the most valuable, creative and sensory factor of production, which requires focused development. In this case, personnel marketing is identified with personnel management.

Personnel marketing should ensure the optimal use of human resources to create the most favorable working conditions, which have an impact on improving their efficiency, professional development and professional development of the employee. The principle of staff marketing, in its broad interpretation, is based on market ideas. This distinguishes personnel marketing from the traditional administrative-command concepts of managing employees of the organization.

Approach of E. Sarukhanov and S. Sotnikova deserves attention, according to which personnel marketing in a broad sense is an active form of social exchange process between the organization and the labor market [88, p. 41].

The second provision defines the interpretation of personnel marketing in a narrower sense - as one of the functions of the personnel management service of the organization. This function is aimed at identifying and meeting the needs of the organization in employees and professionals in professional and qualification terms. The activities of the personnel management service are relatively separate from other areas of personnel policy of the organization and include an analysis of external and internal factors that determine the direction of marketing activities; development and implementation of measures in the areas of personnel marketing. Thus, staff marketing in the narrow sense is an important component of staff development.

According to Belyatsky N.P. staff marketing is a condition for the growth of human resources by finding and attracting the necessary external labor force from external sources [76, p. 42].

Staff marketing includes:

- labor market research;
- research of candidates' qualities, as well as their requirements and opportunities;
- effect on the candidate's subjective perception of the benefits of the workplace in the organization (advertising positions);
- segmentation of the labor market (engineers, economists, workers) and the choice of ways to attract them;
- formation of potential candidates for the internal reserve of the organization.

The main prerequisites for staff marketing should be considered the organizational structure of management, the state of human resources of the organization, the availability of vacancies in the staff list, corporate identity management.

Personnel marketing is a component of personnel management of the organization and involves tracking changes in the professional qualification structure of personnel (Fig. 1).

It is designed to identify trends in the development of the workforce, to timely determine the qualitative and quantitative requirements for it, to plan and implement the needs of the organization in personnel.

In the theory and practice of personnel work, there are different views on the tools of personnel marketing. The use of both mathematical models (high-cost method) and a set of simple methods that require low costs.

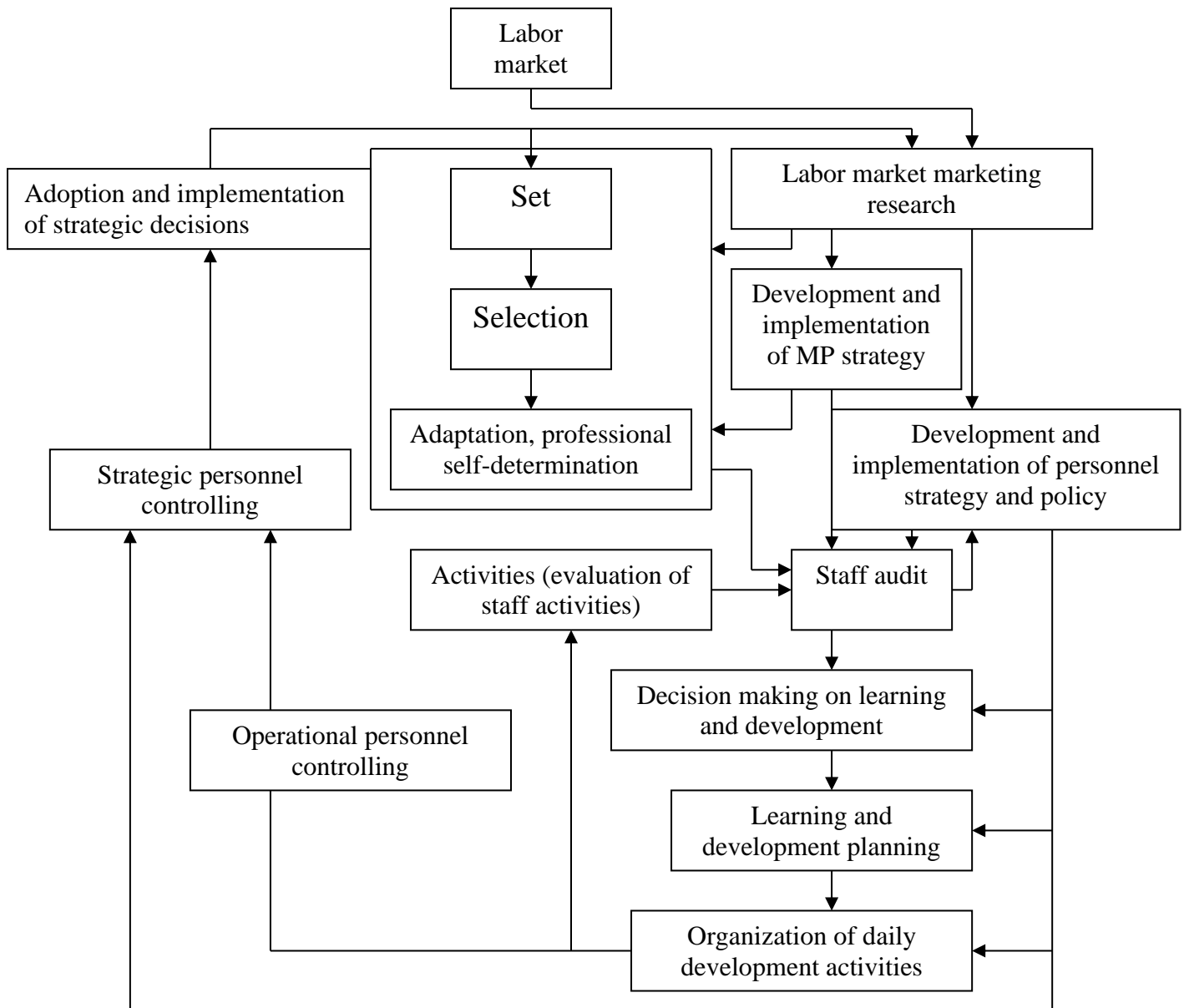


Fig. 1. The relationship of personnel marketing in the personnel management system

If we consider personnel marketing as a market concept in the field of human resources management, it must reconcile the goals of social systems (government, firms, enterprises) with the existing quantity and quality of human resources.

The concept of staff marketing - a system of interconnected views that give rise to each other, ideas, provisions of marketing activities, based on the need to achieve the goals of the organization to implement:

- labor market research, compliance with the trend of its change in the paradigm of development of the organization, society and forecasting its conditions;

- study of the demands, needs of the workforce and their fullest and most effective satisfaction through the relationship with external sources that provide the company with staff;

- analysis of human resources of the organization and the quality of its use;
- forecasting and planning staff needs;
- development and implementation of personnel management strategies;
- organization of communication activities;
- personnel marketing management;
- personnel examination.

The growing role of marketing staff is due to:

a) the need for interaction between the job market, labor buyers and the labor force itself;

b) the need for intra-firm personnel regulation and rational use of human resources.

As part of the personnel department of large organizations, it is important to divide the marketing of personnel to solve problems:

- personnel marketing within the organization;
- business career planning;
- regional and sectoral labor marketing;
- creation of a unified information system of personnel management.

Any organization that is part of the environment must be organically integrated not only into another (large) organizational system, but also into the Earth's biosphere. If we are talking about man, it is necessary to talk about his role in the management of processes occurring in the noosphere (management of biosphere processes by the mind). Solving this problem requires the training of personnel who can not only optimize but also harmonize the relationship between the organization and the environment.

After the Conference of Heads of State and Government (1998) in Rio de Janeiro, many people around the world realized the need for a new program of social

development. When marketing staff, it is impossible in management to identify and meet staffing needs without taking into account these realities.

Thus, the analysis of the concept of "personnel marketing" (personnel) shows that this is a complex problem that requires decision-making at many levels, interconnected. The real set of decisions on personnel marketing forms in the management system together with personnel -economic, production and business functions field of decisions and can be directed to narrower areas (eg, hiring, research, recruitment).

According to the methodology of science, the task of personnel marketing as a scientific discipline is methodologically correct presentation of its content. On the one hand, it is a systematization of knowledge of the market nature of marketing, expressed in concepts, concepts, laws, principles, methods, forms, models that provide understanding of its existence and development, on the other - the activity where this knowledge is used [10, p. thirteen].

Any firm operates in a dynamically changing environment. Identify the factors influencing personnel management, analyze changes and adapt to new conditions - the main task of labor marketing management [86, p. 249].

Given the capabilities of enterprises, it is not always necessary to create a comprehensive management system of labor marketing, it is enough to focus marketing functions in one unit of the personnel management system.

Voronkova VG identifies the following stages of the marketing management process (Fig. 2):

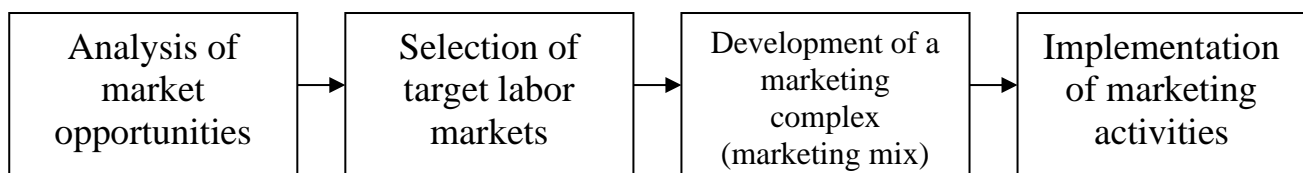


Fig. 2. Stages of the marketing management process

1. Analysis of market opportunities involves:
  - a) marketing research and collection of marketing information;

b) analysis of the marketing environment, the possibilities of the subject of the labor market;

c) analysis of labor consumers.

2. The selection of target labor markets involves the following sequence:

a) measuring and forecasting the demand for a particular workforce;

b) segmentation of the labor market;

c) selection of target market segments;

d) positioning of goods "labor" in the market.

3. Development of a marketing complex (marketing mix ):

a) development of goods "labor";

b) determining the cost of a particular workforce;

c) development of a system of distribution of labor and communications (advertising, employment promotion, organization of favorable public opinion, personal contacts);

d) provision of personnel (selection of personnel for professional performance of marketing functions; training of professionals and other personnel of the labor market entity; organization of personnel work and management; incentives based on the results of marketing functions).

4. Implementation of marketing activities. Carried out through the system of marketing information, planning system (development of strategic plans, marketing plans), organizational structure, marketing control system (measurement of results, analysis of results, corrective actions) [77, p. 359].

The initial information for the development of regulatory documents for marketing activities in the field of personnel is obtained on the basis of analysis:

1. external factors - driving forces and causes that create conditions that must be taken into account in marketing activities (labor market situation; technology development; features of social needs; development of legislation; personnel policy of competing organizations; features of social needs) [85, p. 21] ;

2. internal factors - those that are largely subject to managerial influence by the organization (goals of the organization; financial resources; human resources of the organization; sources of staffing needs) [85, p. 22].

The essence of marketing management of the organization's personnel can be identified through the analysis of the relationship between the basic concepts of management theory (Fig. 3).

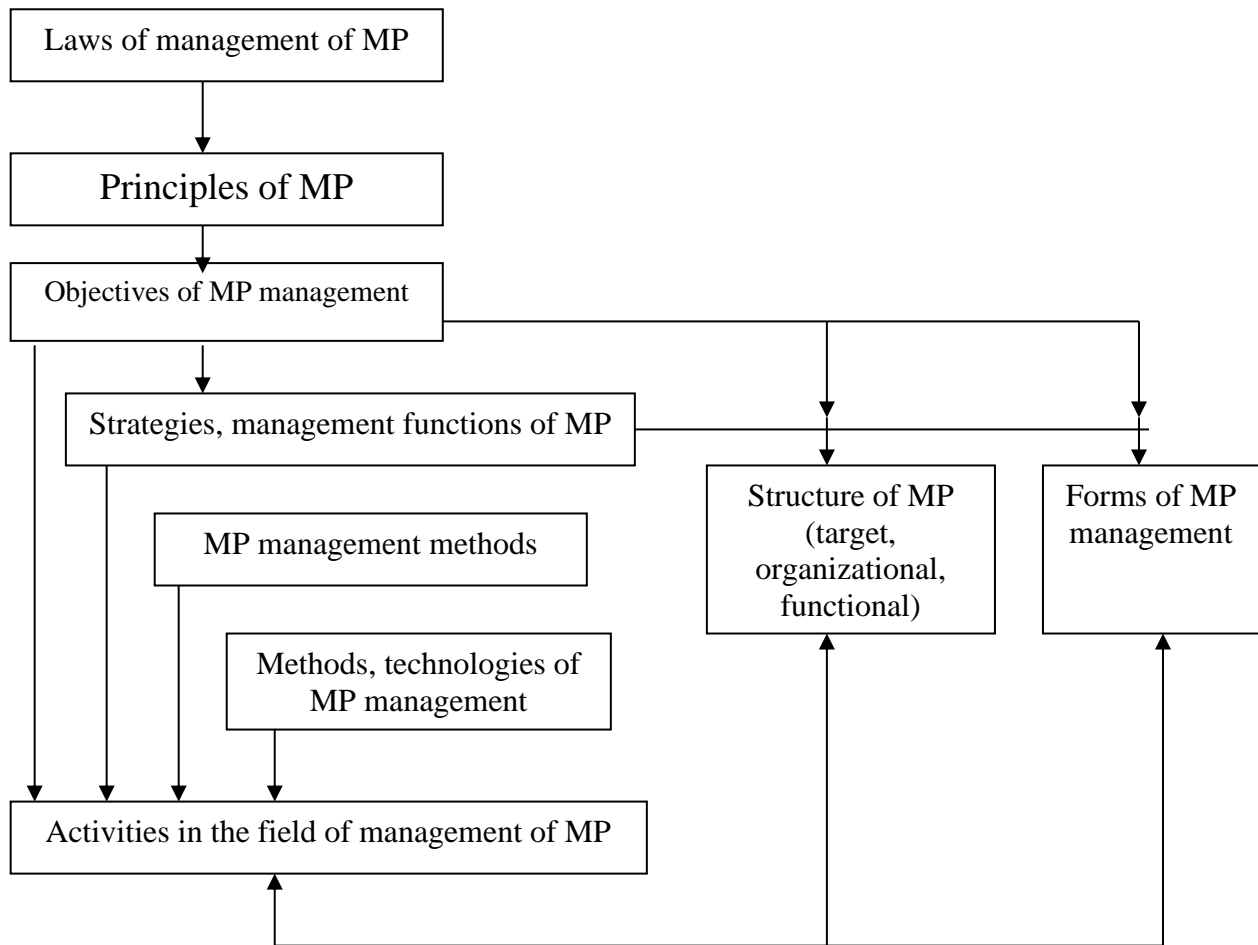


Fig. 3. Conceptual model of personnel marketing management

Laws are manifested in the reproduction of human resources, are objective and do not depend on the consciousness, will, desires of people. Examples of management laws are:

- goal-setting law: the choice of the purpose of personnel marketing management should be made on the basis of objective economic laws of the labor



market, labor force, jobs and specific laws of functioning as a structural component of the personnel management system.

- the law of priority of social goals - the purpose of governing society and the condition for maintaining its balance and development is to constantly improve the quality of life of its members, their well-being, improve social well-being, continuous improvement of lifestyle.

- the law of conformity: a person in his life reveals only those qualities, realizes those opportunities, develops abilities, the manifestation of which requires the environment from it [86, p. 237].

The basic principles of staff marketing are as follows:

1. orientation of the final results in the formation of human resources on the real requirements and wishes of organizations that use them;
2. taking into account the requirements of the market in the strategic perspective, the unity of strategy and tactics in marketing activities;
3. implementation of marketing research in the labor market and its forecasting;
4. coordination and synchronous connection of marketing activities for personnel management;
5. influence on the market and consumer demand in order to form it in the necessary directions for society;
6. meeting the needs of employees, ie taking into account the formation of their qualifications and professional staff, the ability to adapt to changing demand;
7. informing potential consumers and informational influence on them for management purposes [85, p. 14].

The main purpose of staff marketing - to ensure the implementation of the needs of the organization in staff.

Personnel marketing strategy together with methods, technologies of personnel service, based on the concept (see Fig. 3), confession of value as criteria for choosing a system of actions help to identify the needs of society organizations for the production of goods and services and its coverage, self-determination to purposeful activity.

Forms of personnel marketing management include centralized management, decentralized and self-management (self- marketing ) [86, p. 240].

Kolpakov V. M. identifies the following functions of personnel marketing:

- analytical function - study of the labor market; analysis of external and internal factors; strategic analysis; personnel policy analysis;
- production function - organization, formation of labor force, human resources, development of personnel technologies; personnel marketing logistics; personnel quality and competitiveness management;
- personnel development function - assessment of personnel and their activities; personnel audit; development planning; organization, motivation, development control;
- management function - the organization of strategic and operational management; human resources management; employment, personnel management, etc.;
- strategic function - analysis of the market situation; formation of goals and development of market principles of personnel strategy, determination of principles of personnel policy in achieving the goals of the organization; development of a system of strategic management of personnel marketing [85, p. 15].

Voronkova V.G. also highlights the information and communication functions of personnel marketing [77, p. 364].

The information function of personnel marketing is to create an information base, which is the basis of planning in the field of market segmentation and communication by target groups. It can be differentiated into the following more specific functions:

- study of the requirements for positions and jobs;
- study of the external and internal environment of the organization;
- labor market research;
- studying the image of the organization as an employer.

The purpose of all communication activities in the framework of staff marketing - to establish and implement ways to meet staffing needs, as well as to present the benefits of the organization as an employer.

The objects of the communication function are:

- employees of the organization who act as participants in the internal labor market, as well as bearers of the image of the organization;
- external labor market as a comprehensive source of potential applicants;
- openness of the management system as the main factor influencing the formation of opinions about the organization.

Thus, personnel marketing is important in the process of forming effective personnel management in the organization, and the development of this area must pay special attention in modern conditions of operation of economic entities [88, p. 50].

As a type of management, staff marketing is directly related to the market, because this activity is a process that involves analyzing the situation in the labor market and its evaluation, marketing decisions, planning and implementation.

In terms of manageability, labor market marketing acts as a control and managed system. Its main subjects (jobs, labor force) are employees, employers, public employment services, non-governmental employment agencies, migration services, vocational schools, trade unions . Objects of marketing in the labor market are labor (labor services) and jobs [85, p. 249].

Voronkova V.G. under the object of personnel marketing, sees any object that is offered on the market in exchange for a certain amount of any goods and under these conditions is in demand [77, p. 353].

The main areas of staff marketing are strategically interdependent with general marketing, the following areas are:

- development of personnel requirements;
- determining the need for staff;
- calculation of costs for the acquisition and subsequent use of personnel;
- selection of options to cover staffing needs and personnel decisions.

The development of personnel requirements is based on strategies for the development of organizations, staffing, current and future analysis of the requirements of positions and jobs.

Expected costs for the acquisition and use of staff consist of external and internal.

External costs: payment of contracts with educational institutions, commercial structures for the selection and training of personnel, training centers at employment regulators; costs of research and operational work in the field of personnel marketing.

Internal costs: capital investments in equipping new jobs and re-equipping existing ones, investing in additional construction and equipping of social infrastructure facilities, etc .; remuneration of new employees or workers with new qualifications, including various social benefits.

The choice of ways to cover the need for staff depends on the strategy of marketing activities, which consists of the following main stages:

1. implementation of marketing research in the field of personnel marketing;
2. analysis of the labor market and justification of sources of demand;
3. identification of options for ways to attract staff;
4. analysis of sources and ways of their compliance with the requirements of qualitative and quantitative parameters of potential employees, the costs associated with the use of a particular source and the way to attract staff;
5. personnel decision making.

Sources of staffing needs can be: educational institutions of different degrees and levels of training; international labor market; commercial training centers; recruitment agencies; employment centers; professional associations and unions; family organizations; free labor market; own internal sources.

When solving the problem of covering additional staffing needs, experts determine taking into account the degree of participation of the organization in the acquisition process active (recruitment directly in educational institutions; applying for vacancies in local or interregional employment centers; use of staff consultants and specialized intermediaries). hire staff) and passive ways (announcements of vacancies

through advertisements in the media and specialized publications; expectations of applicants after the placement of local ads) [85, p. 24].

As mentioned earlier, staff marketing is inextricably linked to the market environment. If for the whole organization as a whole the market environment is any commodity or regional markets, then for the personnel management system the market environment is the organization itself. In this market, the personnel management service provides certain services to its customers - employees of the organization. In this case, work, its conditions and jobs are considered as products of marketing.

The usefulness of the product from the consumer's point of view lies in its ability to solve certain problems. The consumer buys not just a product, but the benefit of owning it or using it. For example, the organization's internal customers, ie its staff, receive not a system of remuneration, but a specific material reward.

Thus, the function of personnel management service is to study and meet the needs of personnel (internal customers) of the organization. The attention of HR managers should be focused not on the programs developed by their service, but on the results of their use, on how they benefit different groups of consumers. Such a customer focus can be seen as a marketing approach to personnel management of the organization.

Personnel management centers are needed in every more or less large enterprise, and the role of the head of this service is growing. He becomes one of the main leaders of a modern enterprise or firm [77, p. 361].

Thus, personnel marketing is a managerial activity to determine the long-term needs for staff coverage (strategic level), hiring, selection, evaluation, employment, etc. (tactical level).

Personnel marketing as a tool for purposeful and effective work with staff is an integral part of the strategy and tactics of survival and development of the enterprise in market relations. As the employee's personality develops, it is increasingly necessary to reconcile market conditions and the interests of the company's employees. Therefore, the development of production increasingly requires planning its staffing.

Effective use of "human resources" is preceded by the selection and selection of personnel. This issue is, of course, given the greatest attention in the work of personnel management centers. An error in recruitment causes a chain of unforeseen complications in the work of the firm associated with the possible relocation and sometimes dismissal of the employee.

HR professionals must have a comprehensive knowledge of management, marketing, sociology, psychology and law. Only under these conditions can a manager become a manager in the true sense of the word.

Personnel marketing is characterized, on the one hand, by a thorough and comprehensive study of the labor market, labor demand, the needs of firms, enterprises, and on the other - active influence on the market, existing demand, needs in accordance with social development strategy. If marketing is a human activity aimed at meeting the needs and wants of the buyer, consumer in products or services, then staff marketing is aimed at providing organizations with staff capable of solving this problem. Personnel marketing defines the ideology of the labor market, consisting of people who offer their labor in exchange for wages.

Based on the experience of marketing activities, it is possible to formulate the basic provisions of staff marketing, which determine that he:

- is a component of marketing as a leading function of organizations in market conditions, is characterized by the definition of the purpose of activities and objectives to achieve it;
- all personnel work, built on the basis of strategic management of personnel activities, is subordinated to him;
- attaches special importance to identifying and meeting the needs of management staff. The management staff must have the necessary knowledge, thinking and ability to make and implement decisions that correspond to the level of the management hierarchy;
- provides the staff of the organization with personnel in accordance with personal and professional characteristics that meet the objectives of its activities.

Under the market, as a rule, understand:

1. The system of sales of products and services, the criterion of manageability and sustainability, which is the difference between supply and demand;
2. Methods: organization of social production based on freedom of enterprise and certain regulations by the state; behavior of subjects of market relations; thinking that shapes the market worldview [85, p. 16].

The labor market is:

- 1) a dynamic system in which employers (owners of means of production) interact, on the one hand, and those who receive work (employees), on the other, forming the volume, structure and ratio of supply and demand for labor;
- 2) based on the interests of the enterprise (domestic market): a single system of all currently existing and capable of emerging in the future relationships and relationships of the firm with its actual and potential employees. These market relations can be structured by the organization on the basis of qualitative, quantitative, spatial and temporal criteria. The subjects of the labor market are: employers and their representatives (unions); workers and their representatives (trade unions); the state and its bodies (ministries, employment services);
- 3) labor market of the organization - a geographical area, which includes settlements located at a distance at which their residents can get to work every day in a particular organization [84, p. 207] .

Highlighting the economic meaning in the interpretation of the concept of "market", experts suggest [87, p. 6] consider it as a mechanism that allows to determine the ratio of supply and demand for different types of goods and services.

With regard to staff marketing, we can talk about the types of labor resources formed by market methods, the mechanism of supply and demand. If we use the existing definitions of marketing, we can by analogy consider staff marketing as a holistic management system, "range" of staff and the amount of training for the needs of society, determining the price of human resources and their distribution among selected markets.

This is done through the development and implementation of personnel strategies and personnel policy in society, at the enterprise. Based on forecasting trends

in society, its strategic goals, the state finances programs for the formation of human resources, providing priority areas of development in the fields of science, culture and industry. The state participates in the regulation of the labor market, often acting as its direct customer and consumer. It has a direct and indirect impact on the supply and demand of labor in the labor market. Indirect in order to protect the national interests of their own market through the implementation of certain policies.

Voronkova V.G. proposes to use the following principles of personnel marketing in market conditions:

- first, market activity should focus on consumers of labor - employers. This involves identifying their groups, potential inclinations to acquire labor services and the possibility of real employment, assessing their requirements for the structure of the specialties and professions they need, based on which measures should be taken to train relevant categories of workers. Thus, consumer orientation means studying not the production capabilities of employers, but the needs of the market and, based on this, the development of a plan to meet them;

- secondly, the focus should be taken on the goals set by other subjects of market relations - employees: the formation of their qualifications and professional composition, the ability to adapt to the conditions of variable demand; requirements imposed by them on the level of wages, conditions of production, mode of work and rest; psychological preferences, motives of behavior, etc .;

- thirdly, a systemic approach should be implemented. All activities related to the sale of labor services in terms of marketing must be coordinated and operate synchronously. This applies to issues of financing, training and retraining, the formation and use of income, employment promotion and employment promotion, and others. In other words, the following should operate: a system for identifying and analyzing market opportunities, bringing the necessary information to the subjects of market relations; feedback system that ensures the balance of supply and demand in the labor market, maintaining a rational correspondence between them.

Thus, the implementation of marketing activities can ultimately improve the coordination of resources;



- fourth, the basic principle of marketing should be its long-term focus. Its methods and techniques should provide labor market participants with opportunities to be more informed about the labor market, the main trends of its change, to develop the most effective ways of market behavior, designed not only to succeed in the current situation but also in the future. In this sense, labor market marketing should be considered not only as an activity aimed at meeting the needs of consumers of labor, but also the entire working population entering the labor market and entering it into market relations.

Based on the principles, marketing in the labor market can be considered as a system of activities that allows its subjects to assess the state of the labor market, trends and change sound management decisions in the field of employment, employment and efficient use of human capital. Thus, the tasks of marketing include not only conducting relevant research, but also bringing their results to the subjects of market relations, who can make economic choices based on them, adjust their behavior. The use of marketing will reduce the degree of uncertainty in management decisions, identify the reasons why previous actions were wrong, assess the situation in the labor market and give a sufficiently reliable forecast of market conditions. The result of marketing activities in the labor market should be to ensure the stability of the position of actors in the market. Moreover, this situation acts as a continuation of the competitive interaction of the subjects. The starting position of marketing is that each subject of market relations, on the one hand, was able to adapt to the market, and on the other - to actively influence it, shaping it in a favorable direction.

All the various marketing tools are used in two types of marketing: product-oriented marketing, which is the workforce (labor services); marketing focused on customer satisfaction (employers), taking into account their differentiation.

These types of marketing in the labor market are expressed in the following: one side of marketing activities should be targeted at the product, in the form of which are labor services provided by the workforce, the other - to meet the needs of employers. When combining these two types of marketing, matching supply and demand should be optimal. The first type of marketing should ensure the competitiveness of the labor

supply. However, to determine the compliance of professional qualifications, age and other qualities of the labor force in the market demand for it is possible only after learning about the assessment of these qualities by consumers - employers. This is especially important for those professions and specialties that have not traditionally been present in the labor market. The question of analyzing what employers need to "buy" what they did not know before and what quality aspects of the workforce are not put forward is among the most relevant. This is also due to the fact that investing in "human capital" is risky, over a long period of time. The process of responding to changes in labor supply in response to changes in demand requires a long lag. Short-term retraining does not ensure sustainable competitiveness of the workforce. In addition, the processes of adaptation are complicated by psychological aspects. Less risky is product-oriented marketing (labor, labor services) and consumer (employer), ie the so-called integrated marketing.

In the labor market, staff marketing can be represented in the following aspects:

1. Business philosophy. The main actors in the labor market in a market economy have the right of ownership: employees on the ability to work, employers - on the means of production. The union of labor with the means of production in a market economy occurs only through exchange. Employees offer the ability to work, employers offer jobs. The exchange is possible by meeting the needs identified in the requirements for working conditions and wages by employees and the needs identified in the requirements for the quantitative and qualitative composition of staff - by employers;

2. Market research methodology. The optimal combination of labor with the means of production involves a system of knowledge about the state of the labor market. Labor marketing has a set of techniques, methods and tools that allow you to track the situation in the labor market;

3. The system of demand and supply in the labor market. To effectively combine labor with the means of production is not enough knowledge about the state of the labor market, it is necessary to implement a set of measures to promote the formation of labor and create conditions for its effective use;

4. Management system of market orientation of the enterprise, which allows to ensure a balance of supply and demand of labor and profitable activities of the firm. This system is aimed at activating the market position of the subjects of labor relations.

Thus, staff marketing - from activities aimed at achieving the optimal ratio between supply and demand of labor in order to meet the labor needs of the objects of labor relations through exchange, which ensures profitable work of the firm and effective development of society as a whole.

It is becoming one of the most important factors in the survival of enterprises in market relations. Sometimes minimal investment and maximum use of "human resources" allow a company to win the competition.

In a market economy, the problem of overcoming the crisis of labor activity of many enterprises in the country is becoming increasingly important. The development and improvement of incentives and motivations for work go beyond scientific and cognitive problems and are increasingly placed in the practical plane as a means of combating competitors and survival in market conditions.

Personnel marketing becomes an organic component of personnel management in the enterprise, one of the subsystems of personnel management. The role of marketing depends on the economic actors of the labor market.

At the enterprise level, the role of marketing is to strive for efficient use of labor. The use of personnel marketing allows more reasonable choice of sources of labor needs, more effective regulation of labor supply and demand within the enterprise, to attract employees who best meet the requirements of production, not only higher pay but also strengthen the company's image.

At the employee level, the role of staff marketing is self-realization, when a person in a competitive environment must determine its place in society through maximum mobilization of energy and initiative, natural abilities, acquired knowledge and skills, personal initiative and active life position.

The management structure of the personnel of the enterprise creates conditions for high efficiency of management. The fidelity of its construction depends on:

- division of labor and responsibilities between structural units and employees of the management staff;
- preparation, adoption and implementation of management decisions;
- distribution of functions between structural units;
- information flows in the management system;
- system of subordination and functional relations between management staff;
- efficiency of the management service; on which the disclosure of professional skills, abilities of employees and their application with maximum efficiency in work largely depends;
- the direction of personnel policy and the basics of working with staff, general and specific requirements for them.

It should be noted that most of the above factors are components of staff marketing and determine their condition in the enterprise.

Thus, personnel marketing is undoubtedly related to the personnel management structure of the enterprise and is closely related to it and depends entirely on the goals and principles of its activities.

The personnel management system operates in a certain market environment. If for the whole organization as a whole the market environment is any commodity or regional markets, then for the personnel management system the market environment is the organization itself. In this market, the personnel management service provides certain services to its customers - employees of the organization. Thus work, its conditions and workplaces are considered as products of marketing.

Thus, the function of the personnel management service is to study and meet the needs of personnel (internal customers) of the organization. And the personnel manager should ensure the integration of personnel management practices with the strategy and goals of the organization, making proposals for solving problems that arise in the field of personnel, methodological support to line managers and other employees (Fig. 4) [90, p. 127].

The responsibilities of the line manager are the successful management of the work of subordinates, cooperation with the personnel manager in the development and

adoption of personnel decisions. The employee as one of the participants in personnel management and at the same time the object of this process must be ready to take responsibility for their own behavior and career, understanding the need to work with the line manager and personnel manager. All personnel management personnel are called upon to support the HR consultant, for example in the event of unusual situations.

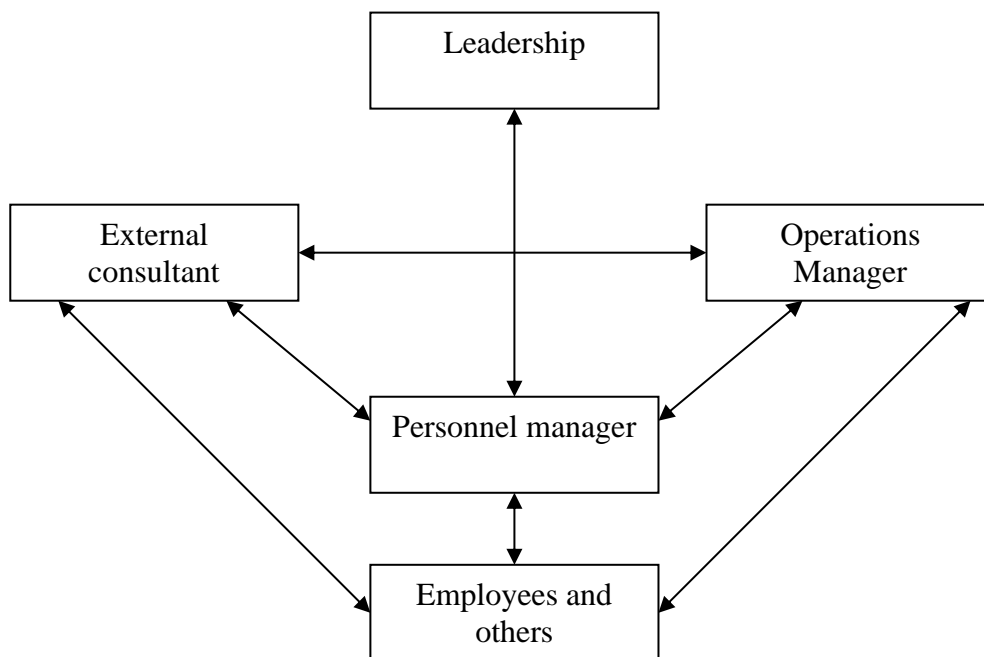


Fig. 4. Personnel manager in the personnel management system

Work with the personnel of the enterprise is carried out by a specialized functional unit of the enterprise - the personnel service.

It should be noted that in the modern literature, as well as in the practice of various enterprises, such names are used as: personnel department, personnel department, personnel department, etc. All these names have the same meaning for the activities of the enterprise and perform the functions of organizing work with the staff of a particular enterprise.

The role of human resources in the management apparatus is constantly growing. Thus, in a market economy in Ukraine there is a need for sound selection, organization of training, retraining, proper assessment and education of personnel of the enterprise.

The role of human resources services in the recruitment of graduates of technical schools, institutes and universities, who have modern knowledge in such disciplines as: marketing, management, market strategy, pricing, etc. In addition, it is also necessary to systematically improve the skills of both employees of the management staff and employees engaged in operational activities.

The need and status of the personnel service depends on the size of the enterprise, the peculiarities of the legislation, the level of qualification of the personnel, the development and complexity of social relations, the capabilities of senior management and its attitude to personnel problems.

To improve the structure of personnel management in the company and increase its efficiency, it is necessary to create and separate a personnel management service that would allow the company to use staff with maximum efficiency, while providing it with all necessary social benefits. In fig. 5 give the developed scheme of the structure of the personnel management service.

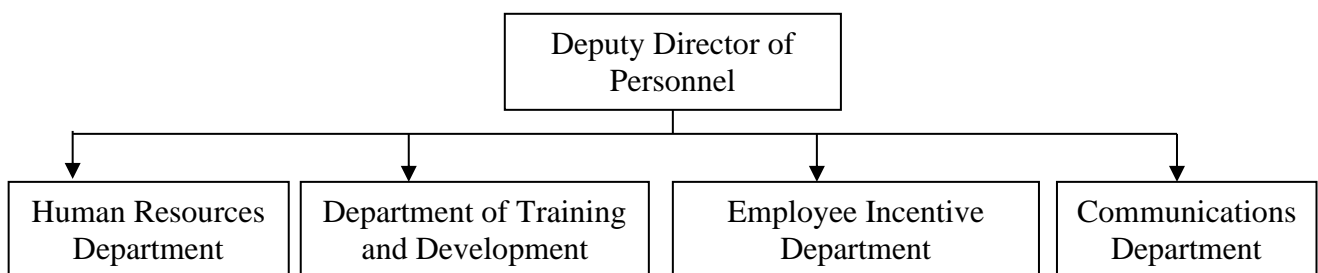


Fig. 5. Improved structure of the enterprise personnel management service

The head of the personnel management service is the deputy director, who personally solves the following issues: 1) philosophy and policy of the enterprise regarding work with personnel; 2) organizational and functional structure of the enterprise; 3) statistical reporting; 4) labor legislation; 5) relations with professional associations, clubs; 6) relations with governmental, city, local relevant organizations.

Each department should have 1-2 skilled workers, depending on the responsibilities assigned to them.

The functions of the personnel department include: 1) personnel planning; 2) selection and hiring, dismissal; 3) conducting personal files of employees; 4) creation of a database of employees and candidates; 5) accounting of working time; 6) formation of the personnel reserve; 7) keeping military records; 8) relations with the employment service and educational institutions.

The Department of Training and Development, first of all, is obliged to provide support to the employee in the psychological sphere, and perform the following tasks: 1) planning and organization of training; 2) professional adaptation; 3) internal training of employees; 4) conducting transparent and fair certification; 5) staff development in the process of work; 6) career planning of employees; 7) psychological and social support.

The Employee Incentives Department is obliged to: 1) draw up a staff list; 2) to form the structure of wages; 3) accrue and pay benefits and compensations; 4) provide medical and social insurance; 5) pension provision; 6) to form, coordinate the conditions of business trips; 7) reimburse personal expenses; 8) provide loans to employees for certain needs; 9) create working conditions and bonuses; 10) establish working rules; 11) carry out labor protection; 12) to carry out attestation of workplaces.

The communications department is designed to ensure the implementation of internal organizational relations. The main task of these connections is to bring to the fore the informal elements of relations in the enterprise, which are formed within the formal structure. Thus, employees of the company develop a positive image of their employer. This image can influence the consolidation of human resources in the company, and can also work to improve the image of the employer outside the company, as their own employees are seen as carriers of the image. There are two main areas of communication in personnel marketing:

1. Communication within the production process;
2. Social needs, independent of the production process.

Measures should be taken to support communications in the framework of production tasks:

- formation of a management style that would ensure the involvement of employees in the decision-making process;
- completeness and objectivity of personnel assessment;
- regular meetings and conversations with employees during which measures to manage the organization are discussed;
- effective internal organizational system of receiving and considering proposals of employees.

Satisfaction of social needs outside the production process can be ensured through the following measures:

1. Advising employees on personal needs;
2. Formation of leisure groups;
3. Organization of sports events;
4. Organization of internal organizational holidays.

Thus, the personnel management service is an organic and integral part of the overall management system of the organization. Its importance is due to the fact that the management of the social sphere, social relations in the team is organically linked to the impact on working conditions, life and culture of the people who make up the staff of the organization.

Specialists of this service must successfully address a wide range of issues of the enterprise and, together with other services, actively influence the efficiency of the enterprise. They must:

- support programs designed to stimulate efficiency in the use of labor;
- assist management and subordinates in developing potential opportunities for each employee to obtain the work for which he is best suited;
- to help employees better understand the goals, policies, program of the enterprise and provide them with effective means for effective participation in the activities of the enterprise;
- be honest with management about its responsibility to employees, and with employees - about their work in the organization;
- seek an objective solution to problems that arise in the relationship between



employees and management;

- treat confidentially information obtained in confidence.

Thus, in order to fully and effectively perform the functions assigned to it by the personnel service, employees of this service must have modern theoretical knowledge of the science of personnel management and practical skills of working with people.

Such a multifunctional personnel management service should ensure coordination of the work of all units of the personnel management service as a whole, it is necessary to coordinate the work of this service with the activities of other services of the enterprise involved in personnel management.

Marketing can significantly affect people's views and lifestyles. At present, in the process of labor relations, mutual requirements are formed that correspond to market relations on the part of both employers and employees.

That is, the task of personnel marketing is to ensure the optimal ratio between supply and demand of labor to meet the needs of labor market participants. However, it should be borne in mind that people are not just looking for a job, but one that suits them. The wrong choice of work can have negative consequences for the employee, manager and the company as a whole.

The scale and methods of recruitment in the organization are determined by two main factors: internal factors (the company's development strategy, the state of the internal labor market) and the position in the national labor market. Regarding the first circumstance, it should be noted that the company has a good state of the domestic labor market and a promising development strategy.

Competitiveness of the organization in the labor market - is its ability to be chosen as a place of work or, in other words, a set of conditions provided to employees that favorably distinguish the organization from others similar in profile [85, p. 132].

To determine the position of the organization in the labor market use the following indicators:

1. The level of employee satisfaction with the organization, quantified by the coefficient  $K_3$  (1):

$$K_3 = 1 - Q_{\text{до}} / JI \quad (1)$$

$U_{\phi\phi}$  - the number of employees who resigned from the organization of their own volition for a certain period;  $\bar{M}$  - the average number of employees of the organization for the same period.

With the help of this indicator it is possible to determine in the first approximation how satisfied the requirements of employees to the enterprise are, ie how competitive the organization is in the labor market in terms of meeting their needs.

2. The level of staffing is an indicator that allows to determine not only the popularity of the organization in the labor market, but also the degree of activity of personnel policy, and, in particular, the effectiveness of recruitment procedures.

In conditions when the workplace is used as a planning and accounting unit to determine the need for labor and the balanced development of personal and material factors of production, this figure can be calculated by formula 2:

$$P_n = U_{\phi} / M_{\phi} \quad (2)$$

$U_{\phi}$  - the actual number of staff, persons;  $M_{\phi}$  - the actual number of jobs in the organization, units.

3. Average salary. The level of this indicator is considered in the dynamics. Wages are allocated due to their stimulating role and inflation, the growth of which can not but affect the orientation of employees.

4. The quality of human resources of the organization. It is estimated based on the socio-demographic structure of the enterprise. The greatest productivity is provided by employees of a specific age group, work experience and work potential of the organization depends on the share of staff in this group in the total number of employees.

5. Availability of benefits provided by the organization of personnel, which is a factor in its competitiveness in the labor market.

6. Location of the organization and its location in relation to the transport network of the city [85, p.132-134].

To increase competitiveness in the labor market, the company's management should take care first of all about:

- reduction of voluntary redundancies by eliminating difficult working conditions;

- conducting small in size, but wide in coverage of employees and frequent bonuses;

- application of the remuneration system for knowledge and competence;

- satisfaction of career prospects;

- raising the educational level of employees and production skills;

- improving the socio - psychological climate in the team;

- reducing the number of dismissals for breach of labor discipline by investigating the specific causes and integrated use of management methods;

- improving working conditions in the workplace through: a) the introduction of modern safety measures to prevent occupational injuries; b ) introduction into production of new equipment that ensures the preservation of human health ; c) improving the aesthetic conditions of production through the introduction of artistic elements that have a positive effect on the well-being of the employee and increase the productivity of his work.

By visiting professional clubs and associations (Personnel Clubs, Bar Associations, Audit Commission), you can establish very useful contacts.

However, the most effective way to recruit staff (in terms of the time of selection, the quality of the specialist and the cost of services) - with the help of recruitment agencies.

The main advantage of cooperation with recruiters is that the latter select not only qualified, but also psychologically compatible, intellectually developed, progressive-minded candidates, ie specialists who meet almost all the requirements of the customer.

Another undoubted advantage of agencies is the breadth of coverage of potential applicants. A reputable recruitment agency has an extensive database of specialists of the desired profile, the number of which is hundreds of times greater than the number of candidates found by employers themselves. It should be borne in mind that the database includes only relevant specialists who have passed a multi-stage selection

(interviews, professional psychological tests, etc.). The advantage is obvious: instead of 1-2 candidates you can get a choice of 3-5 almost equivalent high-class specialists.

In addition, the recruiting agency will save a lot of time for human resources and administration of the company, eliminating all unnecessary, random and weak candidates. Using your database and business contacts, a recruiter can find the right specialist in a day or two. Thus not only to find, but also to organize a meeting with the employer, to help in dismissal and employment, to settle other small formalities.

When working with recruitment agencies, the company must take into account the following factors:

- cost of services;
- features of work (payment system, terms of order fulfillment, guarantee);
- duration of the agency's work on the market;
- reputation of the agency.

In turn, elite recruitment agencies in Ukraine have employment contracts only with companies and banks that meet the high requirements of professional ethics agencies. The quality of communication revealed by the employees of the organization at the interview is of great importance. This is the future business ethics of the employer organization in relation to the candidate for the position.

The average cost of services of such agencies is 20% of the annual salary fund of the selected specialist, or two of his monthly salaries. There are agencies that work for one salary, but the quality of their work is usually low (you can cooperate with them in the selection of low-skilled staff, which is not looking for most reputable agencies). Other firms (usually large foreign companies or agencies looking for senior managers) value their services at 40-50% of the employee's annual salary.

The average term of execution of the order by the recruiting agency is 2-3 weeks. But it can vary greatly - from one day to several months, depending on the urgency and complexity that affects the cost of services. The guarantee in this case - the time during which the agency undertakes to replace the specialist free of charge in the event of his long-term dismissal with an equivalent - is from one month to a year (usually three months).

Meeting the needs of the company in temporary employment should also be carried out through special agencies, it will provide the following benefits:

- guarantee of certain qualification of the employee by the agency;
- registration of hiring the necessary labor force within a few hours.

That is, the company should use staff leasing - recruitment for temporary jobs, a kind of short- or medium-term lease of staff of another company [82, p. 12]. Leasing is due to the temporary need of the organization for certain personnel from external sources. It is part of modern innovative personnel management.

Thus, when leasing (renting) personnel, the customer uses the services of so-called rental companies, which rent out their labor to other companies - customers for a fee.

When using personnel leasing, the company must apply the infrastructure of the labor leasing management scheme, which has the following form (Fig. 6).

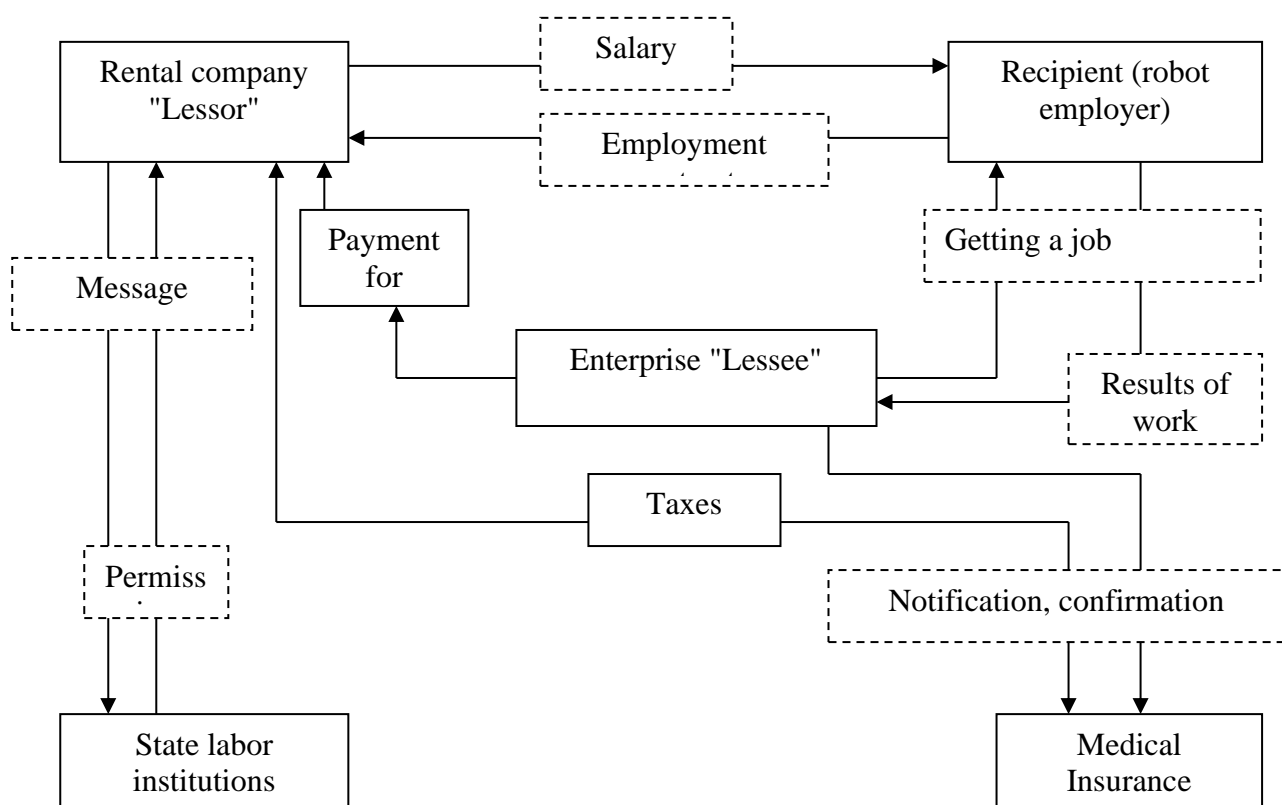


Fig. 6. Infrastructure scheme of labor leasing management in the enterprise

According to this scheme, the company will receive temporary staff, with whom it is legally almost unrelated, this is the convenience of leasing staff. The rental company

(lessor) is responsible for the work of the provided persons. Under the agreement, the customer transfers to him the cost of labor of the employee (his salary), certain taxes, as well as the agreed amount of commission for services, ie all settlements with staff and tax authorities are performed by the leasing company.

The customer has to make a competent agreement and instead of many individuals he will deal with one legal entity, which does not replace the work of the personnel department, but contributes to personnel regulation.

The main function of intermediary firms is to provide institutions and organizations with temporary staff on a contractual basis. An enterprise that uses the services of a firm pays a certain amount to it, which includes the salaries of the employees and the payment for the services of the firm. Temporary staff, subject to the regime of the organization or institution where he works, receive a salary from an intermediary firm, which is responsible for the level of qualification of the employee, his discipline and quality of work.

Using the scheme of labor leasing management, the company will receive a number of benefits:

- cooperation with only one legal entity on hiring employees;
- guarantee of qualification of employees;
- use of temporary staff with whom it is legally almost unrelated;
- saving time when recruiting staff;
- no time is spent on personnel and accounting, social security and insurance of the leased specialist.

This situation will save money on recruitment and training, increase productivity and, consequently, profitability.

Thus, establishing relationships with labor market intermediaries will lead to improved management of personnel marketing in the enterprise, namely: reducing the time to find the necessary staff; replenishment of the enterprise with the necessary qualified personnel at the right time. As a result, it will contribute to the smooth implementation of production, increase its efficiency, fulfillment of tasks and goals, ie the strategy of enterprise development.

10.46299/979-8-88680-819-3.5

## **5. Management of marketing activities of agricultural enterprises**

The agricultural market functions as an interconnected, integrated system, and in order to create an effective market mechanism, an adequate concept of market relations is needed. Such a concept is marketing, which focuses the activities of economic entities on the balanced development and formation of a stable competitive position. Marketing is the most important element of the market mechanism of management, aimed at meeting the needs, and its application means a systematic approach to management with a clear goal and a detailed set of measures.

The dynamic development of the agricultural market is forcing agricultural enterprises to switch more actively to marketing, increasingly perceiving it as the most important system and tool that allows to maintain production efficiency in changing market conditions.

In recent years, economics has intensified research on the problems of marketing management of agricultural enterprises. Such economists as L. Balabanova [91], T. Balanovska [92], N. Butenko [94], O. Vartanova [113], S. Garkavenko [96], D. Kobets [98], V. Lagodienko [99], R. Logosha [100], O. Polova [100], N. Pravdyuk [105], S. Savina [106], Yu. Stavskaya [110], I. Tereshchenko [111], G. Kholodny [97], T. Shtuchka [107], L. Shulga [108] and others devoted their works to the study of marketing management issues.

The company's marketing activities are aimed primarily at sufficiently reasoned, based on market needs, to set current and long-term goals, determine product quality and range, and secondly, to establish the best structure of production and expected profits.

Marketing activities should provide: reliable, reliable and timely information about the market, the structure and dynamics of specific demand, tastes and preferences of customers, information about the external conditions of the enterprise; creation of such a product or set of products (range) that more fully meets the requirements of the market than the products of competitors; the necessary impact on the consumer, on

demand, on the market, which provides the maximum possible control over the sphere of sales [97].

Marketing activity is the activity of the enterprise, which is aimed at the effective implementation of scientific and technical, production and marketing activities of the enterprise, taking into account the objective conditions of market development, needs and requirements of consumers in competition [91].

The process of planning the production and marketing and all marketing activities are based on the following key concepts: demand, desire, demand, product, exchange, agreement, market, as well as the interaction and relationship of goals, objectives, principles and functions of marketing.

In general, the goals of marketing activities are: achieving market results: increasing market share, developing new markets, weakening the market position of competitors, achieving the highest possible level of consumption, etc. (market goals); achieving marketing results: forming a favorable image of the company, achieving high customer satisfaction, increasing the profitability of marketing activities, etc; improving structural and managerial activities: giving the organizational structure more flexibility and adaptability, focus on achieving new, more complex strategic goals, etc; control, monitoring of production and marketing and management activities of the enterprise: audit and control of current, strategic, financial activities, etc [94].

Principles of marketing activities: consumer orientation, needs and requirements that provide for the market not goods and services, and means of solving consumer problems; flexibility in achieving the set goal by adapting to the requirements of the market with a simultaneous targeted impact on it; an integrated approach to the development of marketing plans, which involves the use of not individual marketing activities, and marketing complex, a combination of individual elements which allows you to achieve certain goals; focus on the long-term prospects of the enterprise; compliance with interaction and intersectoral coordination of plans in order to balance supply and demand; concentration of efforts and achievements of the final result of production and export activities of the firm; optimal use of centralized and decentralized principles in management, constant search and sale of reserves, and



increase the efficiency of production and marketing activities by involving all employees of firms in creative work; scientific approach to solving marketing problems, systematic analysis, use of program-target management method, marketing research, as well as feedback, etc [96].

Functions of marketing activities – a set of tasks to be solved in the process of marketing activities: comprehensive market study (analysis of the situation, capacity, dynamics, structure, competitors, market conditions, market position) and identify trends in its development; analysis of production and economic and sales capabilities of the enterprise; development of strategy and tactics of marketing activity (definition of methods and choice of means for achievement of the planned purposes at separate stages and directions of activity); development and implementation of product policy; development and implementation of pricing policy; development and implementation of sales policy; development and implementation of communication policy; monitoring (control).

Each of these functions is important, but only if they are interconnected and targeted, they provide a basis for the implementation of ideas and principles of marketing in the enterprise. The starting point in the formation of the system of marketing activities at the enterprise is to help strengthen its external positions. Therefore, the main purpose of the marketing system – to cover the needs of the market with the provision of benefits (profits) for the company. The use of marketing functions at the enterprise is impossible without the subjects of marketing activities, whose task is to ensure the sale of goods and maximum profits of the enterprise [99].

The main subjects of marketing activities are: suppliers, contractors; intermediaries, partners; contact audiences; market participants, competitors; end users.

Marketing activities, as a rule, include a number of successive stages: market research, choosing the goals of marketing activities, developing strategies and tactics of marketing activities and ensuring their control.

Characterizing marketing activities, we can note the following trends in its development:

1. If unsaturated markets are characterized by «product-oriented» marketing activities, then modern marketing activities are «consumer-oriented marketing activities», and the most advanced companies are able to carry out «mixed marketing activities» focused on both product and per consumer [108].

2. Modern marketing activities can be called «innovative» and strategic. An innovative approach is an operational marketing activity that consists of strategic marketing activities, namely, segmentation analysis, attractiveness, competitiveness, portfolio research, careful budget research, and control over strategy and development.

It is possible to identify prospects for improving the range and develop a marketing program for the development of agricultural enterprises on the basis of marketing research. The development of the concept of marketing research includes the definition of hypotheses, data collection methods and sample size. The next step in developing the concept of marketing research is to choose one or more methods of data collection from the set of methods presented in Fig. 1. A necessary condition for the organization of the study is a preliminary study of the general population and assessment of its homogeneity.

The main principles of marketing research are: systematic, scientific, versatile, comprehensive, accessible input. It should be noted that the low professionalism of agricultural workers or the lack of a marketing department make it difficult to conduct marketing research based on the above principles.

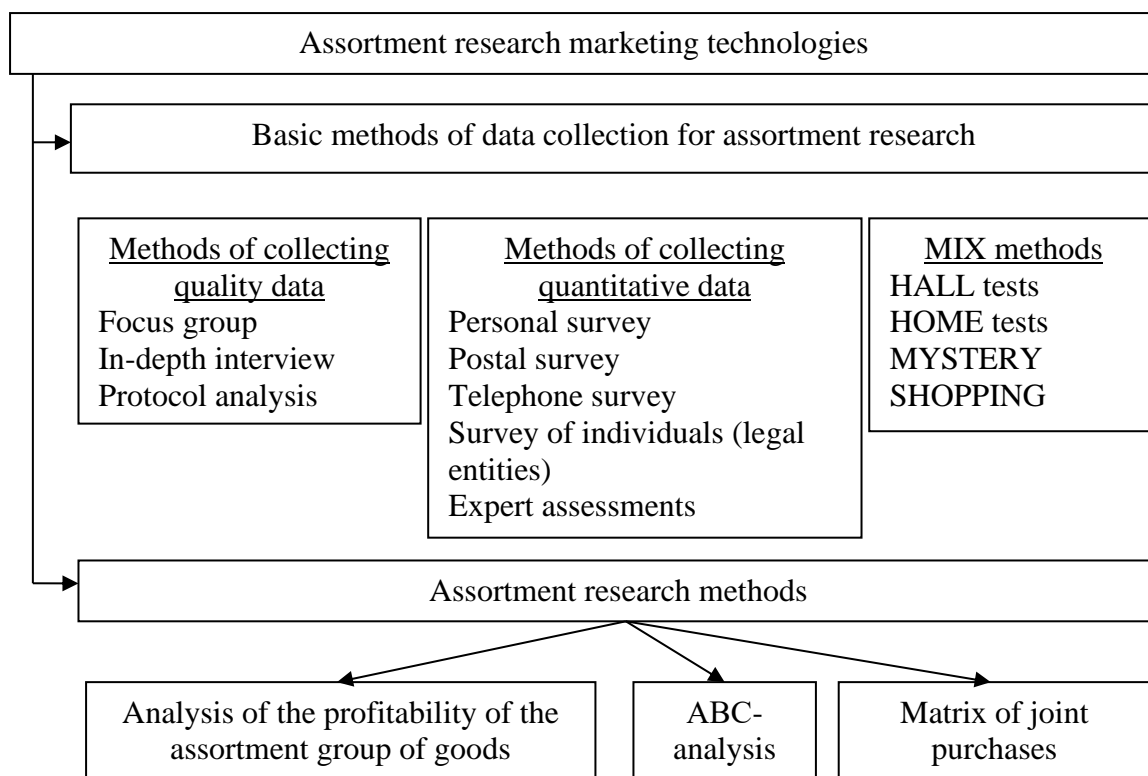


Figure 1. Methods of data collection for marketing research range

Source: compiled by the author for [99, 114]

Agricultural enterprises use elements of marketing in their production and marketing activities, however, in most cases, their application is not systemic in nature, and therefore does not become a mechanism for solving production and marketing problems. Mass marketing is mainly used, based on the production and sale of a certain range of products designed only for the average consumer, which does not take into account the differentiation of needs in specific products, thus being more expensive.

Currently, the agri-food market is developing and undergoing qualitative and quantitative changes, so there is a need to improve the marketing system, which includes methodological approaches designed to increase the capacity of the national market through scientifically sound consumption standards, expand exports and achieve balance supply and demand [92].

The problem of development of a set of types (range) of agri-food products is an urgent problem of production management in the agro-industrial complex. Competitive agri-food product in the minds of consumers should become the optimal type of food,

an integral part of the diet.

The reduction in agri-food production, caused by a number of objective and subjective reasons, occurred against the background of increasing the range of products. Since the mid-1990s, manufacturers in various sectors of the economy in order to reduce the risk of losses began to seek to enter the market with a variety of products and services, to diversify their production.

Currently, the most successful are companies with a wide range of products. However, there are a number of reasons that hinder the development of diversification in agriculture. Such reasons are the features of the agro-industrial complex as an industry:

- the presence in the industry of highly specialized enterprises close to the processors of raw materials, as for the production of products in some processing plants require raw materials in much larger quantities than finished products;

- in a market economy, prices for agri-food products are set under the laws of supply and demand, but to ensure effective demand, producers are forced to reduce resource costs in the production of resource-intensive products, which affects the quality.

These features of the agro-industrial complex cause low economic efficiency and limit the ability to improve the range of industry enterprises.

To create a productive complex of diversity of agricultural products requires a considerable amount of information. Therefore, it will be rational to use information (computer) systems at agro-industrial enterprises to search, collect and organize data on market research. In order to ensure high efficiency of marketing research, it is recommended to analyze the accounting data on the marketing activities of the enterprise and its competitive position in the market, as well as to convert accounting information into source data for the marketing planning system.

Marketing is a process of reconciling the capabilities of the enterprise and customer requests (consumers). The essence of modern marketing is that it helps to transform the needs of customers into the income of enterprises that can better meet the needs [94].

In our opinion, the main factors limiting the possibilities of optimizing the range

of agri-food products are:

- shortage of free financial resources of producers and processors of agricultural raw materials, which determines the impossibility of timely replacement of obsolete equipment, the use of advanced technologies, the allocation of the necessary funds for advertising new products;

- low solvency of the population, which has become the main reason for declining consumption of agri-food products and reducing the share of expensive products in the food market;

- tastes and preferences of consumers, traditions and specifics of building a diet of Ukrainians, expressed in distrust of calories and product quality, in the pursuit of naturalness and ecological purity of food, the predominance of taste of food over its physiological value.

Taking into account the current situation in the agro-industrial complex, and on the basis of generalization of the accumulated experience in the field of assortment formation, we consider it necessary to develop an innovative mechanism of assortment formation (Fig. 2).

The innovative mechanism of assortment formation is a set of connections that provide coordinated and appropriate activities aimed at resource management, improvement of logistics, saturation and increase the range. The functioning of the innovative mechanism of assortment formation should be determined by the correlation of internal and external factors, which is studied and evaluated in the course of marketing research. The mechanism of assortment formation should find the practical realization in development of the various marketing program.

Conducting marketing research, namely monitoring the progress of wholesale trade in agri-food products, makes it possible to identify procurement trends, for example: clear preferences among customers, which are expressed in the predominant purchases of weighted or packaged products; the specifics of working with buyers of weighted or packaged products; stability of the product range of weight products purchased by consumers; reaction of consumers of packaged products to the full aggregate range.

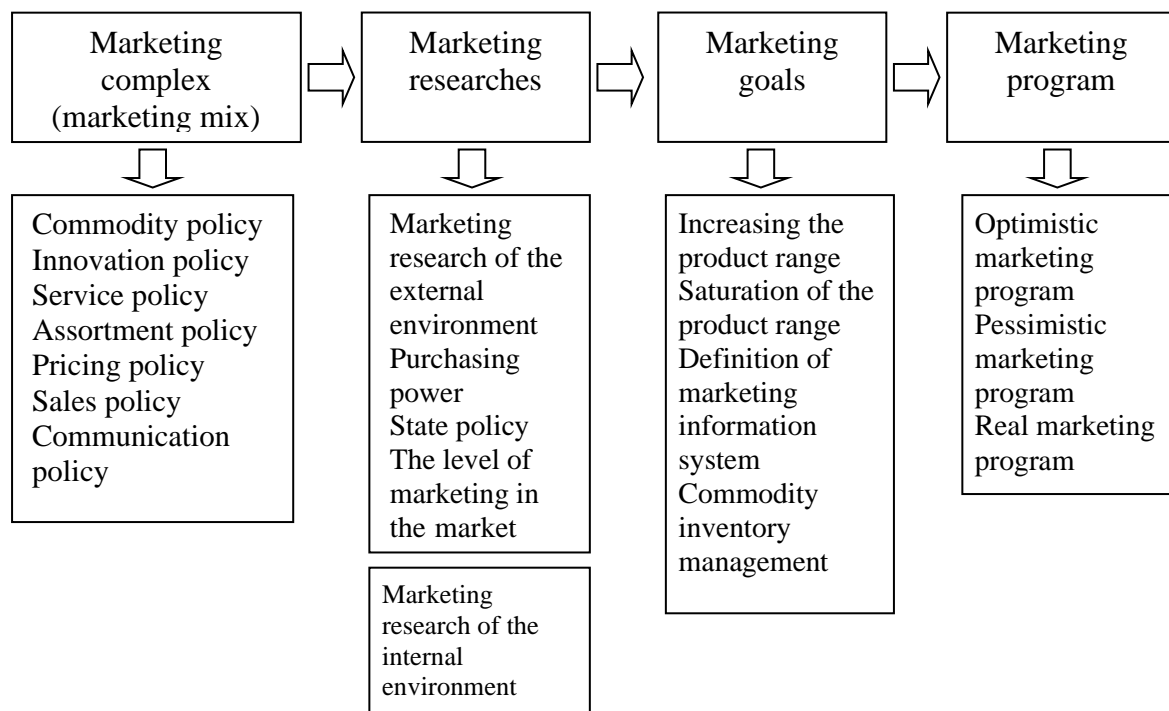


Figure 2. Innovative mechanism of assortment formation

Source: compiled by the author for [99, 114]

The marketing information obtained as a result of marketing research can be used in the development of a market research platform for agricultural enterprises.

The market research platform provides an opportunity to organize a long-term strategic plan, avoid significant financial and social shocks, and achieve continuous modernization and promising triumphs.

The creation of a market research platform takes into account any conditions, situations and growth options of the agricultural organization in the field of trade and the impact of vertical and relevant relationships with sales, the need for urgent adaptation to constant changes in the surrounding economy and rapid response to needs.

The creation of a market research platform for agricultural enterprises is as follows: plans and tasks of agricultural enterprises and possible terms of their success are chosen; researching and planning the conditions of the trade sphere are characterized by possible data for a certain time; the data needed for agricultural production are compared with those that best correspond to reality in terms of reasonable consideration of the possibility of improving certain outlets and the

behavior of opponents; there is a study of the main conditions that led to their difference; methods of management behavior are created and researched, which can significantly reduce the discrepancy that has arisen from the required and existing degree of modernization; the systematicity and consistency of the use of the most effective intentions to achieve the desired effect are approved; important, changed on a specific basis intentions of the platform are determined and certain intentions of management behavior and intentions of systematic market research are implemented, namely the general market research platform is combined.

The marketing analysis of the trade sphere gives the chance to create a platform of market research for the agro-food enterprise of the following plan (Table 1).

Table 1. Market research platform for agricultural enterprises

Component platforms	Content
1. Preface	A brief description of the purpose to be discussed by the founders or directors of agricultural enterprises, market research platform
2. Analysis and forecasting of trade prospects	Brief analysis of the trade space and the current state of trade
3. SWOT-analysis	Research of current issues and obstacles in the functioning of agricultural enterprises, their opponent's privileges, prospects, as well as opportunities and dangers of the environment
4. The concept of marketing set	Production behavior Product review; Quantitative behavior; Services and warranty service; Contractual behavior; Value behavior; Rules of transportation and payments; Debt behavior; The principle of branching; Implementation behavior; Debugging implementation; Ways of implementation; Product movement control; Popularization; Sales promotion; Own implementation; Public relations
5. Costs of the marketing platform	Expenses for the implementation of market research activities; Expenses for accumulation of applications; Expenses for application analysis; Expenses for the implementation of applications, delivery of goods

Source: compiled by the author for [99, 94, 114]

The implementation of the marketing production program of each enterprise should be aimed at creating a set of competitive advantages and effective use of enterprise opportunities from the market to achieve the strategic goal of the enterprise.

The marketing production program of the agro-industrial enterprise should be a comprehensive and comprehensive plan for the production and sale of products, which characterizes the annual volume, range, quality and timing of production of the

necessary goods on the market. The main targets are the annual demand, the annual supply, the most important range and range of output, the complexity of the unit or volume of production, production costs, projected market sales prices. To ensure the effective functioning of the enterprise as a whole and the management of its assortment policy, it is necessary to ensure maximum aggregate income and include in the production plan the most competitive and highly profitable products [97].

The tasks of developing a marketing production program are as follows: to introduce into production new food products for mass and therapeutic and preventive purposes, taking into account modern medical and biological requirements to improve the nutrition structure of the population; diversify the range of baby food; to ensure the necessary profitability by increasing the range and achieving economic production capacity; to optimize the production program of dairy enterprises taking into account economic and mathematical methods; ensure high quality products and pay attention to certification and standardization, raw materials, finished products and quality system; to ensure the innovation and investment attractiveness of the range.

For all agricultural enterprises the purpose of development of the marketing production program is creation and realization of a complex of competitive advantages and effective use by the enterprise of market opportunities for achievement of the strategic purposes of functioning of the enterprise.

The main indicators of agri-food production are: production volumes, fixed costs, variable costs of total production, profit from sales, market share compared to major competitors, the relative rate of change in sales, product profitability.

The marketing production program of agricultural enterprises is adequate to modern economic conditions, takes into account the most important trends in the agri-food market and must meet the basic requirements for production programs such as production of profitable products, market needs, seasonal trends and high production efficiency.

Given that a large number of unexpected factors emerge during market research programs, the marketing department needs to keep a steady eye on their implementation. Complexes of supervision over the analysis of the trade sphere are



needed to convince of the effectiveness of the functioning of marketing in agricultural enterprises.

The structural components of the marketing management system should be considered at each level of management (Table 2).

The degree of job management contributes best to the effectiveness of market research management.

Qualification and productivity of the market research sector manager will not give results from the application of marketing in the enterprise, if the founders and management companies do not understand the need to focus production on the buyer.

Qualification and speed of change of positions concerning the direction of production of management of the enterprise are close with their innovative position and with a focus on sales.

The degree of professionalism of the supply and demand specialist plays a very important role for the company. Performance will be better in enterprises where there is mutual understanding among the departments of the enterprise and where the management department and the employee department are properly separated. An important obstacle to any planning in domestic agricultural enterprises is the lack of a market research model.

An important factor affecting the degree of functioning of the management of agricultural enterprises is a combination of external and internal factors.

Environmental factors most often affect the trade functionality of agricultural enterprises in a changing economy. AIC enterprises must be ready to adapt and make effective decisions in the event of instability of the external environment of the enterprise in order to implement the planned plans and stay afloat. Adjustment of the internal environment of the enterprise must take into account the instability of the external environment of the enterprise. The above factors are highly interdependent.

Table 2. System for evaluating the effectiveness of marketing management in agricultural enterprises

1. The effectiveness of performance management	Trade orientation of directors	Direction of directors to customer demand
		Degree of qualification and speed of response of directors
		The level of understanding of the problem by directors
	Trade orientation of workers	Attitudes to market research of all structures
		Possibility of trumpeting workers
		The presence of «company loyalty»
	Cooperation of directors and workers	The level of separation of management work from staff work
		The course of problem solving
The link of deployment of the management complex in the external environment	The correct sequence in the process of «sale-purchase»	
2. The effectiveness of appointment management	Strategy	The presence of the mechanism of direction of the plan
		Ways of market analysis
		Periodicity of market analysis
		Involvement of systemic pathways in market research planning
		Information market research activities
	Systematization	Nominal structure of the market research department
		Qualification of employees of the unit
		The relationship between the above department and all involved in production
	Promotion	Options for encouraging employees to research the market
		Identity of enterprise needs and private needs of employees
	Supervision	Specificity of market research performance requirements
		Periodicity of supervision
3. The effectiveness of needs management	Product management	Creating diversity
	Implementation management	The presence of ways of implementation
	Cost management	Ways to establish value
	Asset management	Raising funds
		The purpose of the funds

Source: compiled by the author for [91, 94, 96, 96]

Rapid refinements are constantly taking place in the external environment, some of them are reflected in the enterprise positively for modernization, some cause new problems. In Fig. 3 shows the environmental factors that affect the functioning of agricultural enterprises.

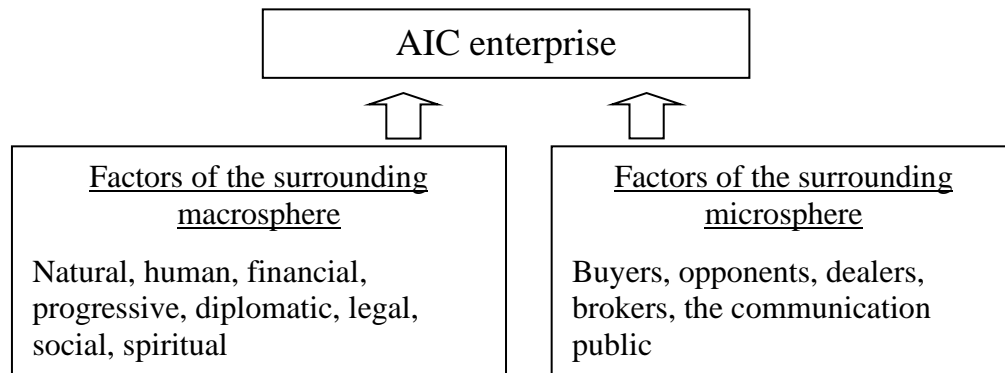


Figure 3. Factors of the external environment of agricultural enterprises

Source: compiled by the author for [93, 101]

The development of agro-industrial trade space in our country identifies several needs: accelerating the business of agricultural enterprises and creating a rapid shopping complex. The implementation of these points is likely only if the dynamic involvement of market research (Fig. 4.) together with the parallel creation of local complexes that specialize in market research.

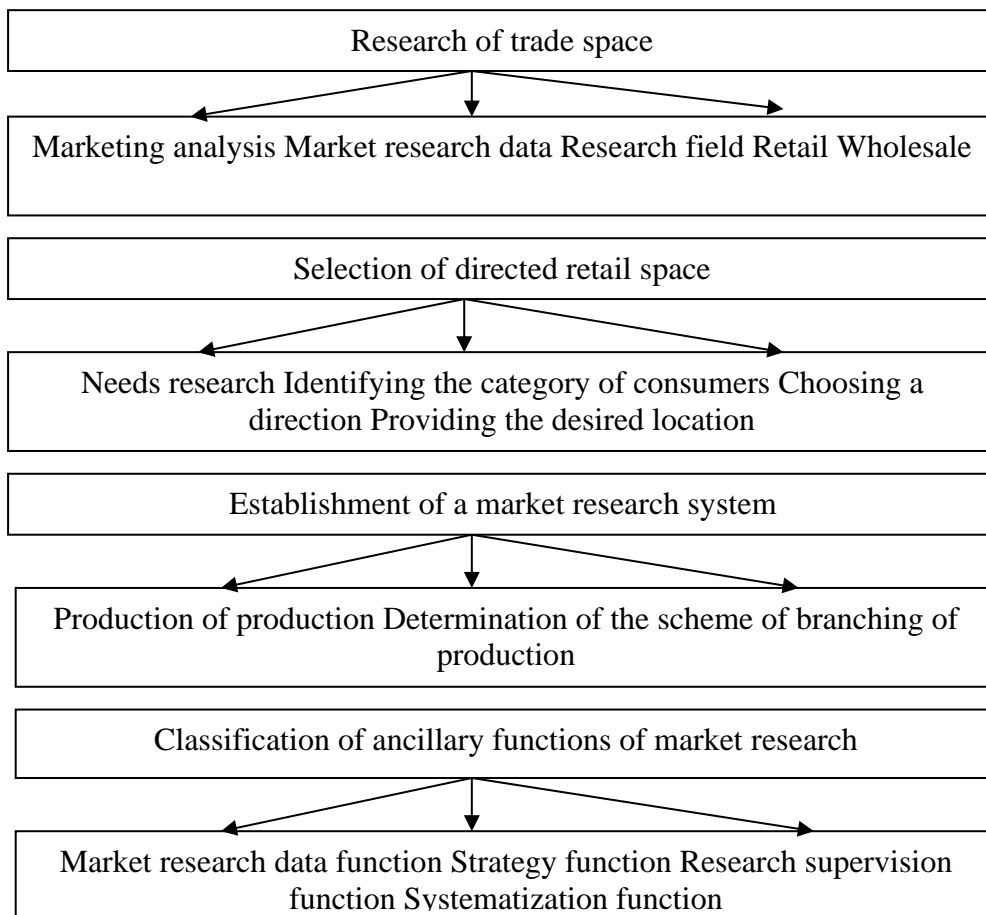


Figure 4. Rules of the market research complex

In general, market research is a new link in the planned modernization of the economy, which allows companies to more effectively implement the work of self-government and increase the ability to oppose the market.

The complex of market research of agricultural enterprises has a noticeable difference and properties with identical complexes of other spheres of the national economy, which is explained by the peculiarity of agricultural production of goods.

Differences in areas are most pronounced in the rules of the market research complex (Table 3).

Table 3. Properties of modernization of systems of agromarketing mechanisms

Features of production	The needs of agricultural marketing
Dependence on geographical factors	Creation of schemes of commodity-sales functioning with approximate mutual payments
Ensuring the need for agricultural goods and means of production	Possession of various assets, the formation of various trade units
Significant volume of products quickly loses quality indicators	The need for modernization of warehousing, marketing and processing complexes in a short period of time
Manufacture of the same goods by a large number of entrepreneurs	Narrow sales area leads to vulnerability of some producers
The main part of buyers in large settlements	The need to modernize the brokerage industry
Significant need for social attributes of modernization of settlements	Necessity of involvement of state bodies

Source: compiled by the author for [107, p. 22]

Trade activity of agricultural holdings is currently low. The bulk of sales goes to customers through the wholesale business. Appropriate ways of selling and moving products reduce the chances of optimal market analysis by enterprises, while reducing the efficiency of their activities.

With a total decrease in the production of lactoproducts, there is an increase in their production in households, where milk yields increase faster than the number of livestock. Regarding the fullness of the trade sphere, the scale of needs and opponents, almost the number of lacto products harvested by households was quite small relative to the compatible number of needs, but in some types of lacto products households are significantly ahead of powerful Ukrainian lactoprocessing farms.

The formation of the program has its roots in defining goals (Fig. 5). The design of the market research program identifies specific needs for ways to choose goals. All

goals should include useful and comprehensive recommendations and the time needed to succeed.

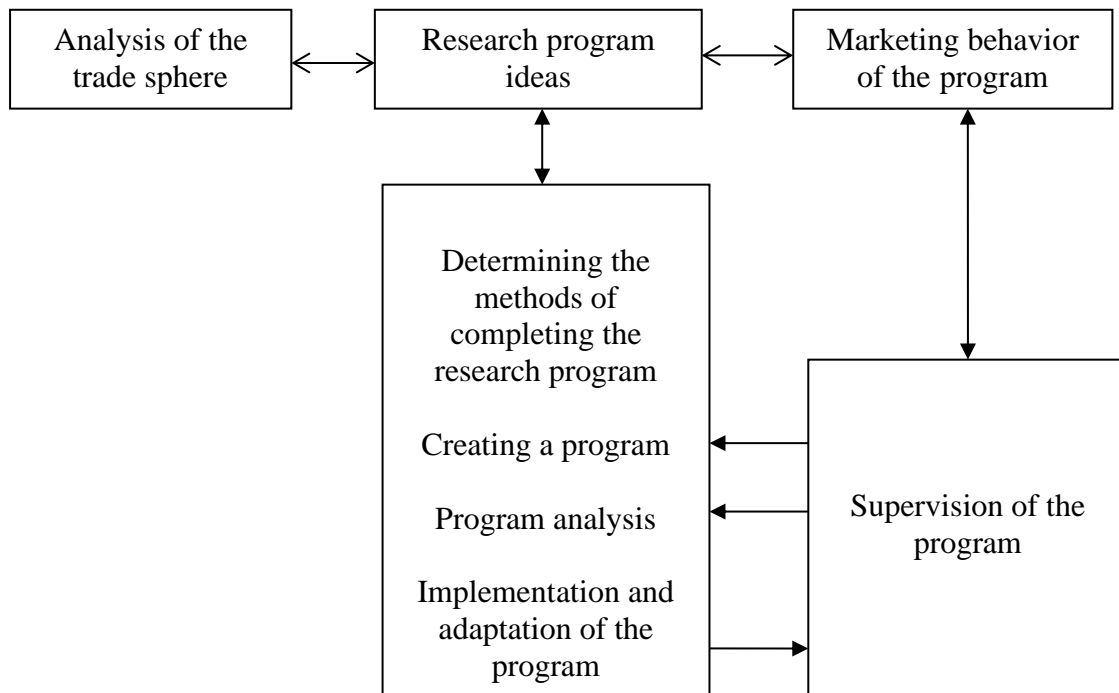


Figure 5. The scheme of formation of the market research program in the region

Source: compiled by the author for [97, p. 9]

The solid idea of market research establishes program plans.

Several main ways of marketing program can be emphasized: the lowest total costs; the highest degree of customer service; short-term increase in income; superiority over opponents.

A very necessary feature of the marketing program – adaptability, namely the ability to get used (at the lowest cost) to the expected and unexpected conditions.

The set of factors for comprehensive information processing is of great importance in the formation of a market research program. This system is the main factor in combining and directing the work of departments within a single market research program. The development of an information system requires large expenditures, the result of which should be a quality search for information requirements of the market research program.

The idea of attracting a market research program is aimed at preventing and

resolving problematic issues between partners during the possible stages of movement of goods. Concentration of the managerial function allows to combine ideas of various divisions for achievement of the joint plans. The method of concessions makes it possible to solve the problematic ideas of partners. The idea of the market research program in a significant saving of economic costs.

An important factor in the study is the cost, as provided compensation for the service that the company will provide to the buyer. Very often the cost of a market research service depends on the consumer's understanding of the overall service program. In this sense, marketing can be interpreted as the management of better properties.

Research work can be carried out by industrial and trade points and research bureaus of the local administration. The leading currents of researchers' work at the enterprises of the agro-industrial complex are: study by research organizations of different areas of trade space; creation and implementation of the scheme of business in the retail space.

Based on the specifics of agri-food market research, agro-industrial enterprises are distinguished by: dependence of production results on a set of natural factors, properties and functions of production products, differences in management and production, differences in terms of activity and terms of production, etc.

There are the following tactical options for the progress of agricultural enterprises: increase, separation or merger. Tactics of increase are carried out under the condition of steady increase of intentions of the agrarian enterprise in comparison with successfully executed.

There are the following main types of this tactic: a slight increase, increased increase, significant increase. The tactics of a slight increase is determined by the setting of tasks from the completed, supplemented by the growth of consumer prices for goods. Agricultural enterprises follow the tactics of increased increase if the management assumes that the enterprise has not fully used the potential of the available consumer retail space and product improvement. Significant appearance on other trading platforms with modern products is the meaning of tactics of significant increase.

Sometimes, if necessary, the management of the enterprise decides on the use of separation tactics. The impetus for the approval of such a decision is the possibility of weakening the situation in the retail space, long-term unfavorable trends in the external environment, coordination with other areas of activity, difficult financial condition of the enterprise and so on. The main options for this tactic are closure – the final sale of movable and immovable property of the enterprise, «cutting off the unnecessary», separation and implementation of independent units (departments), re-profiling – reducing procedures in various areas of the enterprise.

Powerful agro-industrial enterprises seldom use several types of tactics for certain production structures. While for some the tactics of enlargement will be significant, for the opposite – separation. The use of these tactics in parallel, to promote one enterprise, is called the tactics of unification.

Agromarketing tactics are the division of a joint program, a comprehensive plan of operations aimed at fulfilling fundamental tasks. This tactic combines the study of a possible area of trade space, its system and financing, approval of the start date and duration of certain stages of agricultural market research.

The system of measures carried out within the agromarketing strategy will obviously require certain costs. When developing a strategy, managers must determine the amount of these costs. This is necessary both from the point of view of the organization of uninterrupted financing of the specified actions, and for the purpose of preliminary estimation of efficiency of expenses. Thus, the development of agromarketing budget is, to some extent, a forecast of profits or losses of a particular agromarketing strategy [112].

The temporal aspect in the formation of agromarketing strategy is realized in decision-making from the beginning of its active implementation. The management of the agro-industrial enterprise, having conducted a situational analysis, must clearly know how favorable the situation in the external environment is to start the planned actions. In addition, it is necessary to determine the sequence and timing of the main agromarketing activities.

In the complex of marketing actions, as an element of crisis management, should

be included:

- comprehensive analysis of markets, development of relations with the private sector, which can guarantee a profit with relatively low risks;
- positioning and promotion on the market, participation in agricultural exhibitions, creating a holistic picture of the enterprise, not only among the main consumers, but also the wider masses; creating an image, emphasizing the competitive advantages in the field of enterprise. With the rational use of funding and directing it to the modernization of production facilities, you can create the image of a modern agricultural enterprise;
- with the help of the structure of agromarketing you can implement the development of the retail direction of the enterprise and the promotion of the full range of products, as well as goods under its own brand, which can be provided through advertising in the media.

All these measures can increase the competitiveness of the agricultural enterprise in those segments where it is represented, as well as attract new consumers, which in turn can guarantee the stabilization of the financial condition and further development of the enterprise.

Agromarketing in all developed countries is actively used as a means of competition in national and world markets. Marketing, increasing efficiency and profitability, is an integral part of crisis management of the enterprise, acting as an intellectual basis for economic growth. Increasing the activity of agribusiness marketing infrastructure is the most important factor in overcoming the decline in agricultural production, the implementation of structural changes in the economy as a whole. It is necessary to take into account all the basic tenets of marketing system development, considering them through the prism of agribusiness. It is necessary to carefully study all the elements, goals, objectives of the marketing system, to create marketing structures for the best implementation of the goals.

Current trends in the development of domestic production encourage agricultural enterprises to find mechanisms and tools that will improve their competitive position in the market and allow to form a sustainable system of maintaining the



competitiveness of producers through the implementation of effective product policy and product range. The analysis of the assortment policy of the enterprise allows to determine that currently the most relevant for the development of modern production and sales growth is the application of product development strategy, which involves improving existing assortment items or introducing new assortment items.

Assortment formation is a process of selection for the implementation of various product categories, product positions and groups of goods that are differentiated by different characteristics and able to meet the demand of buyers of the enterprise.

Assortment policy is currently of particular importance in the development of the economy, as modern consumers make higher demands on the range, quality and appearance of goods.

The main objectives of the assortment policy of the enterprise: the achievement of competitive advantages by the enterprise through a more attractive range; increase the turnover of inventories of the enterprise; increasing the economic stability of the enterprise; reduction of costs associated with the structure of the range of the enterprise; attracting new consumers and entering new market segments; increase in sales of goods by optimizing the structure of the range of the enterprise.

Formation of the assortment policy of the enterprise is directed on the maximum satisfaction of demand of consumers and maintenance of the corresponding conditions for profitable activity of the enterprise.

Selection, planning and regulation of the range of goods is based on the following principles: the complexity of meeting consumer demand within the selected niche of the consumer market segment; ensuring the required breadth, depth and consistency of the range; providing conditions for obtaining the optimal amount of profit; compliance of the structure of consumer demand with the segments of the enterprise.

Assortment policy of the company in terms of range management is very important for the company when making appropriate decisions.

There are strategic, tactical and operational goals of enterprise range management.

The main strategic goals of enterprise range management are: formation of a positive image of the enterprise; strengthening the financial condition of the enterprise; maximum satisfaction of the needs of all target groups of consumers while increasing the efficiency of interaction between suppliers and retailers; ensuring a high level of customer service; gaining and maintaining a certain share of the enterprise in the consumer market; moving to other market segments.

The main tactical goals of enterprise range management include: formation of current and future assortment policy of the enterprise in accordance with consumer demand; formation of a specific range of enterprises; risk management; regulation of the size and structure of inventories, which ensures maximum efficiency of advanced funds; accelerating the turnover of inventories.

Operational management of the range of the enterprise is carried out for the following purposes: replenishment and regulation of the range of the enterprise; ensuring uninterrupted sale of goods of the enterprise to retail buyers; ensuring the purchase of goods in the amount that meets market demands and ensures the optimal level of inventories of the enterprise; organization of economic relations of the enterprise, control of their implementation; organization and promotion of promotion; rational use of merchandising; rational use of retail space of the enterprise.

Systematized and correctly formulated strategic goals of the enterprise - the basis for developing a strategy for its economic and financial activities, which is a way to achieve these goals.

Expenditure on marketing activities, which is an integral part of the management system, is an indicator of projected costs and profits. Such a budget is the basis of the strategy of planning the activities of the enterprise, production volumes, labor, raw materials and material and technical resources, which is based on a purposeful market orientation. This strategy will focus the company on forecasting financial needs, which will systematize and align cash flows.

Currently, companies practice the use of two main systems in the formation of budgets for marketing services: the break-down scheme (top – down) and the build-up scheme (bottom up).

Breakdown and build-up schemes are completely multipolar systems. We believe that it is economically advantageous to apply them proportionally, calculating the costs of implementing marketing innovations from a holistic marketing policy. Given the fact that the optimal method of budgeting marketing services today does not exist, each individual company applies its own criteria to expenditure items and compiling tables of data display.

Due to lack of funds and lack of qualified market specialists, most agro-industrial enterprises cannot organize an independent marketing service and therefore should focus on the use of specialized structures formed by district administrations or district agricultural departments. Territorial replication of marketing services could help agricultural enterprises to stabilize production and increase competitiveness.

The main tasks and functions of marketing structures of the region in today's conditions: the study of data on the characteristics of consumer demand, the actual available volumes of agro-industrial products and their distribution in the region; bringing in line with the needs of the system of agro-industrial production and industrial range in the farms of individual territories; drawing up forecasts on the population's demands for agro-industrial products, their volumes and sales opportunities; cooperation with the regional marketing department and agricultural producers of the region; cooperation with trade structures and procurement organizations; collection and analysis of information on the availability of agricultural products in farms and food markets, as well as their analysis of price dynamics; conducting consultations on marketing of agricultural products.

The structure of the district marketing service can be larger and should include interconnected units for information-analytical and consulting work.

The budget of the district marketing service should be formed from such items of basic expenses as: salary fund; total costs of marketing research; formation of a single information base; purchase of office equipment; office expenses; Connection services. The main sources of funding may be: local budget (50%) and contributions from agricultural organizations (50%).

The model of marketing organization of agricultural service enterprises in the region is shown in Fig. 6.

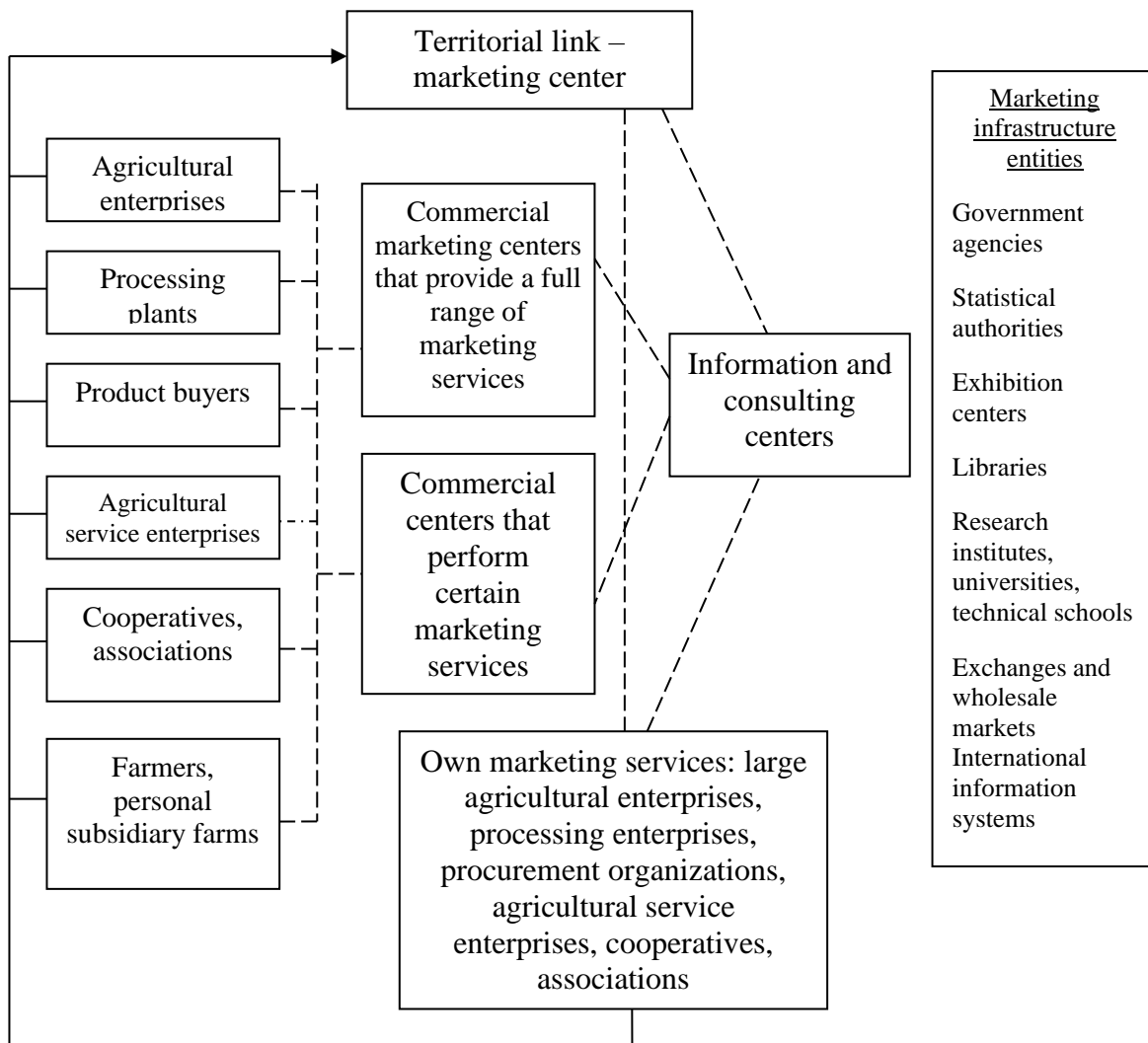


Figure 6. Model of organization of marketing of agroservice enterprises of the region

Source: compiled by the author for [97, 104, 105]

An important condition for the successful operation of the marketing system at the district level is the creation of a single information center that provides the exchange of operational information on the basis of computer networks [97].

The functioning of the marketing service in the region can be diverse. We present a scheme of marketing network in the region, which will allow to organize a clear structure of production, processing and marketing of products and will allow the agricultural region to ensure economic attractiveness.

The results of the marketing service will be effective only when the interaction of different levels of marketing structures is ensured.

At the same time, given the rules of market relations, there will be competition between different marketing structures and formations. Central governments need to ensure multi-level coherence through regional marketing services. All territorial marketing structures, given the competitive relationship, should still cooperate with the regional marketing management (center).

The internal system of marketing service is organized in accordance with the resource potential of the region, the specification of production and taking into account the consumer market. In abbreviated form, the optimal system of priority functions of agricultural marketing in the region can be represented as follows:

1. Analysis and systematization of data on all types of markets for agricultural products and food; research of directions and prospects of increase of demands and opportunities of the market and, as a result, granting of offers to the concept of development of regional agro-industrial sector; development of new markets for the sale of products, monitoring of their capacities, signing agreements of intent with consumers and their transfer to the departments of agriculture and other district structures; formation of proposals for the development of new markets and gaining a stable state of regional agricultural enterprises; registration of products before their appearance in the trade network, in particular its packaging, etc.

2. Formation of proposals on the prospects of the product range and volumes of agricultural products; research of growth of the prices for the offered production, definition of prospects and offers concerning the price policy; inspection of products for compliance with regulations and standards; preparation of large consignments of goods for wholesale procurement; preparation of product supply agreements.

3. Ensuring the sale of goods in accordance with the concluded agreements; study of indicators of product sales and the formation of specific proposals for both agricultural territorial management structures and producers; ensuring cooperation between sellers and consumers of products; exercising control over the observance of

concluded agreements and contracts; legal support of processes of realization of agro-industrial production: seller – producer.

4. Assessment of the infrastructure system of the territorial market of agricultural products and food and preparation of proposals for its reorganization based on the recommendations of the Marketing Monitoring Department for the formation of a new policy for developing the regional agro-industrial sector and identifying new ways to sell products.

The development of joint marketing activities will enable the partners to implement mutually beneficial programs for investment, trade and production.

The functions of the consulting and marketing service can be changed due to various factors: the level of competition, the availability and capacity of markets, demand and system of needs, volumes and lists of products, the level of professionalism, economic status of production entities, sales, etc. At the same time, the regional centralized marketing service will deal with supply issues, which is cost-effective for agricultural enterprises.

The process of forming a center for providing consulting and marketing services is coordinated by regional authorities. The best option is its formation on the basis of agricultural holdings, cooperatives, associations, etc..

World practice proves that private marketing and service centers in the structure of agricultural marketing are considered promising. Typically, such centers have a wide range of specifications: they provide advisory marketing services, advise on financial issues, accounting and auditing, tax law and more. In the conditions of unstable economic situation in Ukraine, private marketing structures are not in demand either at the regional or national level. The main factor in inhibition is economic danger and financial risks, due to which the owners and managers of agro-industrial enterprises rely on their strengths and capabilities, not trusting unfamiliar structures. Not the last reason is that the regional authorities do not provide support, do not motivate farmers to innovate [98].

It should be noted that regional intermediaries with extensive experience in the field of marketing open new avenues of partnership with producers and processing

enterprises of agricultural products, which are open to innovation and ready for modern change. The leaders of the new formation are ready to be pioneers in the formation of private service consulting and marketing centers. This makes it possible to make positive predictions: soon some of the services of agricultural marketing in our country will be provided by private entities.

The main factors hindering the implementation of the marketing department in agricultural enterprises are given in Table 4.

Table 4. Factors hindering the introduction of marketing services in agricultural enterprises

Factors hindering the implementation of marketing services	Share, in %
Lack of qualified specialists	44,1
No need	29,4
Lack of financial opportunities	38,2
A traditional form of management that is difficult to change	14,7

Source: compiled by the author for [97, 107, 108]

The main obstacle to the implementation of the marketing department for most large and medium-sized agricultural enterprises is the lack of qualified specialists (44,1%). In second place in importance – the lack of financial opportunities (38,2%), the next in importance is the lack of need (29,4%), according to the leaders of small businesses [99].

Currently, there is a rather low professional training of marketing structures. The legal basis for the activities of marketing structures is imperfect. At the state level, there is no single system that would coordinate the vertical marketing policy of agro-industrial producers.

Practice proves that there are different types of marketing structures. The method of organizing the marketing service at production facilities involves the gradual implementation of five steps: from a simple sales service to a marketing center, which will be the main segment in a single structure of production facility management.

For a large number of agro-industrial enterprises that produce small volumes and have a limited range of products, it is economically inefficient not only to organize a marketing service, but also to introduce the position of marketer.

The functions of marketing are reduced to the form of compiling algorithms and tables, which is effective in methodological, organizational terms and practically justified. The basis of the marketing matrix is two opposite types of formation: the organization of the product, the organization of marketing functions [99]. With such an organization, the functional responsibilities of marketers are performed by the company's chief specialists who have the relevant knowledge and experience in the agro-industrial complex. This makes it possible to mobile reorient the human resources of the enterprise and budgetary resources.

To assess the development indicators and growth potential of the marketing services of agricultural enterprises and in the processing industry of agriculture requires appropriate expertise, which is conducted with the participation of farm managers and specialists who provide supply and marketing functions.

Assessment of the level of development and reserves to improve the efficiency of marketing activities in agricultural and processing enterprises of the agro-industrial complex gives grounds to point out the main factors to ensure the effectiveness of their activities:

- the main indicators that determine the effectiveness of their activities are «positive feedback about intermediaries», «stable base of raw materials and material and technical resources», «financial support». it is these factors that need to pay maximum attention to the management of enterprises and specialists who are entrusted with marketing functions;

- the highest indicators of aggregate data can be traced in those enterprises where marketing services at a high professional level take into account consumer demand and contribute to the growth of sales;

- in the processing sector, marketing activities are organized more efficiently than in the agro-industrial sector (because they organized marketing sectors with a staff of 6-8 employees). And agricultural producers transfer marketing functions to the specialists who are engaged in deliveries and realization.

For the effective operation of agro-industrial and processing enterprises in the market, it is necessary to focus efforts on the implementation of the following



principles: marketing activities should be organized at all agricultural enterprises, including the financially insolvent; the main shortcomings in the organization of marketing services are unprofessional planning and unsatisfactory marketing monitoring; to avoid these mistakes, each production facility must develop its own marketing concept, forecasting and planning; however, and a professionally competent marketing concept will not provide the desired results if you do not ensure its steady phased implementation [99].

The organization of marketing services (in their various forms) should be provided at each enterprise in the agro-industrial sector, without paying attention to their financial condition; not the last role in growth of productivity of the agricultural industrial enterprises is played by the professional marketing concept and reasoned necessity of maintenance of methods and receptions of its introduction.

At the oblast level, agro-industrial and food producers and specialized agricultural marketing associations primarily address the issue of conformity of manufactured products in order to distinguish it from the mass of other goods on the market through a well-constructed advertising campaign.

To address this issue, it is necessary to be aware of current foreign developments in this area, which confirms the need for reorientation from a sustainable «marketing strategy» to a strategy of «attracting marketing communications».

The strategy of «attracting marketing communications» involves providing conditions for producers to study and implement communication processes and, as a result, have the effect of «synergy» of communicative influence on ways to conquer the commodity market [103].

However, the implementation of these proposals is hampered by the fact that the opportunities for advertising agricultural products at the regional level are very slow, this applies to agricultural production facilities and processing enterprises of the agro-industrial complex.

Attempts by employees of advertising structures in the agricultural sector to copy the practical methods of European media policy can not provide the expected effect, because they do not take into account the peculiarities of the economy, market

characteristics, mentality, traditions and preferences. This proves once again that we need to develop our own Ukrainian advertising strategies, which will be based on the specifics of the domestic market of agricultural products and food.

Forming their own advertising strategies, agricultural producers should focus on the following principles: budgeting for advertising, defining strategic goals of advertising, concluding an advertising message, indicating ways to spread advertising; evaluation of advertising strategy [104].

In order to implement the defined program objectives, it is necessary to develop advertising projects for agricultural and processing enterprises in the agricultural sector. To do this, we need to focus on the following priorities: the continuity of certain stages of development of advertising projects and ensuring the division of labor of people involved in advertising.

Most mistakes in the creation of advertising are allowed due to the fact that the methodology is insufficiently developed and little attention is paid to previous market research.

Such an action plan is proposed to prevent such shortcomings:

- formation, discussion and approval of the most acceptable for the agro-industrial enterprise algorithm of marketing monitoring of the target market;
- formation and testing of the concept of marketing service at the enterprise; - bringing in line channels for obtaining information to create their own samples of advertising product;
- ensuring the implementation of systematic measures to create the most acceptable types and methods of advertising agricultural products and food, etc.

Ukraine has a significant number of natural and climatic zones, which is a favorable motivation for the regions to use their features to create individual advertising of agricultural products. These factors should be used when advertising vegetables, fruits, meat and dairy products of Vinnytsia region, which will significantly stabilize the region's position in the agricultural market.

Examining the resources of the food base of agricultural products of Vinnytsia region and the evaluation of their proposals, it was found that the standard of living,

according to the results of the assessment of security, is quite high. Residents of the regional center consume much more basic food than residents of other areas of the region.

In particular, in 2020, every resident of Vinnytsia bought milk and dairy products 68 kg more than the average resident of the region, meat – 5 kg more, eggs – 21 pieces, vegetables – 11 kg [109].

The analysis of the consumer basket shows that the city's residents consume much less bakery products and potatoes, as they have access to more caloric and nutritious foods, which indicates a significant difference in financial security in particular and living standards in general.

Calculating the state of food supply in the region as a whole, it is necessary to include the total number of inhabitants of the region in the formula. Today, the resources of the food market, in terms of the basic range of food products, are replenished mainly by imported products and due to interregional trade by more than 60%. Unsatisfactory dynamics of food security of the population, a significant reduction in food production (Table 5).

Significant changes in the food system of citizens determine the urgent and priority tasks and goals for food supplies.

In order to objectively determine the main tasks in formulating the strategy of supply and marketing of agricultural products, it is necessary not only to return to the volume of local agricultural production, but also to apply the indicator of real food demand according to the list of basic product groups. Such a policy will make it possible to realistically forecast consumer demand and regional resources. Consumer indicator (its assessment of properties) affects the flexibility of local market consistency calculations for basic products.

It should be noted that the enterprises of agro-industrial complex of Vinnytsia region, forming the main priorities of the concept of improvement in the direction of production and sales, should be based on calculations of consumer demands, supported by sound medical standards. The general state of resources of the food base of Vinnytsia region is determined by the index of livelihood, which includes data on

energy value, nutritional value. Balanced indicators of energy and nutritional value of food consumed by the population of Vinnytsia region are considered when the integrated indices of these indicators are almost at the same level, when there is an imbalance (dominated by flour or potatoes) integrated energy value index is more.

Table 5. General indicators of consumption of food resources of Vinnytsia region, 2020

Product type and integrated indicators	Consumption		
	Standard	Actual	Indices
Bread and bakery products	108	117	1,08
Potato	122	110	0,90
Vegetables	148	91	0,61
Fruits and berries	75	35	0,47
Sugar	42,8	33	0,77
Vegetable oil	13,5	8,7	0,64
Meat and meat products in terms of meat	81	55	0,68
Milk and dairy products in terms of milk	410	286	0,70
Egg, pcs.	305	312	1,02
Consumption, g/day:			
Proteins	86	74	0,86
Fat	110	90	0,82
Carbohydrates	396	242	0,61
Integrated index of food consumption			0,78
Integral production index			1,05
Integrated energy value index	3512	2960	0,84
Calorie deficit ratio			0,21
Protein deficiency factor			0,19
Fat deficiency ratio			0,25
Carbohydrate deficiency factor			0,29
Integral index of nutritional value (proteins, fats, carbohydrates)			0,7

Source: compiled by the author for [109]

In general, the state of supply of agri-food products to the population of Vinnytsia region, taking into account the regional center and its entire territory, calculated on the basis of the viability index, is defined as insufficient, because this index is at 0,74. This state of affairs indicates a significant imbalance in the diet of the region's residents, as evidenced by the lack of proteins, fats and carbohydrates (19-29%), in particular the rural population, whose financial condition and standard of living is much lower.

It should be noted that the food market is dominated by foreign goods, which attract buyers at a lower price than similar Ukrainian goods, although the quality of imported food is often very low. Buyers of the region often express dissatisfaction with the sharp and constant fluctuations in food prices. Most consumers cannot buy quality and high-calorie products due to low solvency. 75% of the region's residents are provided with food below medical standards; 50% of this amount – starve, or are forced to constantly save on food and not finish eating [109].

In Vinnytsia oblast, food resources have decreased to a critical level, when the market is dominated by imported food. This situation is due to the fact that all units of the regional agro-industrial system are in a static state and are not reformed; the strategy of market sale of products produced by regional agro-industrial enterprises is unprofitable; the quality of this product is quite low, which affects the competitiveness.

Reforming the product strategy of enterprises that produce ready-to-eat products involves improving product quality and expanding their list.

Analyzing the list of products produced by agro-industrial enterprises, and taking into account the situation on the market, it is proposed to provide measures to balance the different groups of products in relation to the total volume of their sales.

The study of the product basket should be carried out by the method of BCG («Boston Consulting Groups»), which makes it possible to point out shortcomings in the organization of marketing policy for almost every product group [114]. Given the results of the analysis, we have developed a scheme according to which we propose to form a commodity concept of production for stable operation in a competitive market (Fig. 7).

At the same time, we should not forget about the criteria that affect changes in the product range and the rate of its increase. Such criteria may be:

- reorganization of technical equipment of the enterprise;
- inclusion in the list of products of the enterprise of new types of goods from the range of competitors;
- flexible position on the study of consumer demands and their impact on the product range (study of purchasing priorities of the population);

– strengthening and expanding the company's position in the consumer market, development of new markets.

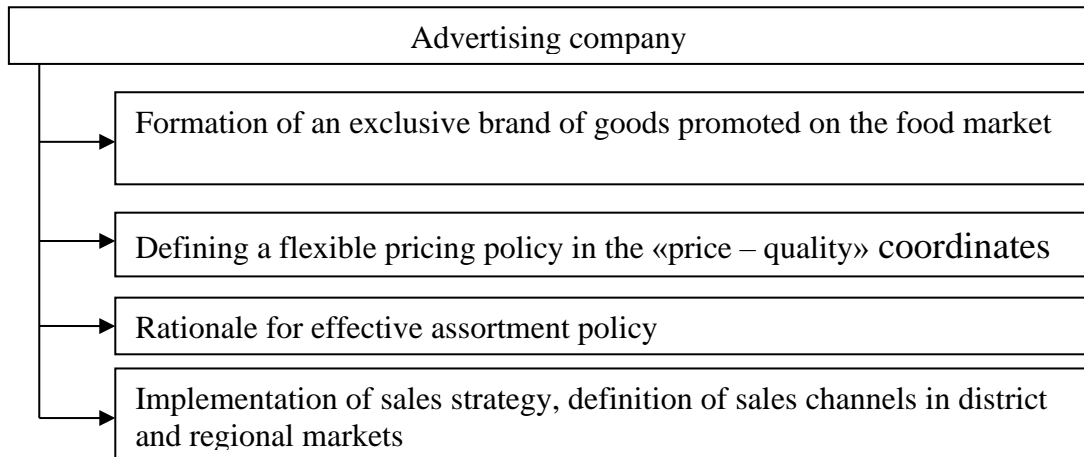


Figure 7. The scheme of formation and implementation of the commodity concept of agri-food production for approval on the market

Source: compiled by the author for [92, 93]

Forming the range of products, it is necessary to develop clear positions on the following indicators: the program of updating the list of goods and its volumes; expansion of trade flows, their branching; ensuring sustainability in parallel with updating the schemes of product offerings.

The formation of the product concept of production should be carried out according to the proposed scheme. An advertising strategy is also needed to ensure new indicators of product competitiveness:

- systematic coverage in the regional media of the advantages of the products of this enterprise, the peculiarities of the functioning of production and its achievements;
- on the creation and launch of modern technological lines for the production of new food products;
- advertising of competitive priorities and implementation of particularly successful projects to expand the quality and range of products;
- distribution of own samples of printed brochures, business booklets, magazines, brochures, etc;

– approval and assistance in the implementation of public proposals; intensification of participation in social and charitable programs to support boarding schools, budget institutions, orphanages, homes for single people, etc.

The policy of behavior of producers in the local market of agricultural goods with significant competition provides a solution to three groups of problems that are crucial in the period of increasing competition in the market of regional importance.

First of all, it is necessary to find out and summarize the factors that negatively affect the cooperation between agricultural enterprises that supply raw materials and processing industries. Among the reasons for the misunderstanding are the following: low selling price of raw materials, which does not increase production capacity; late payment for raw materials for processing; processing plants are not territorially tied to the producer of raw materials and are located at long distances; the dependence of price policy on the season, which does not stimulate enterprises for the production of raw materials to increase production; imperfection of developed logistics implementation plans, etc.

The second group covers the problems of clarifying the characteristics of foreign and domestic marketing policy implemented in the enterprise; study of its adaptability to the market; analysis of the component strategies of the enterprise to strengthen its competitiveness in the regional market of agricultural products.

Using their advantages, agricultural producers can address more global issues, in particular: strengthen their market position by increasing turnover; take leading positions on product quality; by the enterprise to monitor consumer requests for the range of products; create conditions for diversification of the enterprise; introduce a fast-changing pricing policy, thereby increasing demand for goods; invite highly qualified professionals to work; attracting more customers, strengthen production resources.

Production is able to eradicate shortcomings in its activities by addressing the following issues: inviting professionals to work; intensification of control measures to implement the enterprise development program; increasing the number of branded outlets for sales; reforming the system of advertising products for productive relations

with the population; wider involvement of material and technical resources of the facility, which will increase production; providing a comfortable microclimate and social guarantees for employees.

The third group of problems outlines the need to create an effective program of product sales, which will strengthen economic stability and increase profits.

The outlined shortcomings in the sale of agri-food products give grounds to offer the industry to implement a program of enhanced marketing, which provides for the following: monitoring the development of the local market; finding out the target range of consumers of goods; study of the possibilities of increasing the number of potential consumers and intensification of the implementation of the strategy for the organization of work on the formation and promotion of sales (SOWFPS).

Motivated sales are based on time-limited incentive programs that are projected to increase sales or product sales. As for advertising, it does not interest the consumer and often you can see the opposite reaction, it is the result of ill-considered advertising policy, in which products are simply imposed on the buyer, so the latter either does not pay attention to it or buys unsystematically [99].

Along with changes in advertising strategy, you need to strengthen the image of the company by intensifying participation in forums, exhibitions, fairs, sales and more. Such steps will eventually lead to such results:

- hidden advertising of products, obtaining an exhibition and information service for agro-industrial enterprises-members of the target association;
- providing information to potential buyers about a new range of products, the opportunity to buy new products.

In the Table 6 the concept of functioning of marketing service at the enterprise concerning maintenance is offered SOWFPS.

Based on the selection, analysis and classification of the reasons that hinder the growth of competitive status, the program measures of the strategy to increase the competitiveness of the enterprise can be divided into blocks [95]:



Table 6. Recommended strategy for the organization of work on the formation and promotion of sales (SOWFPS) marketing structure of the enterprise

Areas of activity	System of measures to generate demand and stimulate sales
1. Creating a platform for market entry	<p>1. Formation of a mini-program for advertising the product produced by the company: placement of logos, advertising slogans, images and product descriptions on packages, bottles, glasses and other types of packaging; issue of thematic guides, brochures, leaflets, booklets; issue of extended thematic annotated prices, which will allow the consumer (buyer) to compare the relevant product domestic and imported, in the local market or the market of the region (Ukraine), the price from the manufacturer and the price in the chain stores; the opportunity to get acquainted with the product priorities of this particular manufacturer: raw materials, data on the manufacturer, etc.</p> <p>2. Systematic presentation of the product at agricultural fairs, fairs organized by the manufacturer (plant, factory); regional fairs (district, regional, all-Ukrainian), seasonal fairs, calendar public and religious holidays. Presentation of products at exhibitions-reviews, exhibitions-festivals, exhibitions-competitions</p>
2. Motivation for the sale of goods	<p>1. Development and formation of information site (blog) of the enterprise, which provides systematized data on buyers-wholesalers, competitors, suppliers, retail network, which will provide long-term programming and planning, creation of databases (agreements, supplies, volumes, capacity), development of effective strategies and concepts.</p> <p>2. Study and monitoring of platforms for product sales, in particular: localization of data on sales volumes, directions of product quality improvement, its packaging; organization of social case studies among consumers on the rationale for product selection, frequency of purchase, purchasing attractiveness and priority, which will allow you to quickly distribute not only the volume of supply, but also to regulate their list.</p> <p>3. Formation of the concept of marketing service: substantiation of the company's rating in markets of different levels and directions, proposals to strengthen positions in them, stabilization in new promising markets, abandonment of depressed markets; creation of a network of branded retail space (kiosks, shops, outlets) with extensive forms of product advertising</p>

Source: compiled by the author for [93, 95, 96, 98]

Block «Production»: expansion of the product range; diversification of packaging production with a focus on longer shelf life; expanding its own raw material base by concluding long-term cooperation contracts.

Block «Sales»: branding policy – brand orientation, development of company symbols, new brand names for the product range; expansion of the company's sales network in the regions through the implementation of marketing strategy and large-scale advertising campaigns; expansion of participation in the placement of the state order.

Block «Finance»: attracting investors to implement strategies for diversification and modernization of production; development and implementation of the company's credit policy – attracting credit resources to increase working capital; increase the authorized capital at the expense of the company's own funds in cash to increase working capital; raising funds from individuals (employees of the enterprise, stakeholders) in order to invest in production.

Sales policy plays an important role in the system of selected measures, as in the short term the increase in economic profit is possible due to the expansion of sales, as well as the geography of economic activity of the company.

The main iterations of the algorithm for implementing the strategy of achieving competitiveness of the business structure, which is positioned in a saturated food market, are:

- providing conditions for achieving competitiveness in the regional market segment and increasing the company's competitive status based on the implementation of internal cost management program;

- expanding sales based on the implementation of active marketing and product policies, as well as by finding intra-firm reserves to strengthen the company's competitive position – effective pricing and branding strategies;

- development and implementation of a system for monitoring the entrepreneurial potential of the company, conducting internal research on competitive positions and the gradual implementation of the strategy of achieving organizational and economic stability based on the mobilization of existing and modeling of promising competitive advantages.

For enterprises of the agri-food sector, it is also advisable to implement marketing strategies that increase their competitiveness in the market.

The activity of enterprises is significantly influenced by Internet technologies. The development of information technology, among which one of the key places is occupied by the Internet, the emergence and rapid growth of e-commerce have become the basis for the emergence of a new direction in the modern concept of interaction marketing – Internet marketing.

The purpose of Internet marketing is to develop strategy, planning, organization and control in order to constantly identify areas of combination and coordination of interests of the enterprise and the consumer, adequate development of relations with consumers based on Internet technologies, conquest of the Internet market.

The use of Internet technologies in the activities of agricultural enterprises at this stage of development of society can have a significant impact on solving major economic problems, which will effectively and efficiently perform tasks in the following areas:

- development of e-commerce and electronic payment systems. Automation of the main processes of the enterprise provides an increase in the speed and volume of sales, synchronization of sales data from the information systems of the enterprise, a significant improvement in the quality of service, reduces operating costs for staff;

- information support of innovative activity of the enterprise;

- creation of knowledge bases of the enterprise on key competencies and skills of the personnel, on support of innovative projects, automation of the basic processes (purchasing, a commodity turnover, a communication policy, sales, after-sales service), etc;

- introduction of electronic document management, creation of electronic databases that allow to make management decisions without losing their quality, save enterprise resources, agro-industrial complex to eliminate duplication of functions and reduce overall labor costs;

- development, support of models, algorithms and complex business processes that require constant labor costs of qualified personnel, including the involvement of third-party experts from anywhere in the world;

- flexible management of pricing policy depending on the location of the consignment, the participation of individual groups or product names in special promotions, etc;

- ensuring the automation of logistics, all stages of inventory management – includes the availability of information about the need for goods, delivery and shipment times, etc;

– introduction of support for remote communication with consumers in order to develop and offer individual programs based on the history of their purchases.

Marketing activities allow you to understand the consumer, determine the goal and achieve it. Thus, it is marketing activities armed with Internet technologies that allow the most accurate, efficient, individual and flexible response to the rapidly changing needs of consumers and business partners, while maintaining the company's position in the system of world economic relations.

The rapid development of new information technologies, comprehensive automation of industries, the use of e-commerce have determined the strengthening of the role of the Internet for businesses in terms of not only content but also the expansion of their market position. First of all, we are talking about the benefits of using the Internet in marketing activities.

Accessibility. First of all, Internet marketing was a solution that allowed companies with relatively small budgets to effectively market any brands, business ideas and proposals, so Internet marketing is available to both small and medium-sized companies, regardless of their duration and geographical location. It allows you to search and access information, as well as provide goods and services from anywhere in the world. The Internet opens up opportunities for the production of new products and new models of economic activity within the virtual value chain or as a result of the development of a new sector of the market space. The company does not need any additional resources to ensure sales, all the necessary resources for each consumer will be provided by the consumer himself. The site can work with hundreds of thousands of users at the same time.

Informativeness. The information possibilities of the Internet are grand. First, access to information is almost instantaneous and unlimited. Information and services on the Internet are available around the clock. Secondly, thanks to different types and tools of advertising, the Internet resource easily combines informativeness and entertainment, which allows you to effectively influence a wide target audience. The high informativeness of the Internet is ensured, first of all, by the fact that the information in it is updated as quickly as possible, so the user can count on the

relevance of the presented data. For an enterprise that has entered the Internet market, the ease of archiving allows you to create large-scale databases, which makes the resource more attractive to consumers in terms of saturation.

Reduce transaction costs. The Internet is a system that can significantly reduce the transaction costs associated with advertising, finding the necessary information, finding resources, establishing and maintaining interaction between the company, its customers and suppliers. As the system of access to communication and information resources of the Internet penetrates and improves, an increasing degree of reduction of transaction costs will be achieved. At the same time, the cost of communications, compared to traditional means, becomes minimal, and their functionality and volume increase significantly.

Reduction of organizational costs. Reduction of organizational costs is due to maximum automation (service process of potential customers, without unnecessary costs providing them with the necessary service around the clock and in any geographical point) and optimization of the sales process, ie optimal choice of product range, reducing the number of intermediaries, sales costs, reduction of time for development and introduction of new products, etc.

Globalization. The Internet is a global means of communication that does not have any territorial or temporal restrictions. It allows to distort the geographic market, to search for consumers in an environment where the company would never look, to overcome competition where it was impossible before the introduction of information technology in marketing activities, and to conquer competitive markets closer to consumers. Consumers also have the opportunity to choose from potential suppliers who offer goods or services, regardless of geographical location. Only transport costs can be an additional detrimental factor when choosing a supplier. Thus, it is Internet technologies that allow even small providers to achieve a global presence.

Temporary scale in the Internet environment also brings new benefits. High efficiency of communicative properties of the Internet provides the opportunity to reduce the time to find partners, make decisions, implement agreements, develop new products and more. Communicative characteristics have high flexibility, allow you to

easily make changes to information and thus maintain its relevance without temporary delay.

Building relationships with users and building loyalty to the product. One of the key benefits of Internet marketing is that the Internet allows you to organize a remote dialogue with the target audience in real time, send to your computer promotional materials, newsletters, special offers, useful tips and more. Thus, the Internet allows you to accurately reach the target audience and respond quickly to its changes and benefits.

Personalization of interaction and the transition to marketing activities «one to one». Using Internet interaction tools, companies can obtain detailed information about the requests of each individual customer and automatically provide products and services that meet individual requirements. As a result, the Internet allows you to move from mass marketing activities to marketing activities «one to one». Thus, any marketing campaign on the Internet is more targeted and brings more significant results.

Adaptation. Rapid adaptation of the enterprise to market conditions allows rapid addition and updating of trade offers, regulation of prices and product characteristics, flexible changes in marketing plans and advertising projects in accordance with the ever-changing economic situation, the best way to find potential partners and investors in national and foreign markets. the consequence is the possibility of expanding the company's activities from the local market to the national and international markets.

Effective advertising. The most flexible method of advertising goods and services allows you to effectively manage the process of advertising communications and significantly reduce the overhead costs of promoting goods and services (electronic advertising space is much cheaper than print or air, and search and access to information are almost instantaneous).

Marketing researches. Using the Internet provides great opportunities and is the most effective way to conduct marketing research. It allows you to conduct constant marketing research, deeply study the target market segment, purposefully conduct active surveys, study website navigation and demand for certain information from the

pages and more. In terms of audience coverage, speed of processing results, completeness of information provided, such statistics surpass any other in traditional business models.

Growing share of users. The rapid increase in the number of Internet users worldwide and, thus, the prospects of Internet marketing compared to other types of media marketing (print, radio and television) are among the most significant benefits of Internet marketing.

Speaking about the problems of using Internet technologies in the marketing activities of enterprises, first of all we should highlight some technological limitations that limit the number of potential consumers. One of the main characteristics of the Internet is its users, the number of people who have the technical equipment and access to the network. Due to the fact that in Ukraine the Internet began to gain widespread popularity not so long ago (worldwide), it still has not affected the lives of many people.

One of the existing problems for the enterprise with the use of Internet technologies is still distrust of the Internet as something new and unknown and lack of knowledge from users.

The problem of security of personal and private information, as well as the reliability of various Internet resources is of great importance. Data security remains a major issue for any business that wants to integrate the Internet into its operations.

Another problem is that there are products that consumers prefer to buy in the usual way, rather than using the Internet. First of all, this group of products should include perishable goods, such as food and so on. These are the categories of goods for which the most important consumer qualities are taste, aroma, taste and individual characteristics. In addition, there is a category of consumers for whom personal presence is important when choosing a tangible product, the possibility of shopping, a positive psychological mood, etc..

With regard to marketing activities using Internet technology, the time required for the delivery of tangible products can also be quite significant. It may take a lot of

phone calls and e-mails to purchase the products you want, but it can be even more difficult to return the product and get a refund, and it will take a long time.

The use of the Internet in marketing activities also leads to increased competition in the market. The absence of borders and access to the global virtual market significantly increases the number of both consumers and competitors. Today, the number of businesses that build their websites is growing, so the lack of Internet access creates a certain competitive disadvantage. Similar to traditional marketing activities, the company needs to compete on the proposed prices and range of goods. In addition, the availability of extensive content on the company's website makes it vulnerable to competitors through the ability to maximize business information.

On the one hand, the use of Internet technologies in the marketing activities of the enterprise involves significant investment. At the same time, the Internet market has its own peculiarities in the conditions of Ukraine, which are accompanied by a large number of risks with a high level of uncertainty, as well as a long period of return on invested capital.

On the other hand, the future of the Internet involves the development and implementation of certain standards in order to create a stable infrastructure that would make the computer network more reliable. This will increase competitiveness and successfully conduct business not only large corporations, which tend to operate in both real and virtual economies, but also small businesses and various trade organizations.

Despite the many advantages, the use of Internet technologies in the development of marketing activities of the company is a complex process that is integrated with many other processes of the company and significantly affects both marketing results and financial and economic performance.

The complexity of the process of implementing Internet technologies is due to the fact that Internet technologies themselves are a complex complex system that requires significant investment, the availability of qualified personnel with relevant IT skills, creating a technology platform based on existing technical means with minimal requirements. etc.



Thus, the Internet has long proven itself as a unique and very effective marketing tool. It has characteristics that are significantly different from the characteristics of traditional marketing tools. With the advent of the Internet, the process of organizing communication with the external environment has changed qualitatively. The use of Internet technologies means empowering and improving the quality of coordination of marketing activities, allowing for minimal financial costs and the absence of infrastructure barriers to maximize the sales network and qualitatively improve the operational marketing of the enterprise.

The use of Internet technologies in the marketing activities of agricultural enterprises provides new advantages over marketing activities based on traditional technologies.

Marketing activities should provide: reliable, reliable and timely information about the market, the structure and dynamics of specific demand, tastes and preferences of customers, ie information about the external conditions of the enterprise; creation of such a product or set of products (range) that more fully meets the requirements of the market than the products of competitors; the necessary impact on the consumer, on demand, on the market, which provides the maximum possible control over the sphere of sales.

Agricultural enterprises use elements of marketing in their production and marketing activities, however, in most cases, their application is not systemic in nature, and therefore does not become a mechanism for solving production and marketing problems. Mass marketing is mainly used, based on the production and sale of a certain range of products designed only for the average consumer, which does not take into account the differentiation of needs for specific goods.

10.46299/979-8-88680-819-3.6

## **6. Formation of marketing models of agricultural enterprises focused on the production of biofuels**

Marketing is one of the most important types of economic and social activities, however, it is often misunderstood. The purpose of marketing is to improve the quality of goods and services, improve the conditions of their purchase, which in turn will lead to an increase in living standards in the country, improving the quality of life. Marketing (from the English market - market) - a comprehensive system of organization of production and marketing, focused on meeting the needs of specific consumers and making a profit based on market research and forecasting, studying the internal and external environment of the exporting company, developing strategies and tactics through marketing programs. These programs include measures to improve the product and its range, study of buyers, competitors and competition, to ensure pricing, demand, sales and advertising, optimize the channels of movement of goods and sales, organization of technical service and expanding the range of services. are presented. Marketing as a product of a market economy is in a sense a philosophy of production, fully (from research and development to sales and service) subject to market conditions and requirements, which are in constant dynamic development under the influence of a wide range of economic, political, scientific technical and social factors. Manufacturers and exporters consider marketing as a means to achieve the goal set for this period for each market and its segments, with the highest economic efficiency. However, this becomes real when the manufacturer has the opportunity to systematically adjust their scientific, technical, production and marketing plans in accordance with changes in market conditions, maneuver their own material and intellectual resources to provide the necessary flexibility in strategic and tactical tasks, based on the results of marketing research. Under these conditions, marketing becomes the foundation for long-term and operational planning of production and commercial activities of the enterprise, drawing up export programs of production, organization of scientific and technical, technological, investment and production and sales work of the enterprise, and marketing management is the most important element.

Marketing is a process in which individuals and groups get what they need and

want by creating and sharing goods and consumer values. Exchange processes do not happen by themselves. Sellers must look for buyers, identify their needs, create quality goods and services, promote, store and deliver them. Product development, market analysis, communications, distribution, pricing and customer service are the main types of marketing activities. It is believed that marketing is mainly engaged in the selling party, but buyers, it turns out, take part in it - when looking for the right products at affordable prices. Purchasing agents are also involved in marketing, looking for sellers with whom you can make profitable deals. The seller's market assumes that the seller has more power and the buyer is a more active participant in the market. In the buyer's market, the buyer has more power, and the seller must be a more active market participant. In a standard situation, marketing should serve the end-user market in conditions of competition.

In the conditions of development of market relations, formation of economy and functioning of the enterprises based on principles of marketing, much attention should be paid to formation of integral, scientifically proved system of the organization, formation and management of the enterprise in modern conditions. Such a system, in our opinion, can be marketing management of the enterprise, ie the creation and operation of such enterprises that would best meet the needs and demands of the market, could flexibly and adequately respond to changes in external and internal market conditions, increase profitability and production enterprises as a whole, etc.

The study of domestic and foreign sources proves that in modern economic theory and practice, the development of marketing - the main condition for the company out of crisis, achieving market goals. The subject of marketing is the relationship of an entity that arises between it and consumers, as well as other entities in a particular market.

In our opinion, it is necessary to clearly articulate the principles, goals and functions of marketing as an enterprise management system. Marketing as a way of working in a market economy, based on principles. First of all, we must name the following principles of marketing:

- free choice of the purpose and strategy of functioning and development,

concentration of all efforts on the crucial directions of activity;

- openness to the consumer, his wishes and needs, active adaptation and at the same time purposeful influence on them;
  - focus on the end result of production and marketing activities, as well as on the long-term prospects of the company;
  - an integrated approach to problem solving, which involves setting goals in accordance with the resources and capabilities of the firm;
  - optimal use of centralized and decentralized principles in management, ie constant search and sale of reserves, increasing the efficiency of production and marketing activities by involving all employees of the company in creative work;
  - active policy, which consists in the offensive strategy of the firm's development in terms of innovation, production and market, ahead of competitors;
  - scientific approach to solving marketing problems, ie systematic analysis, use of program-target method of marketing research management, as well as feedback;
  - flexibility in achieving the goal through rapid adaptation to changing environmental conditions.
- In accordance with these principles, marketing performs a number of strategic, tactical and operational tasks.

To better understand the essence of management based on the principles of marketing, it is also necessary to formulate the basic functions of marketing management. According to the above tasks, the main functions are:

- comprehensive study of the market and problems related to marketing;
- coordination of parameters, characteristics and prices for products with the wishes and tastes of consumers;
- marketing and sales planning;
- physical distribution of products;
- ensuring communication relationships with consumers, implementation of agreements;
- after-sales service, setup, feedback.

To consider the marketing management of the enterprise as a holistic system, we

define the concept of marketing, ie the form of marketing organization that dominates today in market economies. The concept of marketing originally originated in countries with highly developed economies, but involves solving problems that have arisen in today's business environment in our country.

In its purest form, the concept of marketing is a set of activities that facilitate the smooth passage of goods and services from producer to consumer, and it is not a new category. The main task of the concept of marketing in modern business conditions is the process of integrating the efforts of enterprises to achieve the overall goal of its activities, which can not and should not be aimed at solving internal problems of the enterprise, but should focus on production of goods and services. When applying the concept of marketing in each country it is necessary to take into account the specifics of existing and existing socio-economic relations.

The use of the concept of marketing in those forms and types that have proven their effectiveness in countries with rational economies based on the theory of conversion of different socio-economic systems, is wrong for the application of marketing in specific activities. In order for a certain marketing concept to start working as a working philosophy of the company, you need a detailed approach to implementing the marketing concept, studying the organization, the company's activities, analysis of its market position and more. In fact, the concept of marketing is very difficult to implement in the enterprise system, but then very easily take root, if the company has certain conditions for this.

Socio-economic development of the region largely depends on its ability to attract investment. Currently, the investment attractiveness of the region determines the degree of its competitiveness. The influx of investment in the region creates the preconditions for increasing productivity and quality of life of its population. However, the stability of favorable conditions for investment is an important factor in investment attractiveness.

Investment activity in the region is the intensity of investment in fixed assets. The investment attractiveness of the region is an objective prerequisite for investment and is quantified in the amount of capital investments that can be attracted to the region,

based on its inherent investment potential and the level of non-commercial investment risks. The investment attractiveness of a region is based on the investment policy pursued in a particular region.

Currently in Ukraine there is an intensification of competition between regions for investment resources. Mechanisms are constantly being improved, new approaches are being created to intensify investment processes. Each region is trying to develop its own effective investment policy. In this regard, it is reasonable to develop a concept of attracting investment at the territorial level. To do this, you must choose the priorities of the region, taking into account the structure of the economy. The inflow of investments should be aimed primarily at strengthening and diversifying export potential, promoting competitive goods and technologies in foreign markets, the development of import-substituting industries, the introduction of advanced technologies and modernization of industry.

In our opinion, the concept of regional marketing is the most promising and implements marketing management actions that contribute to the inflow of investment in the region. At the same time, this concept forms a new type of thinking of regional leaders and entrepreneurs, helps to meet the needs identified in the course of marketing research needs of residents of the region and participants in the investment process. In the conditions of innovative or information-creative economy the image and brand of the region, as well as marketing strategies of its development are a necessary factor in the realization of regional potential to the greatest extent.

Regional marketing is a system of attracting new economic agents to the region, which contributes to the prosperity of the region as a whole. The investment attractiveness of the region largely determines the level and quality of life of its population. Investment is both a cause and a consequence of economic growth, representing the relationship and interaction of major economic categories.

It should be understood that the marketing of the region is aimed at promoting products, services, goods, enterprises, industries that are specific to the territory and, of course, to attract investment in these areas. And to achieve this goal it is necessary to develop a competitive policy of the regions. And the competitive focus will be

expressed in the creation of better, compared to other regions, the conditions of business, education, tourism, housing and conditions for investment.

In order to make the region more attractive for investors, it is necessary to develop a development strategy, marketing strategy, develop infrastructure, show competitive qualities, develop information materials.

To date, only some marketing tools are used in the management of regional development, there is no systematic approach to the organization of regional marketing. However, only the creation and implementation of a system of marketing activities at the regional level, rather than individual marketing activities will increase its competitiveness and, consequently, investment attractiveness.

The system of marketing activities of the region, aimed at increasing investment attractiveness, should include analysis and forecasting of foreign markets; clear formulation of priority goals and strategies of the region's development; development of a marketing complex.

Analysis and forecasting of external markets, in turn, involves assessing their potential, identifying strengths and weaknesses through SWOT and Clear formulation of strategies and goals is determined based on the overall strategic development goals of the region. In many respects, the strategic goals of the region's development and its investment attractiveness are determined by a set of marketing tools for the distribution of products produced by enterprises in the region, with investments. Therefore, the formation of priority strategies and development goals of the region in terms of a set of marketing activities should be based on:

- positioning of product strategy and segmentation of the regional market, as well as portfolio analysis of products produced in the region;
- experience of successful regions with a more favorable investment climate;
- choice of growth strategy for sustainable regional development;
- creation of an optimal sales network;
- formation of communication policy of the region.

As you know, the main product in regional marketing is the territory of the region, which necessarily has its competitive advantages and disadvantages [119].

The relationship between the marketing system and investment attractiveness of the region is shown in Fig.1.

Thus, it should be understood that the region's marketing is becoming an important tool to increase investment attractiveness, aimed at constantly promoting positive information about the region in order to create a favorable attitude to it, to products and services and local business conditions.

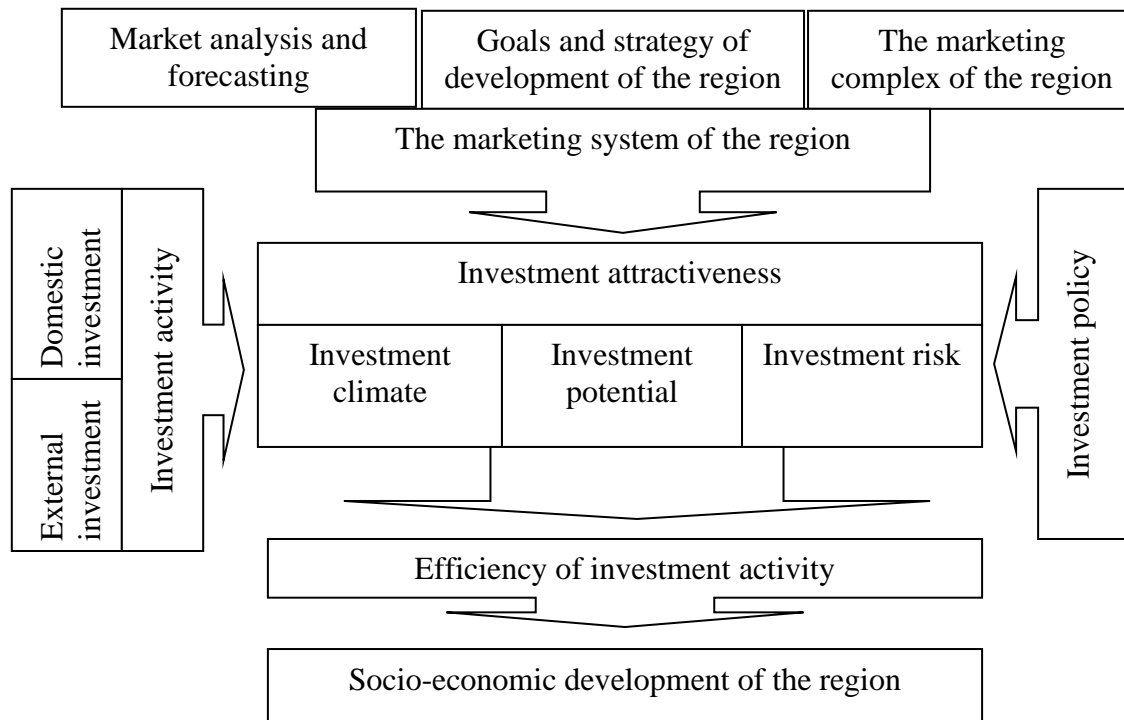


Fig. 1. The relationship between the marketing system and investment attractiveness of the region

Source: systematized by the authors

In recent years, foreign investment in Ukraine has been growing at an impressive rate. Statistics for the last few years show a steady increase in foreign direct investment in the economy of our country, although, according to experts, the volume and pace of foreign capital investment has declined slightly. Given the refusal to import energy from Belarus and Russia, the search for ways to provide the Ukrainian economy with alternative sources of energy resources is necessary in the short term. One of the fastest solutions is to use the existing potential of agriculture to produce biofuels from its own raw materials. The use of advanced technologies for growing and processing agrobiomass into alternative energy sources can be achieved in the short term, but the



question arises of building effective marketing relationships in agricultural formations focused on biofuel production. Development of an effective marketing model in the field of processing agrobiomass into alternative energy sources is a necessary component of ensuring Ukraine's energy security.

Goncharuk I.V. is devoted to scientific problems of creation of effective mechanisms of cultivation and processing of agrobiomass in modern conditions. [123], Logoshi R.V. [115, 118], Shevchuk G.V. [117], Brich V.O. [119], Krasnoselskaya A.A. [120], Vovk V.Yu. [122, 123], Tokarchuk D.M. [125, 132], Mazur K.V. [138] and others. However, the creation of effective marketing models for the interaction of agro-industrial producers focused on biofuel production in the context of rising energy prices on the world market and refusal to supply hydrocarbons from the aggressor country is extremely necessary, which determines the relevance of this study.

The growing popularity of the production of alternative energy sources in Ukraine and the shortage of conventional energy resources in the EU and Ukraine markets create favorable conditions for the development of biofuel production. The formation of marketing models for the interaction of agricultural enterprises in the field of biofuel production is necessary to ensure the replacement of fossil energy sources.

The development of these models should be planned in accordance with Ratmela's model, which indicates that in the manufacturing sector it is possible to distinguish at least three, albeit related, but completely independent processes:

- 1) the process of production of goods;
- 2) the process of marketing these goods;
- 3) the process of consumption of these goods [115].

Today there are studies Semchuk IA who showed that the modeling of partnership in the system of agents (enterprises) focused on biofuel production has a clear specificity of the domestic agricultural sector, industry, features of the biofuel business, etc., which determines the peculiarity of the problem. The essence of the latter is to simulate the reaction of potential agents (firms) to participate in business in the presence of relevant information about some motivations (motivational factors), still unknown in the market [116, p.4 9].

According to Semchuk IA, the solution of the problem of modeling a successful business in the production of biofuels should cover:

1) interests and potential of agricultural enterprises-producers of biofuels (interests of the enterprise-initiator – IPI);

2) the interests of potential business recipients, given the potential for the formation and implementation of partnerships (interests of recipients / potential partners – IP).

Such a model is dynamic in nature and should reflect changes in the mood of many companies focused on cooperation in the field of biofuel production. The corresponding change of mood depends on:

1) the intensity of information links on the benefits and risks of cooperation;

2) the existence of a system for implementing motivational factors for IP.

Experimental studies of Logosha RV, conducted in 2020, which involved about 15% (251 people at the 1st stage and 235 people at the last stage) of agricultural managers by demonstrating their intentions (in the form of a questionnaire) on a range of issues, which were somehow related to the attractiveness of business and biofuel products. At each stage, this information was clarified / changed in order to record how the interviewers' views on the quality of the specific change changed. The range of types of farms was quite wide and covered both small (from 3 hectares) and medium and large enterprises (up to 30 thousand hectares). All enterprises were typical for economic activity – developed crop production with elements of animal husbandry (cattle and pigs) [116, p.49]

Table 1

Meaningful interpretation of the experiment

Stages Temporal fixation Linguistic expression	Stages Temporal fixation Linguistic expression	Stages Temporal fixation Linguistic expression	Stages Temporal fixation Linguistic expression	Stages Temporal fixation Linguistic expression
I	...	Do you consider it important to diversify the activities of your company	1687	251
II	Approximately	How attractive for you is the business of producing biofuels and biofuels as a commodity	251	250
III	in 5 days	If quality standards for biofuels are developed and implemented in the biofuels market – how attractive will be for you the business of biofuels and biofuels as a commodity	250	248
IV	Approximately in 30 days	Will you take part in the biofuel business if a separate marketing partnership policy is developed (with a detailed interpretation of such policy)	248	241
V	Approximately in 30 days	Similar to the previous question, taking into account the time factor	241	235

Source: [116, c. 49]

According to the study, about 70% of managers intended to develop a model of diversification for their company, given that, according to questionnaires, traditional activities have recently shown a steady decline in profitability. At the same time, only 5% of agents indicated their initial intentions to start a biofuel business (as well as how to consume biofuels on their own farm), while 15% could be interested in certain conditions. That is, it can be argued that the Ukrainian biofuel business itself (with experience gained during 2005-2020) has no prospects due to the negatives of such experience [116, p.52].

It should also be noted that according to Shevchuk G.V. the main directions focused on improving the production and processing of agricultural products for biofuels should be:

- compliance with rational crop rotations in the cultivation of crops;
- creation of small and medium-sized processing enterprises focused on providing services for processing oilseeds into biodiesel and cake in order to provide highly concentrated feed to the livestock industry;
- creation of state programs to support the development of solid biofuel production in private farms by compensating for the purchase of granulators of crop residues (straw, husks, etc.) productivity of 50-100 kg per hour;
- modernization of sugar factories by creating production clusters whose products will be – sugar, biogas, bioethanol, electricity and digestate;
- creation of biogas productions on the basis of livestock complexes as auxiliary productions focused on electricity production or sale of purified biogas of biomethane extract with further sale in the gas transmission system;
- the use of digestate to increase crop yields as a way to improve the production of agrobiomass for further processing;
- reorientation of privatized distilleries to bioethanol production [117].

#### Industrial production of agricultural biofuels

Today in the Sakhnovshchina district of the Kharkiv region. The Institute of Sustainable Development has established an energy cooperative that produces biofuels for its own needs. The cooperative was established during the next increase in the retail price of diesel fuel almost twice. The Institute then proposed an experiment: 12 small and medium-sized agricultural enterprises merged to produce biodiesel, which significantly reduced the cost of agricultural products they produce. Agricultural enterprises have singled out plots from their own land bank, the area of which is proportional to their own needs in biodiesel, which are sown with rapeseed. To purchase equipment for biofuel production, the cooperative participated in a grant competition (from the United Nations Industrial Development Agency (UNIDO)). As its own contribution, the company built a hangar for the production and storage of biodiesel [125, p. 169].

In our opinion, the lack of experimental research in the field of biofuel production by agricultural enterprises should be solved by creating research and

production laboratories on the basis of research institutions.

For example, on the basis of the Research Laboratory of Bioenergy of the Training and Research Center of VNAU is the study and practical implementation of best practices in the production of bipal fuel, as well as advice on the production and use of biofuels to educational and research institutions in the region. In-depth research in the process of biofuel production by creating design documentation for biofuel production can serve as an incentive to establish biofuel production.

Today, within the scientific activity of Vinnytsia National Agrarian University, it is planned to implement the startup "GreenDiesel" to create a cooperative for the production of biodiesel, which contributes to:

- biodiesel plant is already available, there is no need for additional investment;
- startup participants are scientists who will provide a scientifically sound production process and its improvement in order to optimize and reduce production costs;

- a strong base of scientists from Vinnytsia National Agrarian University, who study the problems of improving the efficiency of biodiesel production from different types of raw materials, is available;

- to carry out research at Vinnytsia National Agrarian University there is a laboratory for the use of bioresources in biotechnologies for alternative fuels (conclusion of the state sanitary-epidemiological examination TU U 24.1-2433016356-002: 2006 "Diesel fuel. Methyl fatty acid esters") Dnipropetrovsk region, from 13.07.2006 №05.03.02-07 / 33139), material and technical base and capacities of the Research Farm "Agronomic" VNAU, NNVK "All-Ukrainian Training and Production Consortium", as well as scientific and measuring agrochemical laboratory.

Creation of similar research and production laboratories will allow:

- to conduct a visual demonstration of production to potential producers of biofuels;

- to modernize the existing production lines in accordance with the needs of individual farms (design of lines of different production facilities and focus on raw materials of the customer equipment, etc.).

In addition, according to Logosha RV The development of the domestic biofuel industry requires a special protectionist policy, which will include:

- introduction of stimulating financial and economic instruments;
- abolition or significant reduction of excise tax rates on biodiesel and its mixtures and motor fuels containing bioethanol;
- elimination of the need to file a tax bill for bioethanol producers;
- formation of guaranteed demand for motor biofuels (for example, establishment of market quotas and schedule for increasing the share of biofuels in total fuels), or providing state support (subsidies) to businesses operating in the field;
- implementation of mandatory sustainability criteria into Ukrainian legislation, compliance with which is currently voluntary, which will ensure the environmental friendliness of motor biofuels and reduce emissions into the atmosphere;
- completion of the process of harmonization with the relevant EU norms;

Abolition of exclusive rights to produce petrol with the addition of bioethanol and / or its components, which hinders the development of competition and leads to a shortfall in Ukraine's potential benefits from duty-free biofuel exports to the EU under the relevant quotas [118, p. 8].

The development of pellet production lines is quite new for agricultural producers focused on the production of biofuels. Raw materials for which can be crop waste (straw, wood chips, leaves, etc.).

According to Brich V. in many European countries, pellets are the main fuel for cottages and country houses, and therefore most of this fuel is currently exported to Europe. In Ukraine, there are untapped opportunities to expand the market for biofuels, the use of fuel pellets for heating in boilers and fireplaces, for heating private homes, as well as in boiler houses and utilities. Thus, the domestic market for biofuels can be attributed to promising markets. In addition to prospects, there are negative factors and risks of the biofuel market. These are economic, political and technological factors. The development of this area may well be very promising. As a rule, biofuels are used as a substitute for traditional energy sources. The level of biofuel prices directly depends on changes in the oil, gas and coal markets. Rising prices for petroleum

products and coal make biofuels more profitable. Conversely, when the price of traditional energy sources decreases, the prices for biofuels will also decrease [119, p. 134].

According to Krasnoselskaya A.A. positive environmental effect of biofuel production is the safe processing of organic waste and animal by-products due to methane fermentation. 5 main ecological effects from the introduction of biogas complexes in agricultural enterprises are identified:

- 1) use of crop and livestock waste as secondary raw materials to ensure energy autonomy;
- 2) solving the problem of storage and transportation of raw materials;
- 3) reduction of fossil fuel use, resource conservation and introduction of alternative energy sources;
- 4) the use of digestate as an organic fertilizer to increase soil fertility;
- 5) reduction of greenhouse gas emissions [120, p. 83].

In addition, there are problems in the regulation of biofuel production. So Platonova EA notes that, in addition to the overall positive direction of fiscal policy in the bioenergy sector, it has significant shortcomings and miscalculations. This concerns the abolition or temporary restriction of many tax and customs benefits in the field of bioenergy, which contradicts the general direction of state policy to encourage the use of biofuels. Insufficient attention is paid to financial support of biofuel production. An example of this is the lack of any compensation for interest rates on loans raised to cover the cost of purchasing equipment for processing agricultural waste and raw materials, waste timber (including biofuels and other alternative energy sources). The most successful and optimal organizational and legal form of production and supply of biofuels is the establishment of energy cooperatives in the country. Promising areas for modernization of organizational state support for bioenergy in Ukraine are: the formation and operation of electronic markets for biofuels, biomass; introduction of a competitive thermal energy market; providing state support to economic entities that grow energy crops; exemption from paying tax on CO<sup>2</sup> emissions of biofuel combustion plants, etc. [121, p. 120]

Achieving the main goal of the European Green Course will require action by all sectors of our economy, including:

- investing in environmentally friendly technologies;
- support for innovation in the industry;
- decarbonisation of the energy sector;
- cooperation with international partners to improve global environmental standards [122, p. 199].

The use of innovative, environmentally friendly and economically sound technologies by enterprises contributes to the gradual growth of economic efficiency of production. Ecologically oriented effective system of ecological management at the enterprise will ensure the formation of balanced development of both the enterprise and society as a whole [123, p. 161] .

According to Furman I.V. Improving investment and innovation activities in the agricultural sector requires improving existing mechanisms for attracting investment. Investments in the agricultural sector will allow the introduction of innovative developments in agriculture [124, p. 46].

In addition to solving these problems in the field of biofuel production, there is a problem with the promotion of relevant products on the market. First of all, the production of biofuels by agricultural enterprises will focus on meeting the energy needs of these formations. The production of biogas at these enterprises will require the establishment of contacts for the sale of surplus products in the general GTS or processing into electricity and sale at a "green tariff". However, lowering the green tariff rate for new producers will not help convert biogas into electricity. The sale of biogas in the GTS will require the conclusion of contracts for the sale of this type of product. It is most expedient to sell biogas to industrial enterprises focused on the export of their products. In this case, companies will not pay carbon tax when exporting their products and biogas is projected to have a higher price compared to natural gas.

An additional effect should be considered the production of digestate, which in the absence of organic fertilizers should be used to fertilize the soil, which will have a positive impact on crop yields. However, in the future it is necessary to take measures



to promote solid biofuels on the market, which will require the development of cooperation with retail chains and the establishment of a supply system. It will be necessary to develop measures to promote products and manufacture pellets in packaging focused on single sales, which will be problematic for some manufacturers due to the need for additional costs. Therefore, the most appropriate will be the implementation of wholesale batches for district heating boilers near the immediate sites of production of solid biofuels (pellets).

Thus, marketing of interaction of agricultural enterprises focused on biofuel production, in our opinion, should be considered as a process of building, maintaining and expanding strong long-term, mutually beneficial relationships with key partners, customers, suppliers, distributors, staff, government and others.

An appropriate marketing model for the interaction of agricultural enterprises focused on biofuel production should include interaction on the basis of public-private partnership of research institutions and relevant enterprises focused on biofuel production (Fig. 1).

The relevant model should include the following measures for the production and promotion of biofuels on the energy market:

- public-private funding of research in scientific institutions in accordance with the needs of the enterprise (design of biogas, biodiesel and other industries in accordance with the needs of enterprises);
- training of employees who will be involved in the production of biofuels at an agricultural enterprise in a scientific institution;
- conclusion of agreements with enterprises focused on the production of equipment developed by scientific institutions for the production of biofuels;
- compensation of interest by the state budget for the purchase of equipment for the production of biofuels by agricultural formations;
- transfer of biofuels to ensure the main production (fuel – biodiesel for equipment and heating of own productions and production facilities – biogas, pellets);
- transfer of by-products from the production of biofuels (digestate, rapeseed cake, soybean, etc.) for use as animal feed and organic fertilizers for crops;

- establishing cooperation with buyers of biofuels (industrial enterprises - biogas, enterprises for hot water supply – pellets, gas stations – biodiesel).

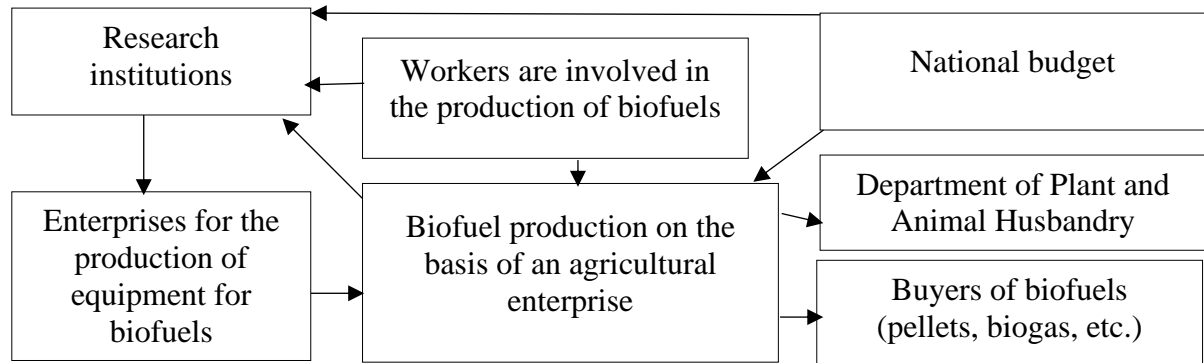


Fig. 1. Model of marketing interaction of agricultural enterprises focused on biofuel production

Source: own development

Thus, the practical implementation of this model will partially reduce the energy independence of the state from petroleum products, increase the efficiency of agricultural enterprises, provide the crop industry with organic fertilizers and livestock with concentrated feed (cake as a by-product of biodiesel from oilseeds). equipment for biofuel production.

Today, Ukraine owns large areas of land, but their potential, especially in the field of biofuel production, is used to a small extent. In the conditions of partial destruction of infrastructure and logistical ways of export of agricultural products due to the military invasion of the Russian Federation, it is necessary to resolve the issues of processing of agricultural products within Ukraine. In the context of rising energy prices, special attention should be paid to establishing biofuel production.

As noted by Kaletnik GM the total potential of bioenergy production from 10 million hectares of land of the state may be more than 28.99 million toe. (Table 2).

Without threatening the food security and export potential of the state, about 10 million hectares of agricultural land can be used for growing energy crops with further processing into biofuels, to ensure energy independence of the agro-industrial complex and Ukraine. That is, the potential of our country for the cultivation of energy raw materials and biofuel production is quite high [126, p. 11].

However, it should be noted that currently the potential of straw from growing crops in the form of straw and waste from oil refineries is used to a small extent, which can significantly increase the production of solid biofuels in the short term.

In the conditions of refusal of import of energy from the Russian Federation today ways of supply from the EU countries are adjusted.

However, the purchase of natural gas and gas oils in the face of rising prices on the EU market is quite expensive, so it is necessary to develop ways to improve the cultivation and production of agrobiomass for biofuels, including biogas and biodiesel.

Table 2

Calculation of bioenergy production in Ukraine taking into account changes in new technologies and crop rotations

Culture	Square growing	Crop capacity, t / ha	Fuel output, from 1 t of raw wine Fuel output, from 1 t	Fuel output, from 1 t of raw wine Fuel output, from 1 t	Fuel output, from 1 t of raw wine Fuel output, from 1 t	Fuel output, from 1 t of raw wine Fuel output, from 1 t	Entrance Fuel total, million i.e.
<b>Bioethanol</b>							
Sugar beets	1,5 million hectares	60,0	100	0,079	0,051	3,06	4,59
Corn	1,5 million hectares	7,0	416	0,329	0,211	1,48	2,22
Wheat	1,0 million hectares	5,0	395	0,312	0,20	1	1
<b>Biodiesel</b>							
Rapeseed	2,0 million hectares	2,5	420	0,36	0,31	0,78	1,56
Soy	1,0 million hectares	2,2	200	0,17	0,15	0,33	0,33
<b>Biogas</b>							
Silos corn	2,0 million hectares	40	180 m <sup>3</sup>	-	0,15	6	12
Pulp sugar beets	Sugar beet growing area (1.5 million hectares)	19	120 m <sup>3</sup>	-	0,08	1,52	2,28

Continuation table 2

Solid biofuels							
Energy poplar, Energy willow	0,5 million hectares	14 dry matter.	-	-	0,43	6,02	3,01
Miscanthus, switchgrass	0,5 million hectares	10 dry matter	-	-	0,4	4,0	2,0
Total potential of bioenergy production from 10 million hectares, million toe							28,99

1 liter of bioethanol – 0.79 kg

1 liter of biodiesel – 0.86 kg

1 ton of bioethanol – 0.64 t.e.e.

1 ton of biodiesel – 0.86 so-called

1 thousand m<sup>3</sup> of biogas – 0.812 so-called

Source: [126, p. 12]

According to the Ministry of Finance of Ukraine, as of the beginning of 2022, quite significant reserves of fuel resources were formed (Table 3).

Table 3

Use and stocks of fuel products in Ukraine in 2021

	Used for 2021		Balances at 1.01.2022
	thousand tons		
Coal	thousand tons	39164,5	1394,8
Natural gas	million m <sup>3</sup>	28740,2	13517,3
Gasoline	thousand tons	374,7	132,7
Gas oil	thousand tons	4188,2	330,0
Fuel oil	thousand tons	187,3	78,8
Propane and butane are liquefied	thousand tons	252,1	19,3

Source: generated by the author based on [127]

Today, on the basis of research and production facilities of the All-Ukrainian Research and Training Consortium, a research and production laboratory focused on improving agrobiomass cultivation and providing services for processing energy crops into biodiesel and prototyping plants for biogas production by private farms. Today, the existing laboratory is undergoing a process of modernization, including in the production cycle equipment for processing energy crops into oil and cake, improving the technology of growing relevant crops and developing prototypes of small biogas plants. The developed and calculated chain of soybean processing into cake and biodiesel is presented in Fig. 2.

According to calculations, the cost of soybeans is set at the market price in 2022

– 17,600 UAH / t, transport costs are set at 30 UAH / t.km, the cost of processing will be 800 UAH / t. The total production costs will amount to UAH 21,156. The planned output of biodiesel will be 200 liters, for the production of which an additional UAH 1,756 will be invested. The cost of selling by-products will be UAH 14,400. The cost of 1 liter of biodiesel will be 33.78 UAH / kg.

This laboratory is focused on the processing of oilseeds for the needs of agricultural enterprises that are members of the All-Ukrainian Research and Training Consortium. This makes it possible to reduce the cost of production on the consortium's research farms, as well as clearly demonstrate to potential customers, which can be both small and large agricultural enterprises to argue the benefits of processing oilseeds for biodiesel and cake.

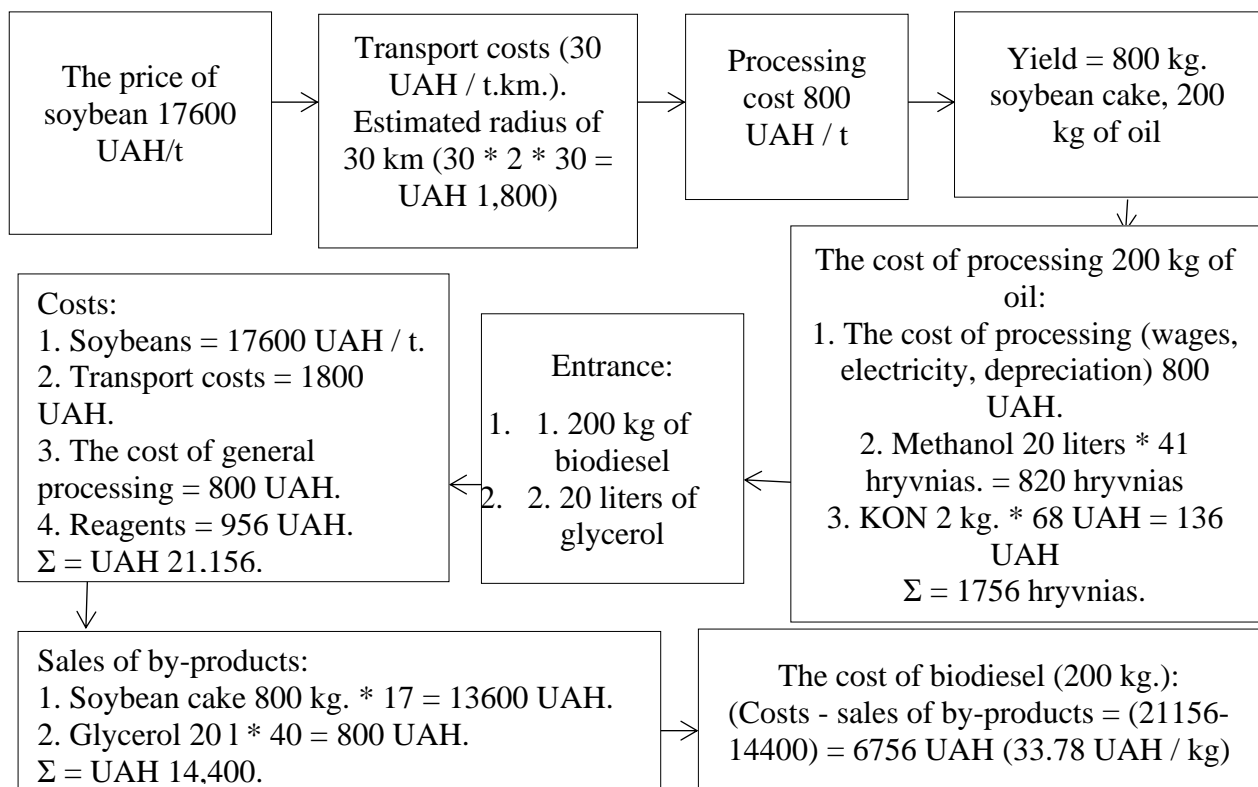


Fig. 2. Calculation of economic feasibility of processing soybeans into biodiesel.

Source: [117]

It is planned to use the scientific and practical experience of Vinnytsia National Agrarian University in the field of biodiesel production to develop design and estimate documentation for the creation of prototypes of productions focused on the production of biofuels. Appropriate production prototype should be used for visual demonstrations

of the effectiveness of this type of oilseed processing for potential members of cooperatives and investors.

According to Goncharuk IV, the main obstacles to the development of biofuel production there are the following:

- for the most part it is not economically viable for farms to produce biofuels, preference is given to the export of raw materials;
- lack of financial incentives for the implementation of bioenergy projects;
- high level of risks for potential investors;
- deficit of own funds of Ukrainian companies, their low financial capacity and high cost of bank lending;
- insufficient funding for research and implementation of new technologies [128, p. 128].

Creating an appropriate organizational and economic mechanism for processing agricultural products requires a number of tasks that will overcome the above obstacles to the development of this activity:

In-depth research in the field of creating a closed cycle for oilseeds processing on the basis of NNVK "All-Ukrainian Scientific and Educational Consortium" is aimed at;

1. Economic substantiation on the basis of the conducted experimental researches of expediency of creation of processing manufactures focused on production of biofuel from agrobiomass:

2. Development of design and estimate documentation for the organization of processing of oil of different crops into biodiesel.

3. Development of directions for improving the state program for the development of service cooperatives with the provision of state subsidies for biofuel production.

The organizational and economic mechanism for the development of agro-industrial enterprises for the production of biodiesel should include measures to develop design documentation for a prototype of a closed cycle for processing oilseeds for biodiesel and bards and other waste for biogas. Creation of a universal business

plan for the operation of processing plants to provide services for the production of biodiesel for the production needs of agricultural formations. Development of recommendations for improving state support programs for energy cooperatives. Development of a set of measures focused on the production of biofuels from biomass.

One of the new directions in the development of processing in the agro-industrial complex should be the development of energy cooperation in rural areas to process straw and other organic residues to provide the rural population with fuel for heating homes.

According to open data, the level of overproduction of straw in Ukraine, which can be used in energy, reaches more than 32 million tons, which is more than 16 million tons of energy equivalent of coal. These statistics show that the energy use of straw can be a strategic element in increasing the energy independence of Ukraine's economy.

Energy use of excessive straw production would reduce natural gas imports by 12 billion m<sup>3</sup> of gas per year. Possible savings across Ukraine could be \$ 4 billion a year. In addition, the implementation of activities related to the production of thermal energy from straw, allows the use of labor, which is concentrated near the source of raw materials, which in turn can help improve living standards among rural residents. It should be noted that measures related to the energy use of straw are supported by funds allocated by the European Union for environmental protection, air protection, as well as the creation of new professions in development programs [129].

Similar enterprises already operate in Ukraine today. Block-modular boiler plants are the most important area of production of individual enterprises. Fully automated hot water boilers with heat output from 0.25 to 12.6 MW are designed on the technological basis of hot water boilers.

The only resource that is used almost completely is sunflower husk at oil refineries. All processing plants for the production of sunflower oil by burning the husks partially provide themselves with thermal energy, and for example PJSC "Vinnytsia Oil and Fat Plant" is currently implementing a project to create its own CHP to generate electricity and sell it to the general network. Today, the husk is granulated or briquetted at this enterprise and sold for export (additional income from such exports

in Ukraine as a whole – up to \$ 20 million per year).

S. Degodyuk calculated the approximate yield of straw in the cultivation of certain types of cereals (Table 4).

Table 4

Output of straw and other postharvest residues

Culture	Conversion factor for straw
Winter and spring wheat	1,6
Winter wheat and spring	2,0
Winter and spring barley	1,3
Oat	1,5
Corn for grain	1,6
Millet	1,5
Buckwheat	3,0
Fig	2,0
Sunflower	2,0
Rapeseed	2,0
Soy	1,5

Source: formed on the basis of data [130].

According to statistics, the area of agricultural crops in Ukraine is over 28 million hectares. (Table 5). Of these, more than 8 million hectares are cultivated by households, which makes it possible to state the fact that private farms have the appropriate resource base for the production of solid biofuels (straw, sunflower husks and corn, etc.).

The energy use of straw is less than one percent, and for corn and sunflower waste (excluding husks), the corresponding use today is negligible. Thus, energy-dependent Ukraine does not use fuel resources with an estimated cost of 3–4 billion US dollars.

As of 2022, a significant number of settlements, especially in rural areas, are non-gasified villages. The cost of gasification is significant and for some rural communities is unaffordable, so it is advisable to find alternative sources of heating. The establishment of processing plants for the production of pellets from agricultural waste can be a solution to the problem of heat supply for these settlements.



Table 5

## Sown areas of agricultural crops for the harvest of 2021, thousand hectares

	Farms of all categories		Enterprises		Households	
	2021	2021 in% 2020	2021	2021 in% 2020	2021	2021 in% 2020
Agricultural crops	28387,5	100,9	20010,9	101,5	8376,6	99,5
Cereals and legumes	15943,9	103,6	11740,5	104,4	4203,4	101,5
wheat	7099,6	107,6	5432,0	108,8	1667,6	103,9
winter wheat	6907,5	107,5	5297,2	108,5	1610,3	104,2
spring wheat	192,1	115,1	134,8	125,3	57,3	96,6
corn on the cob	5474,8	100,8	4390,9	100,9	1083,9	100,5
barley	2474,5	103,3	1324,6	106,0	1149,9	100,4
winter barley	1137,5	111,0	880,8	114,6	256,7	100,2
spring barley	1337,0	97,6	443,8	92,3	893,2	100,4
rye	175,3	126,9	119,8	145,2	55,5	99,8
winter wheat	174,2	127,1	119,3	145,0	54,9	100,2
wheat goat	1,1	101,1	0,5	198,0	0,6	71,6
triticale	10,4	99,6	10,4	99,6	–	–
winter triticale	9,7	101,9	9,7	101,9	–	–
triticale spring	0,7	75,6	0,7	75,6	–	–
oat	177,9	89,1	55,2	79,2	122,7	94,4
buckwheat	84,0	100,0	46,5	100,2	37,5	99,8
sorghum	42,8	87,5	32,4	83,5	10,4	102,6
millet	78,1	49,1	55,6	41,8	22,5	86,1
Fig	9,9	88,3	9,9	88,3	–	–
legumes	314,6	99,7	261,4	99,5	53,2	100,8
bean	48,3	99,4	14,6	99,6	33,7	99,3
pea	242,1	101,3	224,4	101,0	17,7	104,4
vetch	2,7	79,2	2,1	75,1	0,6	98,6
sweet lupine	3,5	70,5	3,3	69,8	0,2	85,4
Technical crops	9106,6	98,7	7782,7	98,5	1323,9	100,4
Soy	1280,3	94,8	1096,9	94,0	183,4	99,7
Winter rape and colza (spring rape)	1009,5	89,6	996,3	89,5	13,2	96,0
winter rape	975,9	89,1	963,3	89,0	12,6	96,0
colza (rape spring)	33,6	107,7	33,0	107,9	0,6	95,5
Sunflower	6509,7	100,8	5404,5	100,8	1105,2	100,6

*Dzherelo: formed on the basis of data [131].*

The agro-industrial complex is used especially in the rural area in order to achieve great obligations, but it is not suitable for sleeping in the ovens and boilers in non-gasified settlements. The creation of cooperative molding plants for converting straw into pellets can be one of the direct solutions to the problem.

Variation of one line from the production of pellets for a given hour to become 1.07 million UAH. On the balance sheet of the largest number of rural people, they are glad to transfer unsolicited accommodation, in which it is possible to place such lines, so that the line itself for the support of the communities of forces does not exceed 1.2 million hryvnia. The delivery of the syroviny can be supported by the transport of the sylskogospodarsky enterprises, which function in the borders of the forces and will act as post-employees of the syroviny, which will allow minimizing the variability of the syroviny [132, p. 110].

Rinkova variety of pellets from straw on this day is kolivaetsya in the boundaries of 6 yew. hryvnia / t, with the creation of a cooperative, yoga members can take such a cost for a price of 2–3 thousand. UAH for 1 ton iz minimum delivery charges. Aje lines from the production of pellets will be distributed near the villages themselves. Tobto one housekeeping, as a contribution to the establishment of the cooperative is close to 5–7 thousand. hryvnia can be repaid on an environmentally friendly solid fire for a maximum price of 3 thousand. UAH for 1 ton with delivery.

A study was carried out near the area of dry straw scalding, which resulted in the energy efficiency/energy value of scalding becoming 15 megajoules per 1 kg. The average has 2 kg. straw cost about 1 kg of wood per energy capacity. Straw is a source of thermal energy, the technology of which has already been well implemented, as well as the technology of victoria for spitting firewood, wood, wood, briquettes too thin. Also, 2 t. UAH [132, p. 110].

For efficient burning of straw pellets, households in rural areas can switch to scorching with more modern solid-fired boilers, the price for scalding is between 25-30 yew. hryvnia, which is more expensive, lower gas, but does not require additional deposits for connection to gas lines and can be drunk automatically on hard-burning briquettes.

Okrim of that special rural state can often or even more securely use water for firewood for heating for independent processing of straw and other grates from the wet farming. On this year, we will drink automatic presses for the production of pellets, the number of such pellets is 12 thousand UAH up to 30 thousand. hryvnia present on the

market manual press vary 1.5–2.5 ths. UAH per unit. For the help of some, it is possible in the home minds to make hard-burning briquettes from the straw of cereals and leguminous crops and fallen leaves.

Let's consider the biodiesel production and hard-burning briquettes necessary for the development of biogas production, especially for blood and alcohol plants.

Tokarchuk D.M. The relevance and potential for the development of technology of non-excessive production, the promotion of which significantly change the product compatibility and increase the profitability indicator, stimulate the development of autonomous production, improve the environmental and energy efficiency, are outlined. It has also been established that the conversion of organic inputs into wastes and savings from biogas plants is economically and environmentally optimal solutions. The products (biogas, biofertilizers) formed as a result of waste disposal help to solve the problem of meeting the needs of certain categories of material resources, namely energy and fertilizers, which will increase production while reducing the use of natural resources [133, p. 61].

Yak nominates Goncharuk I.V. € economical production of biogas from the output of the agricultural state, agriculture, output of the animal kingdom. It has been established that in order to ensure the energy independence of enterprises and the possibility of using biogas in the rainwater systems for transport or transmission in the gas transmission system, it is necessary to carry out the so-called modernization, or as much as possible completely clear the houses (air water and carbon dioxide). Instead of methane, it is necessary to bring it up to the level of natural gas (95-99%), after which gas can be taken away, it can be transferred to the gas-discharge zone, which is more accessible to achieve energy and environmental safety [134, p. 37].

The efficiency of biogas production from production outputs is presented on the basis of the practical functioning of the biogas complex (TOV "Organik D") as an additional production on animal farms with an intensity of 1000 tons, giving the possibility of surpluses for 6 UAH and 1.9 million UAH for a pig farm for dairy farms (tab. 6). Orientation compatibility of production of 1 thousand m<sup>3</sup> of biogas to become 13.2 thousand. hryvnia and 11 ths. UAH for 1 thousand. m<sup>3</sup> vidpovidno. In the process

of purification of biogas from CO<sub>2</sub> (total biomethane in biogas to become approximately 60%) and the sale of biogas to the gas transport system of Ukraine, the price of the mill on the cob in 2022 was 54 ths. UAH/m<sup>3</sup>.

Table 6

Efficiency of biogas production from cattle and pig manure

Type of raw material	Volume of processing, t	Entrance biogas from 1 t raw materials, m <sup>3</sup>	Gross output biogas, thousand m <sup>3</sup>	Cost of the received biogas, 1 thousand m <sup>3</sup> thousand UAH	Gross profit, thousand UAH	Net profit, thousand UAH
Pig manure	1000	60	60	13,2	1944	1115,2
Cattle manure	1000	50	50	11	1620	1070,0

Source: own research based on [133, 134]

To date, the Law of Ukraine "On Amendments to the Law of Ukraine" On Alternative Fuels "for the Development of Biomethane Production" No. 5464 of 05.05.2021 has been adopted in the legal field. The law has solved two main tasks:

1. Introduces into the legislative field of Ukraine the definition of the term "biomethane" – a biogas that in its physical and technical characteristics meets the regulations on natural gas for supply to the gas transmission and distribution system or for use as motor fuel;

2. Creates the "Biomethane Register" – an electronic system of accounts designed to register the amount of biomethane submitted to the gas transmission or gas distribution system and selected from the gas transmission or gas distribution system, as well as to form guarantees of biomethane origin, their transfer, distribution or cancellation and cancellation biomethane [135].

According to Furman IV, the implementation of the program "Roadmap for the development of bioenergy in Ukraine until 2050 and the Action Plan until 2025" should be complemented by the following measures to encourage state owners and tenants to use biofuel production technologies:

- concessional lending for the purchase of equipment for the production of biofuels;

- granting the right of priority lease of state lands for agricultural purposes to enterprises and farmers focused on the production of biofuels;
- providing state subsidies for in-depth research in the field of biofuel production to research institutions [136, p. 64].

At present, it is quite necessary to modernize sugar factories focused on biogas production, followed by in-depth modernization to create alcohol production (Fig. 3).

Creating a kind of production cluster based on sugar in the direct sugar plant, biogas plant, thermal power plant and distillery will allow:

- reduce the cost of sugar production because through the use of its own biogas you can give up expensive natural gas;

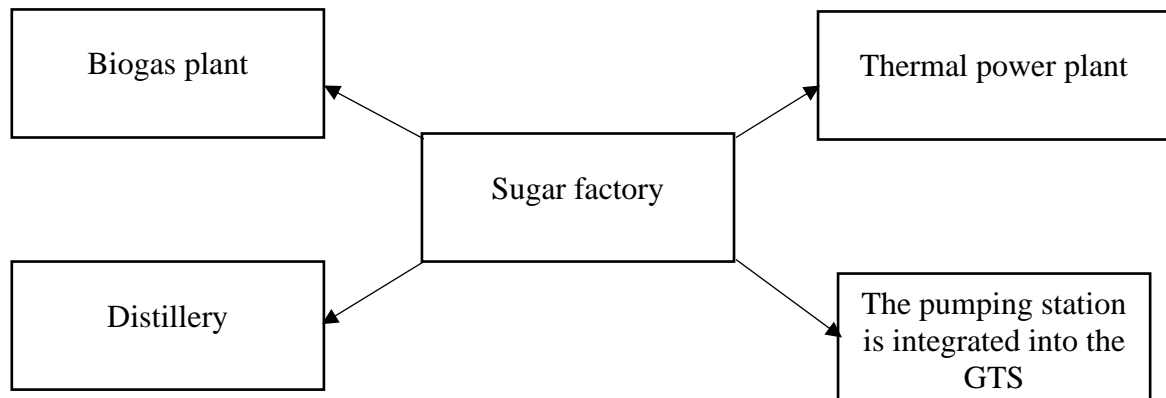


Figure 3. Schematic diagram of a production cluster based on a sugar factory  
Source: [117]

- to process waste from sugar factory (molasses and pulp) and alcohol (bard) for biogas and some waste from crop products (straw, husks, etc.);
- reduce the cost of alcohol production through the use of excess thermal energy from its own thermal power plant (CHP);
- to minimize wastewater pollution from alcohol and sugar production of the environment.
- to provide agricultural enterprises with high-quality organic fertilizer – digestate (the use of which will increase the yield of agricultural crops, including sugar beet and sunflower).

It is expedient to partially reorient privatized distilleries to bioethanol production, which is a rather profitable investment project for new owners of privatized

enterprises in the conditions of rising gasoline prices and the requirements of the legislation which provides for mandatory addition of bioethanol to gasoline.

The commissioning of biogas plants at the enterprises of the alcohol industry is an urgent issue for the strategic development of the regions. The proposed measures will allow:

1. Increase the profitability of the alcohol industry;
2. Increasing revenues to the state budget from enterprises of state enterprises in the industry;
3. Growth of investments in the industry;
4. To increase the gross regional product and the profitability of the industry as a whole [137, p. 38].

At the same time, the production of biogas at distilleries in the region will be able to give the following effect to the economy:

1. Increase the energy independence of the regions;
2. Reduce the cost of distilleries for energy;
3. To improve the ecological condition of water resources of regions;
4. Reduce greenhouse gas emissions.
5. Provide the livestock industry with protein feed.

The main deterrent to the development of biogas production at distilleries was primarily the reluctance of leaders and the state to improve production. By stimulating the development of alternative energy and increasing penalties for emissions from the waste industry, it is possible to stimulate this process [137, p. 38].

Therefore, the main directions focused on improving the production and processing of agricultural products for biofuels should be:

- compliance with rational crop rotations in the cultivation of crops;
- creation of small and medium-sized processing enterprises focused on providing services for processing oilseeds into biodiesel and cake in order to provide highly concentrated feed to the livestock industry;
- creation of state programs to support the development of solid biofuel production in private farms by compensating for the purchase of granulators of crop

residues (straw, husks, etc.) productivity of 50-100 kg per hour;

- modernization of sugar factories by creating production clusters whose products will be - sugar, biogas, bioethanol, electricity and digestate;

- creation of biogas productions on the basis of livestock complexes as auxiliary productions focused on electricity production or sale of purified biogas of biomethane extract with further sale in the gas transmission system;

- the use of digestate to increase crop yields as a way to improve the production of agrobiomass for further processing;

- reorientation of privatized distilleries to bioethanol production.

It is currently necessary for personal farms to use the appropriate equipment for self-support of their own heat supply needs (Fig. 4).

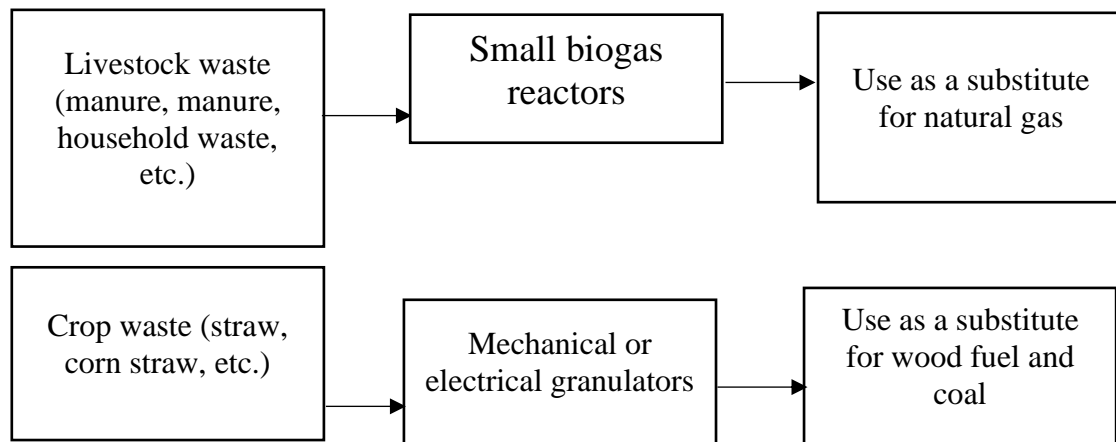


Figure 4. Schematic diagram of the processing of agricultural waste in private farms for biogas and solid biofuels

Source: [138]

Creation of the corresponding auxiliary productions will give the chance:

- reduce Ukraine's dependence on imported energy;
- to carry out processing of waste from own production and vital activity of personal peasant farms;
- provide subsidiary farms with granulated feed;
- minimize the cost of heating homes.
- to provide personal farms with high-quality organic fertilizer – digestate (the use of which will increase yields in homesteads).

To achieve competitive advantages in the grain markets, it is advisable to combine and use two types of marketing strategies: specialization and diversification. A combination of marketing, sales, production, organizational, financial and diversification strategies is proposed for individual sub-sectors. With their optimal use, the level of supply and consumption of domestic pasta and bakery products will increase significantly.

Implementation of the proposed directions of development of grain production and processing in Ukraine will allow:

- to provide agricultural producers with modern elevators for storing grain crops and reduce their losses during storage;
- increase the production of durum wheat and provide its own flour-milling and baking industry with high-quality domestic raw materials;
- reduce the price of flour in local markets through the development of small flour mills;
- to ensure the processing of feed grain in modernized distilleries focused on the production of bioethanol;
- reduce the energy independence of the state through the use of bioethanol as an additive to gasoline.

In the complex, the implementation of the proposed measures will significantly increase the competitiveness of grain products on world markets, maximize the profits of agricultural producers, increase state GDP and reduce dependence on imported energy.

The development of appropriate industries in the future will allow you to implement experience in the activities of territorial communities in order to heat budget buildings. In addition, the burning of fossil energy sources is the main source of greenhouse gas emissions that cause a climatic crisis. Therefore, to overcome the problem with infrastructure development of rural territorial communities, you should choose the purest and most appropriate alternatives. It would be advisable to organize their own production of fuel briquettes (pellets) of organic raw materials (straw, waste of corn, shrubs, reeds, other wood waste – trimmed branches, cods, etc.) by local



governments in rural areas. Appropriate measures will help dispose of unusable raw materials, provide part of the residents of the communities. In addition, in some areas it is possible to grow energy willow, which is a highly efficient resource for the production of pellets. As a result, some of the residents will receive additional earnings and communities receive cheaper and more ecological fuel to provide infrastructure with hot heat supply [138, p. 34].

We have developed and substantiated a model of marketing of interaction of agricultural producers for production of biofuels with a method of providing fuel and lubricants of agricultural producers and partial provision of production needs of crop and livestock industry. The directions of development of state support in the field of development of projects for the creation of biofuel industries are proposed. The need to create a model of public-private partnership in the field of scientific researches focused on biofuel production is argued.

The conducted studies confirm the importance of developing directions of improvement of production and processing of agricultural products for biofuels. Conducting large – scale modernization of sugar plants by creating complexes for biogas production, bioethanol electricity and digestive electricity will allow in the medium term to reduce the energy independence of Ukraine's economy from energy imports and create additional jobs in the APC. The use of digestat in agriculture will increase the yield of crops and reduce the cost of their production at the expense of the lower cost of this fertilizer compared to nitrogen fertilizers. Stimulating the production of solid biofuels through state subsidies to personal peasant farms to compensate for the cost of equipment in the short term reducing the consumption of natural gas by the population. Perspective for further research is to determine the potential of modernization for existing sugar and alcohol factories oriented to create the proposed complexes. It is advisable to identify ways of investing appropriate modernization and identifying a set of measures of energy oriented measures. The implementation of the proposed measures will significantly increase the level of competitiveness of agricultural products and can serve as a supplement to Ukraine's energy strategy for the period up to 2035 "Safety, energy efficiency, competitiveness".

The conducted research confirms the importance of the issue of developing models of marketing interaction of agro-industrial enterprises focused on biofuel production. Formation of own biodiesel production in rural areas, which will minimize the cost of purchasing fuels and lubricants. Carrying out large-scale modernization of agricultural enterprises by creating complexes for the production of biofuels will reduce the energy independence of Ukraine's economy from energy imports in the medium term and create additional jobs in agriculture. The use of digestate and oilseed cake in the main production of agricultural enterprises will reduce the cost of crop and livestock products. Stimulation of biofuel production through state funding of research in the field of biofuel production and compensation of interest on loans provided for the creation of appropriate biofuel structural units of agricultural formations is a necessary prerequisite for Ukraine's energy independence. . Promising for further research is to determine the potential of agriculture in the production of alternative energy sources.

10.46299/979-8-88680-819-3.7

## **7. Sales policy in the enterprise marketing system**

Today, in modern conditions, the sales activities of enterprises become especially relevant. This fact is due to the fact that the main source of income, and hence the condition of life of producers is the sale of their products and services in the form of goods, the total usefulness of which, ie their consumer value, is determined by the market. On the other hand, intensifying competition exacerbates sales problems, which only increase with stabilization and further growth in production.

Traditionally, Ukrainian companies pay less attention to sales policy compared to product, price, communication and service. It is used only when companies are unable to achieve competitive advantages in the market of their products. For most companies, sales policy is a question that outlines the general principles of production activities that companies are going to achieve in the field of building channels for the distribution of their products and their movement in time and space [141, p. 29].

In conditions of fierce competition, it is important to develop a clear program of sales activities and consistent implementation of its specific measures, starting with market research, creation of goods (services) and ending with targeted actions to promote it. Therefore, an important task of entrepreneurs is the sale of products, services in the market, sales promotion. Every enterprise faces the task of active sales activities and its improvement. The main thing in the market today is not to have a product, but skills, the ability to sell it to your advantage.

The success or failure of an enterprise depends on how carefully studied and established the level, nature, structure of demand and trends. The results of market research are the basis for the development of marketing strategy and product range. They determine the pace of product renewal, technical improvement of production, the need for material, labor and financial resources, as well as determines the amount to produce, where, when and at what prices will sell. The final results and financial stability depend on it.

The growth rate of production and sales, improving quality directly affect the cost, profit and profitability. The company's activities should be aimed at producing

and selling the maximum number of high quality products at minimum cost. Therefore, the analysis of production and sales is important.

Peculiarities of sales policy and its effectiveness at enterprises have been studied by domestic and foreign scientists, such as: L. Balabanova [139], V. Gamaliy [142], D. Jobber [144], V. Zayats [146], M. Kravchenko [148] and other. However, the issue of sales policy for companies is quite relevant and debatable and requires further discussion and research.

In the economic encyclopedia edited by S.V. Mocherny sales policy is interpreted as a set of post-production operations carried out by legal entities and individuals from the moment of manufacture to sale to the buyer [145, p. 593].

Sales is an integral part of marketing activities of the enterprise, which consists of a holistic process of bringing the product to the final consumer by taking marketing measures to study the needs, formation and stimulation of demand for the enterprise to meet consumer needs and profit [155].

In the opinion of A.D. Lyapunova [147, p.58] sales policy is the activity of the enterprise to bring goods from producer to consumer.

In the case of competitive markets, the relevance of the interpretation of sales as indicators of exclusively production systems is emphasized, which is due to the premise of strengthening the role of sales activities in the overall set of functions of the enterprise. In the interpretation of the essence of sales, there are approaches that consider sales as a process / activity, an open system of organization, as a system of relations, as a function (enterprise, department) / sphere of activity of the enterprise.

The purpose of sales is to bring to specific consumers of a particular product the necessary consumer properties in the required amount, at the right time, in a certain place, with the allowable (minimum) costs; subject of sale - a product or value; the object of sale - consumers, and the subjects - the production company and intermediary organizations (if any in the system of sales channels of the enterprise).

The main elements of the sales system include:

- sales channel - the defining link of the sales system of the product, which characterizes the peculiarities of operation, conditions and restrictions of sales activities;

- wholesaler (wholesaler) - a person (enterprise) that purchases a significant amount of goods from different manufacturers;

- retailer - a person (enterprise) who directly sells a relatively large number of goods to the final consumer and buys goods from either a wholesaler or a manufacturer;

- broker - a trade intermediary who organizes the sale of goods without buying it into the property;

- wholesale agent - an employee under a contract with the seller, who conducts operations at his expense; in this case, he may be transferred the exclusive right to sell the goods of the enterprise in certain amounts;

- consignor - a person who has his own warehouse and goods, but on the basis of consignment (ie the goods are transferred to him for safekeeping by the producer);

- sales agent (sales agent) - a person who independently sells the company's products to customers and has a different status: working with restrictions (on consignment terms), serving only this company or this consumer, etc.;

- dealer - a common type of sales agent, usually specializing in the sale of durable goods, require significant amounts of service, which the dealer and his assistants usually provide.

Sales mean:

in a broad sense - all the functional activities of the production enterprise, the final - the cycle of economic assets of the enterprise, which is realized after the completion of the production stage, which aims to bring to specific consumers, with allowable (minimum) costs, and implemented by the sales system of the enterprise;

in the narrow sense - a set of functional responsibilities of the sales department, sales (including - sales incentives), distribution, pricing decisions under pricing policy.

Sales policy should be understood as a system of decisions made by the seller in order to implement the chosen strategies and obtain the greatest effect of sales of goods.

Accordingly, when forming a sales system, the manufacturer must focus on the consumer and develop a system best suited to him. At the same time it is necessary to make many strategic decisions. Among the strategic ones, the most important are: the choice of sales methods, the formation of the logistics system, the definition of trade channels, as well as forms of integration of participants in the process. The operational sales decisions, which are constantly adjusted depending on the conditions of the external and internal environment, include the following: adaptation of sales channels, implementation of operational sales activities, optimization of the number of customers, determining forms and methods of sales promotion.

The most difficult problem of sales management in fierce competition is to gain or maintain a dominant market share, as well as gain an advantage over competitors, so product sales should be viewed from a fundamentally different angle - through the prism of market supply and demand. This is the main task of the sales management system should be the realization of the economic interest of the manufacturer in obtaining business profits, taking into account the demand of mainly target consumers, including the state.

Most often, sales are defined as a set of measures that indicate the completion of the finished product of the consumer, ie from the standpoint of marketing or logistics.

The role of sales in the enterprise is that:

- sales is a continuation of production activities, which not only preserves the created, but also creates additional consumer value and the value of the goods, increasing its total value;

- sales are aimed at the commercial completion of marketing and material completion of production activities of the enterprise; at the same time identifies, forms and implements not only the specific economic results of its activities, but also the specific needs of specific consumers, ie, being one of the most important business functions of a manufacturing enterprise, it not only embodies its corporate mission but also determines it;

- sales policy is one of the sources of competitive advantage of both goods and enterprises in general [156, p.246].

The sales activities of the enterprise are carried out through the mechanism of operations, which have the following:

- find a buyer and enter into an agreement with him: competently draw up a contract or agreement, which specifies all conditions: products, quantity, quality, price, basic terms of delivery, form of payment, force majeure, terms of delivery and acceptance of goods, etc.;
- fulfill the contract: prepare the goods for delivery, deliver it to the buyer, make payments for the delivered goods.

The main elements of sales policy are:

- transportation of products - the process of moving it from producer to consumer;
- finishing of products - selection, sorting, assembly of the finished product, etc., which increases the availability and readiness of products for consumption;
- storage of products - creation and maintenance of necessary stocks;
- contacts with consumers - actions for the transfer of goods, ordering, organization of payment and settlement transactions, legal registration of the transfer of ownership of the goods, informing the consumer about the goods and the company, as well as collecting market information.

According to K.O. Glazkov, sales policy for modern Ukrainian enterprises, is the process of promoting finished products on the market and the organization of trade in order to obtain business profits [143, p.105].

Yamkova O. M. [154, p.54] emphasizes that companies need to use in their practice new models and methods of sales policy, which will provide a timely response to changes in the actions of consumers, intermediaries and competitors.

According to N. Terentyev, the formation of sales policy can be influenced by innovative processes of development of technologies, equipment, materials, products and services in the industry [158].

The whole process of production and sales begins with forecasting sales and forming a portfolio of orders. Sales forecasting is carried out by studying demand, market conditions and assessing its situation. The study of market conditions includes

an assessment of a set of conditions and factors that determine the current market situation. The situation is assessed at the macro level, at the industry level and at the level of the commodity market (often regional). The main areas of evaluation are: the state of supply and demand, as well as factors influencing their state and dynamics.

The sales forecast is different terms: long-term, medium-term, short-term. Depending on the industry specifics, the nature of products, variety of products, sales regions, different companies need certain types of forecasts. But in any case, market research plays a key role in forecasting sales.

Taking into account the forecast and existing orders, a production plan is formed, which produces the finished product. Within the framework of our research it is not necessary to consider the production process, so we will move directly to the sales process and sales policy of the enterprise.

Today, as a rule, the product management system is built and operates in accordance with the chosen sales policy of the enterprise, which aims to address issues related to the completion of manufactured goods, their storage and transportation, transactions and settlement operations. Sales policy also provides information to consumers about the company, product and obtain information about the state of affairs in the market of relevant products.

In our opinion, the development of sales policy of the enterprise should include: development of internal standards (rules) of sales activities and their documentary consolidation in the provisions of sales policy; analysis of the adequacy (with further refinement) of the existing organizational structure of marketing departments dealing with product sales, modern business conditions, adjustment of organizational structure (bringing it in line with the principles of internal control system and basic requirements for its organization); development of a set of organizational and regulatory documents (in particular, regulations on departments and job descriptions) that regulate the sales activities of the enterprise in market conditions; development of formal procedures for control of sales (sales) of finished products.

Mark Johnston and Greg Marshall believe that there are major changes in personal sales and management. They are caused by several behavioral, technological



and managerial factors that lead to serious and irreversible changes in the understanding and solution of sales professionals. Behavioral factors include rising consumer expectations, globalization of external markets and disintegration of domestic ones; to technological - automation of the sales department, the emergence of virtual offices and electronic sales channels. From the managerial point of view it is a question of shifts in the direction of direct marketing, outsourcing of sales functions and their mixing with marketing functions. In the broadest sense, the challenges of modern times can be divided into three main groups: innovation - the willingness to think out of the ordinary, work differently than others, and be open to change; technologies - the use of a wide range of technical means available today to sales departments and their managers; leadership - the ability to achieve results for your organization and customers. Innovation, technology and leadership are topics that are constantly heard in the field of sales management. As companies now operate in a global marketplace, these concepts are also becoming global. The products are developed in one country, produced in another, and sold worldwide [165].

We believe that sales policy should be considered as the general principles of the enterprise with the direction of building distribution channels of products in order to obtain the end result - profit.

In this context, the basic principles of distribution, similar to the principles in other areas of marketing-mix:

- purposefulness - compliance of the accepted decisions to achievement of the purposes set by the enterprise;
- comprehensiveness - taking into account marketing information that takes into account the requirements of consumers in accordance with their needs;
- complexity - consideration of sales policy with other elements of the marketing mix (product, price, communication and service policy);
- coordination - the compatibility of sales decisions with decisions in the field of goods and its pricing;
- adaptability and flexibility - taking into account the state (and changes) of external and internal factors of the enterprise (customer requests, problems of potential

participants in the sales channel, own sales costs, sales policy of competitors, government policy in taxation, regulation of contracts and agreements with other market participants etc.);

- customer orientation - the direction of establishing long-term, mutually beneficial relationships with partners (sales, communication, service, etc.) in the formation of a "chain" of value creation for consumers;

- efficiency - ensuring optimal for specific conditions the relationship between the obtained (planned) results and the costs incurred;

- the principle of "timely", based on the concept that provides for the receipt of stocks in the required quantity, in the right place and on time to meet the needs of customers when the logistics chain or the consumer needs it.

To date, the main functions of sales system management can be distinguished: the function of planning, the function of organization, coordination, motivation, innovation function and the function of control and regulation (Table 1).

At the initial stage of sales system management we talk about planning functions. It consists in the development of long-term and operational sales plans, analysis and evaluation of market conditions, the formation of an assortment plan of production to order customers and the choice of distribution channels and movement. All these measures are necessary for the further organization of the sales system.

Table 1. Sales system management functions

Functions	The content of the function
Planning	development of long-term and operational sales plans, analysis and assessment of market conditions, the formation of an assortment plan of production to order of customers and the choice of distribution and movement channels
Organizations	organization of warehousing and packaging for finished products, sales and delivery of products to consumers, sales channels and distribution networks, advertising campaigns and sales promotion activities
Coordination	concluding agreements with partners; information, resource and technical support; establishing feedback from consumers; coordination of all activities of the functional sales department, its relations with the internal divisions of the enterprise and the external environment
Motivation	evaluating the quality and performance of employees; measures for material and moral motivation of personnel involved in the sale of products; training and advanced training of personnel; development of a system of motivation of employees of the sales department in the sale of products

Continuation table 1

Innovation	ensuring continuous improvement of production based on the introduction of the latest technologies, products, controls, etc.; is to promote and implement the novelty of commercial ideas in the implementation of technical and economic, scientific developments, projects related to sales; application of creative solutions when choosing a sales strategy, customer service
Control and regulation	evaluation of sales results; control over the implementation of sales plans; evaluation and promotion of sales staff

The function of the organization includes the formation of inventories, the organization of warehousing and packaging for finished products, sales and delivery of products to consumers, maintenance of trade channels and distribution networks, advertising campaigns and sales promotion activities. This function provides the main activity of the sales system.

The function of coordination is to develop and conclude agreements with partners, including information, resource and technical support of sales activities, establishing feedback with consumers, coordination of all activities of the functional sales department of the enterprise, its relations with internal departments and the external environment in particular.

Motivational function at the stage of sales system management assesses the quality and performance of employees of the sales department, takes into account measures for material and moral motivation of company staff engaged in product sales, training and retraining, develops a system of motivation of sales staff to sell products.

The innovative function forms the provision of continuous improvement of production based on the introduction of new technologies, products, controls, etc., is to promote and implement the novelty of commercial ideas in the implementation of technical and economic, scientific developments, projects related to sales, application of creative solutions time of choosing a sales strategy, customer service.

The function of control and regulation is to assess the results of sales activities, control the implementation of sales plans, evaluation and promotion of the sales staff of the enterprise. It ensures the coherence and uninterrupted operation of the sales system.

The main functions of sales system management create internal control of sales activities, which involves the analysis of sales activities of the enterprise as a whole, individual sales channels and with individual intermediaries.

According to the basic management functions of M. Mescon [157], the sequence of sales management of enterprises consists of the following stages: defining sales objectives, indicators, criteria and management methods, sales planning, organization, motivation and control.

German researcher P. Winkelmann emphasizes that sales management should perform four main functions, namely planning, organization, motivation and control. In his view, these functions, as a rule, cover all types of management activities for the creation of material values, and financing and marketing [164].

The sales policy of the enterprise in the distribution system should take into account the following factors as the initial characteristics of functioning (Fig. 1).

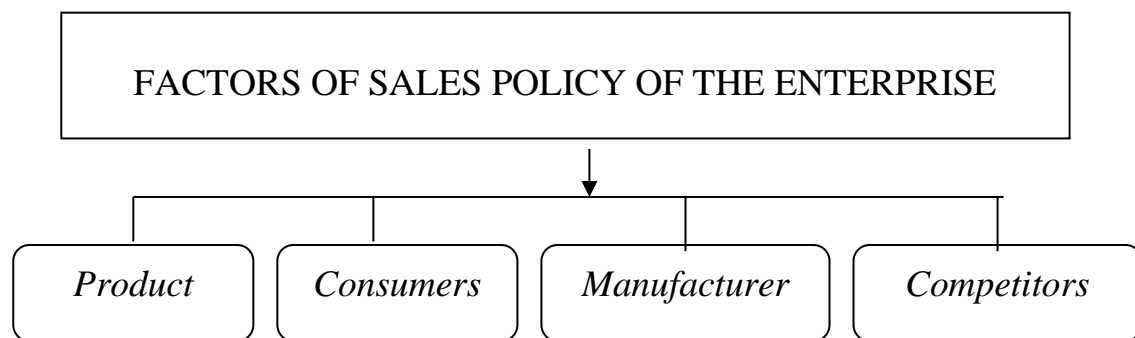


Figure 1. Factors of sales policy in the distribution system

Source: adapted by the author based on [140]

Product (goods), the result of the enterprise to meet the needs of consumers.

Consumers (number of consumers or their groups), distribution by territory, customs, culture of purchases, attitude to methods of selling goods.

Enterprise-manufacturer - size (micro, small, medium, large), financial potential, experience, image, development of its own distribution network.

Competitors (number of competitors), type of competitor, stability of position, image, the presence of direct and indirect forms of sales, protection against monopolies.

Factors in sales policy, in addition to the above, should also take into account the maintenance of contacts, negotiations and commercial agreements between sellers and buyers, the concentration and dispersion of goods, ensuring the placement and preservation of goods.

A number of scientists [159] identify other groups of factors influencing the sales policy of the enterprise. The main ones are endogenous and exogenous. Endogenous factors indicate the range and characteristics of the product, sales potential, enterprise development strategy. Exogenous take into account the elements of the market, political, socio-cultural, economic, legal.

Sales activities are influenced by various factors that must be taken into account for its effective functioning. External factors include:

- features of consumers (the situation in the target market, the number of potential consumers, their awareness of the product, requests and habits, preferences, time, reason to buy, the desired level of service, etc.);

- features of competitors (number of competitors, market share, which channels are used, their strengths and weaknesses in sales, relationships with intermediaries, etc.);

- features of intermediaries (number of intermediaries, experience, opportunities, requirements, goals, etc.);

- the state of the macroenvironment (domestic legislation, political and economic situation in the country and the world, geographical location, etc.).

The internal factors include:

- goals and strategies of the enterprise;

- features of the product (place in the classification by purpose and consumer habits, range, method and term of storage, method of transportation, volume of finished products, necessary services, etc.);

- potential of the enterprise (financial condition, technical equipment, production facilities, personnel, organizational, information resources).

Economic efficiency of the enterprise as an indicator is characterized by the ratio of result and cost.

Thus, in our opinion, while manufacturers have to operate in a volatile environment with a high level of competition, the role of sales will grow steadily.

The sales policy of the enterprise is represented by a set of subjects of sales activity of a certain structure, certain functional powers and responsibilities, as well as organizational and legal relations and relationships. The sales system is characterized by forms, methods and organization of sales.

The presence or absence of intermediaries determines the following sales methods:

- direct sales (direct contacts with consumers);
- indirect sales (intermediary services).

There is mixed sales, which is determined by the use of both direct and indirect relationships with consumers.

Each company must make a management decision about the method of sales they will use.

The direct method of sale involves the sale of goods or services to the final consumer by the manufacturer without the use of intermediaries. The implementation of this method in practice is possible in two ways:

- 1) through the creation of its own outlets for the sale of its products and services;
- 2) by personal sale.

The direct sales system involves the direct sale of end-user products, which corresponds to the direct sales channel. A defining feature of such a system is the ability for the manufacturer to control the route of passage of goods or services to the final consumer, as well as the conditions of sale.

It should be noted that the use of such a marketing system entails significant non-production costs, which are due to the need to create significant expensive inventories and the cost of large resources to implement the function of direct delivery (sale) of goods to the final consumer. risks of movement of goods.

Direct sales are carried out using:

- regional sales branches with a staff of qualified specialists who know the local market, competitors who are able to offer appropriate to consumer demands terms of sale of goods and services;

- sales offices or services without the creation of inventories with the functions of concluding agreements "to order", studying the market to maintain contacts with consumers;

- special agencies that have or do not have the right to conclude agreements, the functional responsibilities of which, among others, include the demonstration of goods to the customer;

- retail network (kiosks, shops, salons, etc.).

Direct sales has advantages and disadvantages. The advantages are that the company can have a large profit; the share of cash increases; the manufacturer knows the consumer well; there is a direct control of the price and quality of goods; it is easier for the company to maintain the image; consumers are more willing to buy from a manufacturer than from an intermediary; flexible pricing policy.

The disadvantages of direct sales are: increased costs for building a sales management structure; the accounting of commodity and cash flows becomes more complicated; the need for large investments; limited service area; small sales volumes. Opening your own outlets to sell your products and services requires significant investment.

The essence of the method of sales "personal sales" is that the company creates its own sales team, members of which are employees of the manufacturer. The sales team is looking for the end consumer and sells products and services.

In addition to forming a list of potential customers, at this stage the sales manager must:

- 1) carefully get acquainted with products and services (knowledge of goods and services, understanding its features means understanding its usefulness to consumers);

- 2) to study similar products and services of competitors (knowledge of goods and services sold by competitors, allows the seller to oppose their preferences to the respective disadvantages).

The uniqueness of personal selling is that each consumer feels the concern of the company about him and around his interests.

Therefore, the task of the sales manager is to identify the needs of the consumer and select the product and service that best meets his needs and provide him with the appropriate benefits.

Some companies consider the direct method of sale (and personal selling in particular) the most effective among the tools of sales policy. These views are based on the fact that in the case of a direct method of marketing communication with the end user is through employees of the manufacturer, who are best known for their products and services, are the basis for solving sales problems that are typical of today's market.

Sales systems are divided into simple and complex depending on the organization of functional activities and management [160].

Simple systems are structured. Complex systems are characterized by several levels and multifunctionality of the enterprise, many subjects of sales activities, as well as the use of different approaches to coordination and organization of management of these entities.

The sales policy of enterprises should be considered as a purposeful activity, principles and methods, the implementation of which is designed to organize the movement of goods to the final consumer. The main task of this process is to create conditions for the transformation of the needs of potential buyers into real demand for a particular product.

Functionally, activities in the sales policy system are divided into work related to the formation and development of sales channels (commercialization), and operations on the physical distribution of goods, ie the organization of marketing logistics, possibly also the integration of these functions. The functions of distribution channels are numerous, but the main ones are:

- transportation - movement of goods from the place of its production to the place of consumption or sale;



- "crushing" - ensuring the availability of goods in quantities that meet the needs of end users;

- layout - the formation of a block of specialized and / or complementary goods needed in different situations of consumption;

- establishing contact - actions that promote access to remote and numerous groups of consumers;

- creation of information links - development of knowledge about market needs and conditions of competitive exchange;

- accepting part of the risk - bearing the burden of responsibility (financial, organizational and, to the fullest extent, moral) for the functioning of the channel itself.

The current system of sales organization at the enterprise should correspond to the general strategy of the enterprise, its main activities, ensure efficient operation of production, sales, warehousing, logistics and other activities, which will deliver products to the consumer in a timely manner [161].

The formation of sales strategy of the enterprise is influenced by many factors. The most important among them:

- 1) products and services produced by the enterprise;
- 2) the microenvironment of the enterprise;
- 3) consumer audiences (their needs, tastes and preferences);
- 4) conditions of competition.

The sales strategy should determine:

- types of intermediaries and its role in the sales chain;
- level of sales selectivity;
- opportunities for wholesale and retail;
- after-sales service needs;
- optimal structure of methods and sales channels;
- price structure for the final buyer (consumer);
- direction in the field of sales communication.

Sales policy is a system of decisions made by the seller in order to implement the chosen strategies and obtain the greatest effect of sales of goods.

The company's sales strategy includes a number of components: management strategy, coverage and penetration. All this characterizes the sales strategy as a strategy of interaction of material and information flows in the overall logistics system of sales policy (Table 2).

Table 2. Components of the sales strategy of the enterprise

Types of strategy	Strategic goals
Management strategy	Organization of a comprehensive action plan and ensuring competitive goals for the effective operation of the enterprise in the field of sales
Coverage strategy	Achieving maximum access of the enterprise to the market and its content, capturing the largest possible share
Penetration strategy	Achieving the maximum level of demand, a set of actions aimed at ensuring the goods a favorable position in the market

Management decisions that determine the possibility of these components of the sales strategy of enterprises and their specific combinations, provided by appropriate options for the organization of the sales system and the structure of sales channels.

At any stage of the life cycle of the enterprise, the effectiveness of sales activities depends on the effectiveness of marketing strategies for sales management. Given the organization of a comprehensive action plan and ensuring competitive goals for effective sales activities.

The coverage strategy allows you to choose the structure of the sales network, the structure and parameters of sales channels, and, consequently, the choice of the nature and volume of sales. The coverage strategy helps to achieve maximum market access and its content, capture the largest possible share.

Penetration strategy - communication strategy, the choice of the object of communication impact of the enterprise. Contributes to the achievement of the maximum level of demand, a set of actions aimed at ensuring the goods a favorable position in the market.

Both of the presented communication strategies complement each other and in practice are used by manufacturers together as a combined strategy, which provides a certain distribution of influences on communication and promotion of goods between the subjects of the distribution network: consumers and intermediaries. The ratio of the

two main trends: the growth of intermediary costs and the relative reduction of specific communication costs creates the preconditions in favor of the benefits of the penetration strategy.

The choice of a strategy for the sale of a particular product or service is determined by the factors of the product or service, the goals of the enterprise and its competitive position in the market.

For enterprises, the sales strategy determines:

- types of intermediaries and their role in the supply chain;
- level of sales selectivity;
- possibility of wholesale and retail;
- the need for after-sales service;
- optimal structure of methods and sales channels;
- price structure for the final consumer;
- direction in the field of sales communication.

When the sales strategy is implemented and the expected result is achieved - the company has achieved its goal, so it worked effectively. And if the goals are not achieved, the sales strategy should be reviewed, improved or abandoned, choosing the best. It is also important to understand that one of the determining factors in the organization and research of sales is planning and forecasting market trends.

A well-thought-out management vision prepares companies for the future, finds early directions of development and determines its intention to take its place in the market. Strategy development and forecasting is one of the main functions of the sales service to organize their work. The development of sales strategy greatly affects the well-being of the enterprise, the development of competitive and effective strategic actions and the implementation of the strategy, so as to achieve the intended results. Successful strategy and its skillful implementation - these are the signs of a skilled organization that should be sought.

Generalization and critical rethinking of the views of both foreign and domestic scientists leads to the conclusion that to create a sales strategy for the company requires a number of conditions:

1. Establish external and internal factors that determine the organization of the distribution network;
2. Define the main goals and sales strategies;
3. Choose sales channels and appropriate basic methods of traffic management;
4. On a regular basis to analyze and monitor the functioning of the distribution network.

At the stage of identifying internal and external factors that can significantly influence the formation of sales strategy in a commercial enterprise, analyzes the consumer market of the enterprise, selects and evaluates industry competitors, and identifies trends to increase (or, conversely, decrease) sales. goods and services.

The second stage, the definition of priority goals of the sales strategy are formed areas of delivery of goods and services sold by a commercial enterprise to the final consumer in the best quality and quantity, as well as the place of the transaction. In addition, it is necessary to obtain the greatest financial benefits.

At the third stage in the process of determining and evaluating the channels of trade, it is advisable to establish the characteristics of the width and length of sales channels. The main factors that determine these characteristics are: product quality, the possibility and features of its transportation, remoteness and geographical location of the manufacturer, the presence of competitors in the market, the range of products and services sold on the market.

The final stage of analysis and control over the functioning of the distribution network involves a systematic assessment of the system of measures involved in collecting information and the formation of certain corrective processes that improve the efficiency of the distribution network in future periods.

The company's sales policy should be built in such a way as to provide the company with the best competitive position in the market at the optimal cost. The growing level of competition in today's market leads to the fact that companies have to solve four main sales problems through their own sales policy:

- first, the ability to explain the difference between similar goods and services - only a small number of companies produce and market products that are better in many respects than those of competitors.

- secondly, the ability to group goods and services, forming so-called "complex (optimal) solutions" - because consumer demands are complicated from time to time.

- third, the ability to sell goods and services to more prepared customers - usually before making a final choice, buyers analyze and evaluate alternatives. Therefore, retailers must be prepared to meet with informed customers and have the results of marketing research of competitors' products.

- fourth, the ability to advise customers - research shows that 75% of buyers and customers of various institutions believe that the concept of "purchase" includes not only a formal act of purchasing a thing or receiving a service.

The strategic direction of sales activities is provided by the following conditions: strengthening the marketing orientation of the enterprise; systematic identification of sales risks and marketing opportunities of the enterprise in the field of sales; ensuring effective long-term marketing interaction of the enterprise with customers and business entities; setting and adjusting strategic goals; development of optimal sales strategies of the enterprise [162].

When developing a strategy of sales policy of the enterprise, it is important to take into account a number of factors that are important for the consumer:

- the size of the batch of goods sold - the smaller the batch size, the higher the level of service;

- waiting time, during which you have to wait for the receipt of goods - fast delivery indicates the highest quality of goods;

- convenience of location - promotes the best sale of goods;

- variety of products - consumers prefer to deal with traders who offer a wide selection of goods;

- ancillary services provided within the channel - delivery, installation, warranty service, certification, credit and more.

The formation and implementation of sales policy involves a set of solutions, as shown in Fig. 2.

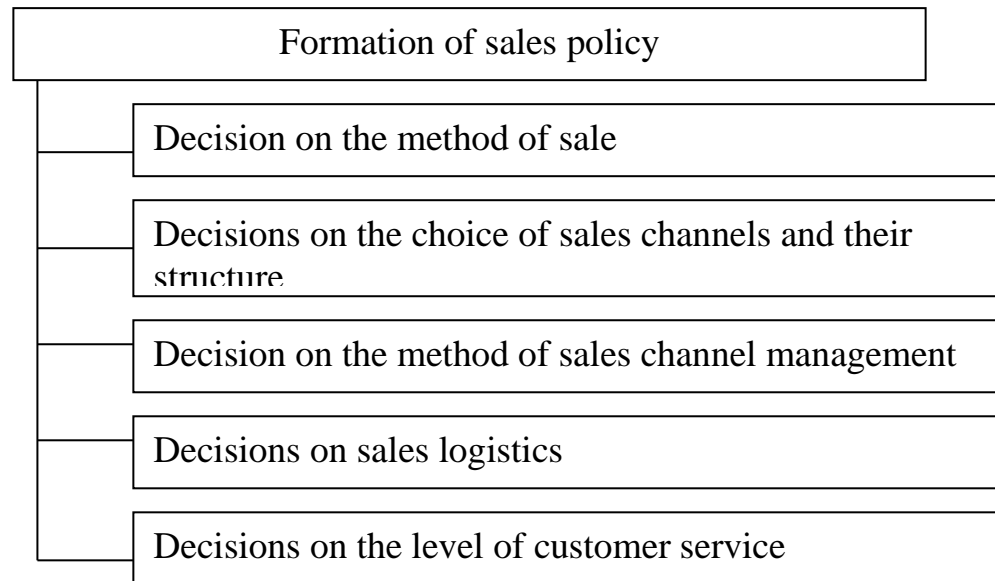


Figure 2. The process of forming a sales policy for the company

The sales policy of each enterprise should solve the outlined problems. Therefore, sales policy in the modern sense consists of three components:

1) plan of sales and formation of distribution channels (enterprises must determine what volume of products and services need to be sold and through which distribution channels);

The process of planning the sales activities of the enterprise is carried out according to the following algorithm:

- identification of key factors of the economic situation (determination of external and internal factors);

- selection of source information (identification of sources of internal and external information).

- analysis of the current situation: analysis of the plan of production and sale of finished products, the results of the enterprise, analysis of costs for the organization of the movement of goods, fulfillment of customer orders, analysis of the risk of an adverse situation.

- development of sales plan for finished products: development of the concept of the main or alternative plan (in case of unforeseen situation), development of strategy to achieve goals, development of organizational measures for strategy implementation, development of time scales and cost tables, schedules, sales plan verification methods.

2) logistics (physical process of delivery of the product and services to the buyer, together with information flows that should ensure its efficiency);

The activity of specialists in the field of logistics is to optimize the set of logistics functions, which is carried out in the organization of the initial material flow of the production enterprise.

These are the functions of logistics, such as:

- transportation of consignments to consumers;
- inventory management of finished products;
- warehousing and storage of finished products;
- planning, organization and management of logistics service.

Sales activities for the company require significant costs for its implementation. The main part of these costs is associated with the implementation of the following logistics operations: loading; transportation; warehousing operations; collection, storage, processing and issuance of information on orders, stocks, deliveries, etc.

3) customer service (includes all aspects of the relationship between the seller and customers, which include a stable order execution time, effective communication and constant availability of the product or the ability to provide services.

The level of service is determined by the "minimum time to buy goods and ease of purchase" by optimizing the time spent for the buyer and seller.

A high level of customer service is an activity to offer the most efficient form of sales. In addition, the management of the customer service process is closely related to the management of important economic indicators of the trading company, which significantly affects its financial position. The effectiveness of this management directly affects the volume of sales, income and profits of enterprises and, consequently, the financial capabilities of its future development.

However, current practice shows that many buyers are willing to exchange related services for a lower price.

When choosing a distribution channel, it is important to focus on which segments are served by these channels, what are the strengths and weaknesses of different intermediaries, if possible, you need to take into account the experience of competitors. An important guideline for the legal framework, in some countries the use of distribution channels is prohibited, such as restricting competition or aimed at establishing a monopoly. In the end, preference is given to a channel that can bring maximum profit [154, p.55].

Taking into account the realities of Ukrainian business development, there are features of multilevel product promotion, so-called network marketing, which is the concept of selling goods and services based on a network of independent distributors (sales agents), each of which, in addition to sales, has the right to attract partners who have similar rights. Network marketing sets certain goals:

- reduce the cost of products by eliminating the cost of advertising and cooperation with wholesalers.

- eliminate the possibility of counterfeiting products. Since cooperation takes place directly with a specific consumer, the possibility of counterfeiting is virtually ruled out.

- speed up the process of delivery of products from producer to consumer. Acceleration of delivery is achieved by creating a network of warehouses in the cities where the goods are sold.

- to create high-quality motivation of employees at the expense of monetary rewards or expansion of professional opportunities.

Thus, the essence of network marketing: products or services produced by the enterprise, is distributed by reaching the population of the country in the form of informing it, resulting in its purchase. Thus such difficult task is solved through exclusion of all intermediaries and delivery of production directly to that person who wants to get it. However, the main function of the movement of goods in this system is to unite in one person the consumer and seller. It becomes obvious that the purpose



of this concept is not to make money for the sales agent, but to expand the market to the manufacturer.

There are other trends in the development of sales channels in the Ukrainian market. Currently, both at one end of the distribution chain (in manufacturers) and at the other (in retail) there is a desire to reduce the number of intermediaries. The largest retail operators are investing heavily in building their own distribution centers. In such enterprises, more than 80% of the entire range goes through their own distribution centers [147-152]. This means that the network depends very little on the wholesale chain: manufacturers have the ability to make direct deliveries to the network. At the same time, manufacturers, using the opportunities to reduce trade margins in the channel and higher price control, organize direct retail deliveries - both in the network and in individual stores [149, p.309].

Another trend in distribution channels is the improvement of the transport component of the channels to reduce the time of storage and sale of goods, reduce staffing, increase producer profits and the quality of information about the movement of goods. Day-to-day or next morning deliveries are becoming the norm for suppliers.

Trademark owners have recently tightened their control over pricing policy. To this end, large companies - trademark owners are moving towards creating their own distribution systems. In addition to managing the final retail price, own retail chains can significantly increase brand awareness, brand popularity [139, p. 67].

Changes in the quantity and quality of consumers' free time have become a new trend. Today, many consumers are very busy and this is very much reflected in the choice of places where they shop - saving time is no less important than saving money. The typical consumer now visits one, in some cases two stores, so such shopping centers are popular, where the buyer can make various purchases without leaving a relatively small area of the center. Recent research shows that while deciding on the location of a point of sale remains vital, the main factor influencing consumer choice is convenience, which is determined by the ease and speed of access to goods. A significant factor was the general motorization. Sunday shopping has become an everyday fact of life, because on weekdays family members work. Often these joint

trips are considered as rest. Another important fact of life is the emergence of online stores, through which you can shop seven days a week, 24 hours a day, without leaving home. All these facts indicate that the value of distribution channels varies depending on the ways consumers spend their free time [143, p.104].

A very important trend is to increase the width of the channels used by manufacturers, reducing the depth. The reduction in depth is due to the reduction of intermediate links, and the expansion of channels makes it possible to increase sales from the use of new channels: the Internet, vending machines, various associations of wholesalers and retailers, and others.

Wholesale trade includes all activities for the production of goods and services to those who purchase them for resale or use in business. In the traditional distribution system, wholesalers ensure the efficiency of the trading process, so that the goods get from the manufacturer to the final buyer faster and with minimal costs.

First, manufacturers, especially small ones, with limited financial resources are unable to maintain a system of direct marketing of goods, so they should turn to intermediaries who will sell large batches of goods.

Second, even with sufficient capital, the producer is more likely to prefer to direct funds to the development of production rather than the organization of trade.

Third, the efficiency of the wholesaler in the distribution of goods is higher, due to more business contacts, the availability of special knowledge and skills, as well as focus on a particular activity. After all, retailers, who have to work with a wide range of products, prefer to buy goods from one wholesaler, rather than parts from different manufacturers.

Wholesalers perform many functions, including sales and incentives, purchasing and forming a product range, breaking down large batches into small ones, warehousing, transportation, risk-taking, market information, and consulting.

A number of economists emphasize the need to divide the functions of wholesale trade into production and commercial. Production functions are functions that are a continuation of the production process in the field of circulation and are associated with

the physical movement of goods through distribution channels, their storage, transportation, packaging, packaging, etc.

An turn, commercial or direct trade functions, primarily related to the change of ownership, ie purchase and sale and aimed at making a profit and meeting consumer demand. In our opinion, at the micro level it is expedient to detail and specify the functions of wholesale trade in relation to producers - suppliers of goods and buyers of goods, which are industrial consumers, wholesalers, wholesale food markets, retailers and other business entities (Table. 3) [150].

Table 3. Wholesale trade functions at the micro level

Functions for manufacturers - suppliers of goods	Functions for buyers of goods
Purchasing goods and influencing producers to target customers	Assessment of needs in goods, facilitation of procurement processes
Simplified sales functions	Transformation of a narrow product range into a wide range of trade
Transportation of goods	Formation of the necessary sizes of parties of delivery and storage of stocks of the goods
Storage of inventories, reducing the need for production capital	Lending to buyers when paying for goods sold
Financial support, lending to producers	Customer service
Reduction of commercial risk of manufacturers, including through insurance and hedging	Determination of optimal forms and methods of commodity supply
Providing suppliers with up-to-date information on the market and customer requirements	Providing information and consulting and logistics services
Creating a positive image of the manufacturer in the market	Leasing of durable goods for industrial and technical purposes

It should be noted that the above classification takes into account the focus of wholesale trade on market participants (producers and buyers). In addition, there are different classifications of the functions of wholesale trade, in particular on the grounds of focus on certain components of the process of trade [152, p. 274].

Suppliers of industrial and technical products use the services of wholesale intermediaries in some other cases, namely, when they supply large quantities of standard quality goods that do not require special training from the consumer, or when seeking to reduce costs by reducing inventories, transferring goods for storage to wholesale intermediaries.

The following types of intermediaries are common:

- dependent sales agents / representatives / brokers acting on behalf and at the expense of the client, their specialization - the conclusion of agreements between producers and consumers, from which they receive a reward in the form of interest on sales or commissions, such intermediaries bear minimal risk;

- distributors acting at their own expense but on behalf of the manufacturer. Such intermediaries have the right to return the goods, receive a reward for the difference in purchase and sale prices and bear more risk than dependent intermediaries, but less than dealers.

- dealers who become owners of the goods, act at their own expense and on their own behalf, they receive income from the difference in purchase and sale prices and bear the maximum risk.

Intermediaries are independent or connected to a vertical or horizontal marketing system (network), which can be:

- contractual (between intermediaries of different levels or one level);
- corporate (one of the intermediaries acquires the right to participate in the capital of other participants in the sales channel);
- managed (the largest participant of the channel coordinates the activities of other intermediaries).

At the same time, the initiator of the creation of such a structurally complex distribution channel can be any level - a manufacturer, wholesaler or retailer.

In the West, the form of relations between wholesalers and industrial firms is becoming more widespread, when the first to be assigned to the maintenance of equipment that is already in the end consumers. This form of communication is beneficial for both suppliers and intermediaries. Manufacturers are exempted from having to have staff to perform such operations. In turn, intermediaries, having their own staff of maintenance workers, no longer depend on suppliers [142, p. 59].

Consumers of industrial and technical products are also interested in the services of wholesale intermediaries. As a result of faster delivery of goods to the consumer not only reduces the time from ordering to receipt of goods. He also gets the opportunity to plan the arrival of products and send it directly to the production process, bypassing

the warehouse, which significantly reduces the cost of stock formation, storage and costs associated with the goods in the warehouse [153, p.367].

The consumer can buy the products he needs in large batches from a relatively small number of intermediaries, which significantly reduces their costs for logistics, including the cost of processing documentation for the purchase of goods. For the same reason, the buyer can expect a discount in the price of goods, which is usually observed in cases of purchasing products in large quantities. At the same time it saves on transportation costs.

However, research shows that wholesale is experiencing a period of painful but necessary changes today. For example, in recent years in the domestic wholesale trade, the costs associated with irrationally structured structures have increased significantly, and profit rates have decreased. Wholesalers have fully felt the growing pressure from retailers and manufacturers at the same time. Retail chains came into force and began to engage in wholesale. Manufacturers have also strengthened their positions by creating monopoly holdings.

As a result, the manufacturer no longer depends on the wholesaler who previously provided sales, but vice versa: manufacturers dictate their terms. All this has led to the active displacement of pure enterprises by holdings that combine production, wholesale and retail trade. These processes are very clearly traced in various fields. In the trade of consumer goods, this trend has only just begun to enter into full force [151, p. 49].

The development of the wholesale market in developed countries shows several ways to restructure wholesale enterprises. One of them is leaving for the so-called perpendicular business, for example, for the production or development of your own retail network. However, the transition to retail in wholesale companies does not always turn out well, because, despite the similarities between wholesale and retail, they have fundamental differences related to the time of turnover.

Another way for wholesale companies to develop is to specialize in a particular product/service or narrow group of products or market segment, including geographic: corporate customer service or service stations, exclusive distribution of original

products and "non-promoted" brands. The advantages of narrow specialization are low competition and, as a consequence, relatively high profits. However, these same benefits carry potential business threats. Narrow market sector - so its capacity is small and in this case, wholesalers will have to make a titanic effort to resist competition from advanced brands. In addition, the loss of several customers or even one large one can lead to the loss of the entire business. Therefore, in terms of company stability, long-term focus on one narrow type of business is detrimental [148, p. 140].

The most effective is the path of development as a result of decomposition into functions and specialization in one of them, the strongest in this wholesaler. This may be a specialization in logistics, warehousing, promotion services, etc. Currently, in the trade of goods in mass demand, large retail chains are distributed by the manufacturers themselves, but with the use of TPL companies (Third Party Logistics - a third-party company that provides logistics services for storage, transportation, transportation and handling). Their functions are often taken over by former distribution companies.

Thus, one of the Ukrainian wholesale companies operating in the food market, as one of the distributors of a large manufacturer, due to increased competition within the brand promotion network simply refused to purchase goods, offering the manufacturer services for storage and release of goods from its warehouse. Given the large customer base and many years of experience as a former wholesaler, the manufacturer had no choice but to go to such conditions.

This option of restructuring the wholesale company is the most interesting, but it is possible in the presence of its own warehouses and a number of other conditions.

A serious reserve of wholesale companies is the development of logistics in mixing business in the region, the coverage of small regional retail trade, access to hard-to-reach and remote regions. Such work with the territories automatically implies that the company has a clear system of delivery of goods and distribution centers.

Of course, all development options can be combined into a complex business, which will provide greater opportunities for the survival of wholesale companies.

As for retail trade, it includes all types of business activities for the sale of goods and services. A retailer is an organization or individual whose main activity is retail.

The main volume of retail trade is carried out through retail stores and by off-store retail [149, p. 28].

The real principles of domestic retail today are:

- formation of large retail chains;
- universalization of food trade;
- development of specialized and highly specialized non-food stores in residential centers;
- creation of "convenience stores" located within walking distance, selling a wide range of food and non-food products;
- allocation of special areas for street fairs;
- formation of autonomous service zones along highways.

The development of retail trade in developed countries in recent decades has been accompanied by the creation of chain stores that have grown from small outlets to supermarkets and hypermarkets and no longer need wholesale intermediaries. Moreover, they dictate their terms to manufacturers and often form alliances with the latter.

In the case of today's market, the main tool for sales optimization is information technology, they are an integrating factor between production, management, supply and sales.

The digital platform is becoming the most important area of activity of Ukrainian enterprises, government agencies and public organizations.

Today, information and digital technologies are an integral part of the economy and everyday life. These tools help to ensure the formation of direct and feedback links between economic entities, between producers and consumers of goods and services, thereby contributing to the growth of business activity, increase investment.

Technologies must be used to ensure the greatest efficiency of sales channels of the enterprise, which accurately reflect the dynamics of modern information processes. Such a technology that has absorbed the achievements of modern science and technology is the global computer network Internet.

Sales policy in Internet marketing includes three main components of traditional marketing: exchange and transactions, relationships between partners and interaction with customers [163].

Usually, the relevance of the development of information and digital technologies in sales channels is confirmed by the rapidly growing differentiation of product supply, which, in turn, is caused by the processes of individual tastes of consumers. Therefore, companies have to build a strategy of interaction with partners, based on deeper personal relationships.

Most often, a number of basic methods of forming sales channels are used in practice, with the help of information and digital technologies:

1. Development of own web-site (online store) with indication of the whole range of products produced and sold. The most attractive thing in virtual commerce is that at the stage of formation of the business requires minimal investment and costs. Website development, registration in the manner prescribed by law, purchase of cash register, payment for communication services - this is the minimum necessary for the organization of the enterprise. Internet sales have become an attractive sales channel for producers and sellers, as entrepreneurs avoid the cost of renting and maintaining outlets, the associated costs of insurance, utilities and more. Thus, for companies engaged in production and trade, online shopping is one of the most promising ways to conduct and develop business, reduce overhead costs and increase profits.

2. Use of intermediary services of enterprises that have their own Internet platforms for the sale of goods and services. Platforms for creating an online store - an opportunity to develop small and medium-sized businesses with minimal financial investment in their business projects. Almost every known platform for creating an online store has official technical support from the developer or the community of specialists, which allows it to be upgraded in accordance with the requirements of the site owner. This method is used by small businesses or companies that have recently appeared on the market, with a small volume of products (more well-known companies in the market use a combined method).



3. Combining own site and services of intermediaries. This method is used to increase sales of products and services produced and provided.

With sufficient logistical support, the participants of sales channels in Internet marketing do not need their own warehouses, retail space or sales staff. The manufacturer itself or through logistics intermediaries provides the opportunity to offer goods (availability of goods, terms of delivery and acceptance of payment). The organization of sales is undertaken by the network community, which may consist of both specialized retailers and combined customers. At the same time, there is no formal institutional framework and the transition from the role of buyer to the role of seller can occur almost instantly.

Internet marketing has dramatically changed the situation in favor of manufacturers and suppliers. Despite the fact that goods are sold to end consumers through intermediaries, the length of sales channels has been significantly reduced, and producers have gained full control over them. Even if the goods are sold by a reseller and shipped by a logistics reseller, the sales process organizes and receives all the information about the supplier's sales.

Thus, we can conclude that in modern conditions, sales are gradually flowing into the Internet, ie the digital platform, it helps to optimize financial, labor and production resources and costs. For successful operation, many companies develop combined solutions for the sales system.

An effective sales management system brings the company an increase in sales, profit growth and stability in the domestic and foreign markets. It is the sales management system that solves both strategic and tactical tasks. The strategic objectives include everything related to the formation, selection and organization of sales channels, the choice of direct or indirect method of marketing, determining the number of intermediary links on the way from the manufacturer to the final consumer, logistics and marketing activities. accompany the goods on the way to consumers.

Speaking of the efficiency of the sales system, it is worth mentioning what is meant by the effectiveness of management. The efficiency of sales system management is an economic category that reflects the contribution of management activities to the

end result of the enterprise. The functional purpose of management is to ensure the effectiveness of sales activities of the enterprise, so the effectiveness of management is determined by the degree of effectiveness of the sales system. In other words, the more efficient the sales system, the more effective the management system.

Management efficiency is a relative characteristic of the effectiveness of a particular management system, which is reflected in various indicators, both the object of management and the actual management activities (management entity), and these indicators are both quantitative and qualitative. Evaluated indicators can be:

- quantitative: sales and turnover, the ratio of factors changing sales volume, costs of maintaining the sales channel, profitability of sales and use of each channel, efficiency of sales, inventory level, sales level of one sales agent, receivables, consumer demand and needs by establishing personal contacts with consumers at points of sale, at business meetings, presentations, symposiums, exhibitions and fairs, address distribution of catalogs and brochures, sale of goods on credit and by installments;

- qualitative: attractiveness of market segments in terms of growth opportunities, homogeneity of demand structure for the formation of homogeneous principles of activity; cooperation relations; the possibility of attracting the creative potential of customers at the stage of distribution of goods, the quality of customer service through intermediaries, customer satisfaction with services for the purchase of goods; the degree of stability of relations, the ability to prevent crises in relationships and the loss of important customers; compliance with the company's image; availability of feedback, etc.

The tactical tasks of the sales management system are related to attracting new customers, optimizing the activities of sales representatives, maintaining the appropriate level of inventory, organizing warehouses, providing the necessary storage conditions, presentations and other events that stimulate sales. It is also necessary to take into account and control sales and price levels to respond quickly and conduct the necessary marketing activities.

From the organizational point of view, the sales management system includes the subject of management departments, structural units of enterprises and specialists performing managerial functions in the field of sales, which contribute to both the development and implementation of sales strategy of the company. It is important to note that if earlier sales strategies were built with the interests of enterprises in mind, today only the focus on customer needs can bring success: too much competition in today's markets to ignore consumer needs.

When formulating sales policy should be borne in mind that its effectiveness is influenced by a large number of different factors, the main of which for the company are:

- Features of consumers (their number, concentration, time and form of purchase of goods, the value of the average one-time purchase, income level, patterns of behavior when buying, requirements for the quality of goods, etc.);
- production, sales, financial and other capabilities of the manufacturer (specialization, financial position, scale of production, availability of qualified personnel, resources, marketing strategy, organizational structure of the enterprise, etc.);
- characteristics of the product (type, specifics of consumer properties, seasonality of production and demand, shelf life, the need for maintenance, etc.);
- distinctive features of the market (capacity; spatial characteristics - regional, national, global; customs and trade practices; the density of distribution of potential buyers, etc.);
- goods sold, use of sales strategies, etc.;
- available sales channels (types, main characteristics, traditions of use, customs, etc.);
- comparative cost of different sales systems and structures of sales channels;
- regulatory environment related to the organization of sales.

Therefore, on the basis of the specified factors of efficiency of sales activity within the limits of formation of sales policy, the enterprise needs to make the decision on a choice: sales channels; sales methods; trade intermediaries and organization of

interaction with them; organizational form of sales channel management; optimal process of traffic management.

Without building a sales policy on the principles of marketing, the company is not able in today's business environment to develop effectively and be competitive in the market. Every company should have a well-organized marketing department that deals with ways to promote their products in a market of free competition.

Under market conditions, in order to survive, domestic producers must produce what they sell, not sell what they produce.

Improving the sales policy of enterprises will increase the efficiency of the enterprise itself, because the main goal of any enterprise is to maximize profits, the sales policy should be given as much attention as possible.

Thus, summing up the theoretical analysis, we can conclude that sales are the final, most responsible stage of providing consumers with products. It is aimed at forming a mechanism for moving the product from producer to consumer. The concept of "sales" must be considered in a narrow and broad sense. In the narrow sense, sales should be understood as the conditions for the direct sale of the final consumer of products. In general, sales are characterized by a set of organizational and managerial decisions to generate demand and stimulate sales in order to best meet the needs of customers in the uncertainty of external and internal factors for the supplier and consumer. Accordingly, to form a sales system, the manufacturer must focus on the consumer and develop a system that is best suited to him.

It is necessary to make many decisions. Among the strategic ones, the most important are: the choice of sales methods, the formation of a logistics system, the definition of channels for the movement of goods, as well as forms of integration of process participants. The operational sales decisions, which are constantly adjusted depending on the conditions of the external and internal environment, include the following: adaptation of sales channels, implementation of operational sales activities, optimization of the number of customers, determining forms and methods of sales promotion.

The policy of sales activities of the enterprise, which is formulated on the basis of the goals and objectives of the sales system must comply with the business concept of the enterprise, as well as the accepted range of actions (guidelines).

10.46299/979-8-88680-819-3.8

## **8. Formation of the marketing program of agricultural enterprises**

Globalization of business, increasing competition, increasing the role of consumers in shaping the demand for goods, the broad inclusion of Ukrainian enterprises in the international division of labor make new demands on the enterprise management system and the use of strategic management and marketing tools to achieve competitive advantage and long-term success. The need to restructure the enterprise on the basis of strategic management due to changes in the external environment and, above all, the growth of its uncertainty, as well as changes in the organization of large enterprises as a result of their concentration and diversification. Ignoring the new circumstances resulting from increasing globalization can lead to significant negative consequences. Therefore, there is an urgent need to study the process of globalization of business, analysis of the impact of factors of its development on changes in both macro- and microeconomic processes, competitive environment, development of marketing activities and their adaptation to globalization. In a market economy, the success of the enterprise largely depends on effective planning and, above all, on the right strategy. The strategy of an economic organization is a set of its main goals and the main means of achieving these goals. To develop strategic actions of the enterprise means to define the general direction of its activity. Strategy is not just a function of time, but also a function of direction. It includes a set of global ideas for enterprise development. The management of the economic organization is responsible for developing the strategy. The current rate of increase in knowledge is so great that strategic planning is the only way to predict future opportunities. It provides the country's governing bodies with opportunities to develop a plan for the long term. Strategic planning is also the basis for decision making. Knowing what needs to be achieved in the future helps to clarify the most appropriate ways to act. Only by implementing development strategies, continuously implementing innovative processes in all spheres of their lives, companies can succeed in competition. Therefore, the problem of enterprise development and strategy implementation in the modern economy is receiving more and more attention in

research of economic science and practical activities of enterprise specialists [181, p. 8].

Including the problem of providing the company with effective marketing activities, which requires the company's management to pay attention to the formation of marketing strategy for their effective use. The development of the strategy should be carried out in parallel with the analysis of opportunities for its use. Each company is unique in its own way. So The process of strategy development depends on the position it occupies in the target market, the dynamics of its own development, real human and production potential, the behavior of competitors, the specifics of products or services provided, the level of the national economy, cultural and social environment, etc.

There is no unified strategy for all companies and at all times. The strategy of enterprise development is a set of long-term actions, the implementation of which is aimed at achieving strategic goals. In today's world there are often fluctuations, sudden changes, events that are unpredictable. In an unstable environment, there are many possible options for the future. Therefore, there may be several options for development strategy. The formation and maintenance of competitive advantages covers the entire mechanism of the enterprise, related to the creation, production and sale of products. Organizational and social factors of the enterprise are of great importance, as well as the growing role of intangible resources, including intangible assets and competencies (skills) in achieving strategic success of the enterprise and ensuring competitive advantage. There are many views on the definition of marketing strategy, here are the most typical:

1) marketing strategy is a system of organizational, technical and financial measures to intensify production, sales, increase its competitiveness, active influence on supply and demand. The marketing strategy involves controlling production and the market to keep market prices at a level that ensures optimal profits. Marketing strategy is embodied in the program of measures to improve the production and sale of goods in order to ensure high and sustainable profits [180, p. 256];

2) marketing strategy is a direction (vector) of actions of the enterprise on

creation of its target market positions;

3) marketing strategies – are means of achieving marketing goals for the marketing mix [191, p.72].

No company can do without a planned and sound process of marketing strategy. This process is not a spontaneous phenomenon, each stage requires attention, time and painstaking analysis. The process of forming a marketing strategy is usually divided into two stages:

1) the planning process is aimed at making strategic decisions, formulating goals and identifying ways to achieve them;

2) management process as a set of decisions and actions to implement the strategy, aimed at achieving the goals of the enterprise, taking into account possible changes in the external, intermediate and internal environment [208].

Characteristic features of the marketing strategy of the enterprise are manifested in the fact that it is long-term oriented; is a means of realizing the marketing goals of the enterprise; based on the results of marketing strategic analysis; has a certain subordination in the hierarchy of strategies enterprises; determines the market direction of the enterprise (Fig. 1) [172].

Strategy implementation is the process of transforming a marketing strategy into concrete actions by developing a marketing plan and budget. This process may involve changes in business structure, culture and enterprise (firm) management system. Marketing has an impact on all aspects of the enterprise: recruitment, range of services offered, their quality, attractiveness and more. The financial results of the enterprise depend on successful marketing. It is the marketing services that carry out the most difficult task – the sale of products at an effective price, as this concentrates the end result of all aspects of the enterprise.



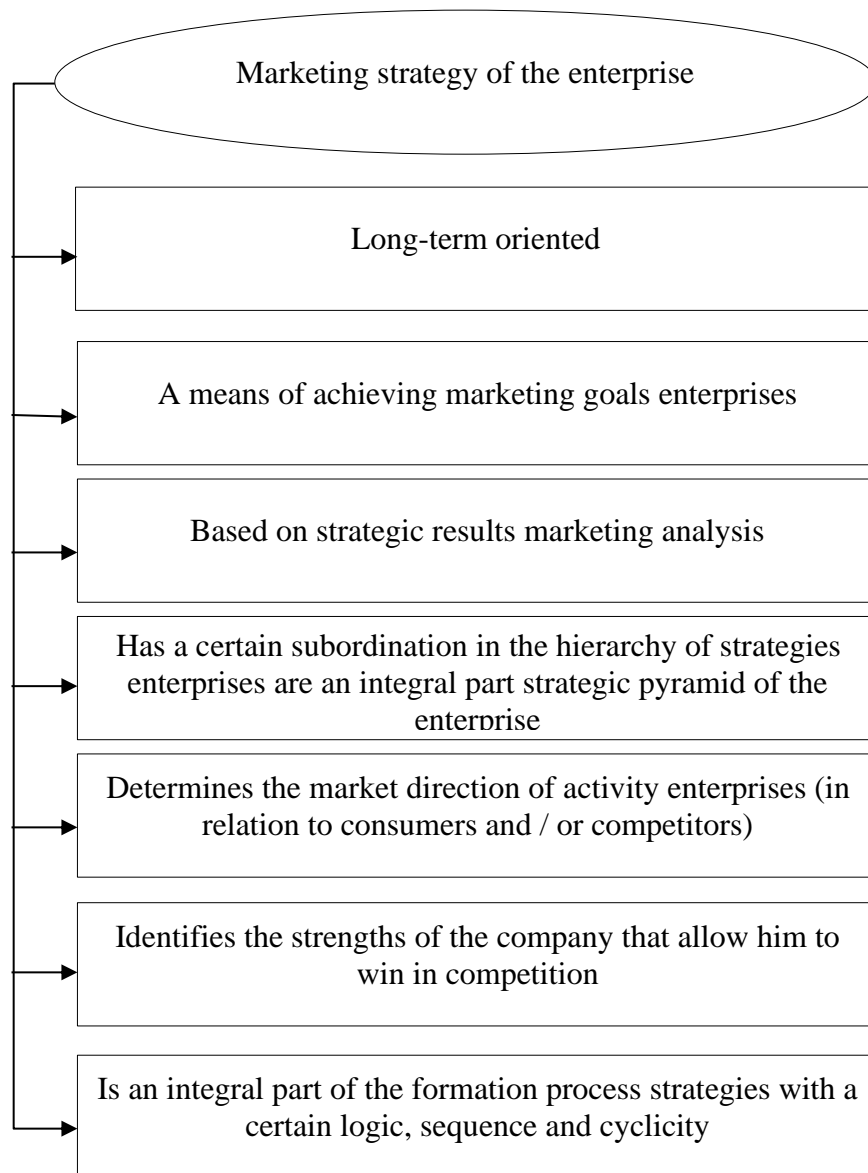


Fig. 1. Characteristic features of the marketing strategy of the enterprise [192]

For enterprises, the activities of market research, marketing analysis and other services are almost incomprehensible and unnecessary. But already now a large number of companies in competition are beginning to understand the need to prioritize marketing activities over commercial ones. The term «marketing» comes from the English word «market» and literally means some activity carried out in the market. However, this is a very general interpretation, which gives only a superficial idea of the essence of this phenomenon as a special kind of human activity.

Marketing is a complex, dynamic, multifaceted concept, so it is impossible in one universal definition to give a complete description, adequate to its essence,

principles and functions. There are thousands of definitions, each of which considers a particular aspect of marketing or attempts to comprehensively characterize it.

In particular, marketing is most often interpreted on the basis of three main tenets: 1) marketing as a principle: consumer orientation, which involves directing all efforts and decisions of the enterprise or organization to meet the needs of the market;

2) marketing as a means: marketing techniques aimed at coordinating the use of tools to influence the market to create the desired position of the organization and advantages over competitors;

3) marketing as a method: marketing research, involving a systematic search for solutions using modern sociological and technical means [168, p. 58]. Against the background of this range of approaches to the interpretation of marketing, different groups of researchers are looking for ways to explain the phenomenon of marketing. In particular, the American Strategic Management Group believes that marketing is a system of interaction in business, designed to plan, set prices, promote sales and distribution of goods and services to organizations and individuals [169, p. 36].

An informal classic of marketing, the eminent American scientist Philip Kotler gives the following definition: marketing is a type of human activity aimed at meeting the needs of the means of exchange. In further work, he clarifies that marketing is a social and managerial process aimed at meeting the needs and needs of both individuals and groups through the creation, supply and exchange of goods [189, p. 47].

Marketing involves managing the market in order to make an exchange to meet human needs and demands. To successfully master marketing, you must meet the following conditions:

- organization of training of managers and specialists in basic techniques and means; training of relevant personnel; creation of human resources of professional marketers;

- building the necessary organizational structure (special marketing services);

- creation of scientific and material support for marketing research;

- high level of implementation of marketing elements;

- incentive mechanism for reorientation to marketing [171, p. 93].

The purpose of marketing, on the one hand, is to create conditions for adapting production to public demand and market needs; develop a system of organizational and technical measures to study the market, intensify sales, increase the competitiveness of goods in order to maximize profits, and on the other hand, – by using tools, techniques, the entire marketing system to influence sales: demand, supply, prices, terms of sale , distribution channels [169, p. 101].

Ultimately, the content of marketing functions is determined by the scale of production and sales, conditions of competition, product range, features of consumption and demand for enterprise products, the nature of connections with the distribution network, and so on. According to the named mottos and principles of marketing a number of basic functions is carried out:

- market research;
- assortment development and planning;
- sales and distribution (organization of trade and sales);
- sales promotion and advertising [172, p. 360].

Domestic agricultural enterprises at the present stage can use three levels of marketing activities. The first level is the activity of the enterprise on the basis of the marketing concept of changing the whole philosophy of enterprise management. The second level (creation of service) – at the enterprise separate complexes (groups) of mutual communication of methods and means of marketing activity are used. The third level – individual elements of marketing are implemented in isolation at the enterprise [183, p. 186]. In reality, in modern conditions, enterprises use the second and third levels. The company in foreign trade should use marketing as a holistic concept of market management. Some trends in the modern market are of particular importance for the evolution of marketing, namely:

1. The growing importance of quality, price and customer satisfaction.
2. The growing importance of building relationships with consumers and maintaining them.
3. The growing importance of business process management and integration of management functions. The growing importance of global thinking and local market

planning.

4. The growing importance of strategic alliances and networks.

5. The growing importance of high-tech industries.

6. The growing importance of service marketing.

7. The growing importance of direct and online marketing.

8. The growing importance of ethics of marketing behavior [172, p.147]. Since marketing is focused on meeting the needs of consumers, marketing activities always begin with a comprehensive market research (Fig. 2).

At the enterprises realization of effective marketing activity is carried out by means of the specially developed marketing program. It is in it that additional tasks of the company's marketing activities are formed, the implementation of which should help increase efficiency through the fullest use of enterprise resources. The dictionary of economic terms states that the marketing program is a set of measures that determine the actions of the manufacturer or seller in a particular period of time in all areas of marketing. Marketing programs show in detail what exactly should be done as a result of the plan, who and when should perform the tasks, how much it will cost, what decisions and actions should be coordinated in order to implement the marketing plan. In other words, the marketing program is a set of measures that will have to implement certain services of the enterprise, so that with the help of selected strategies can achieve the goals of the marketing plan.

Marketing program – developed, based on comprehensive marketing research, strategic plan-recommendation of production and marketing and scientific and technical activities of the firm (organization), designed to ensure the choice of the best option for its future development according to the goal and strategy in the long run [176, p.125 ].

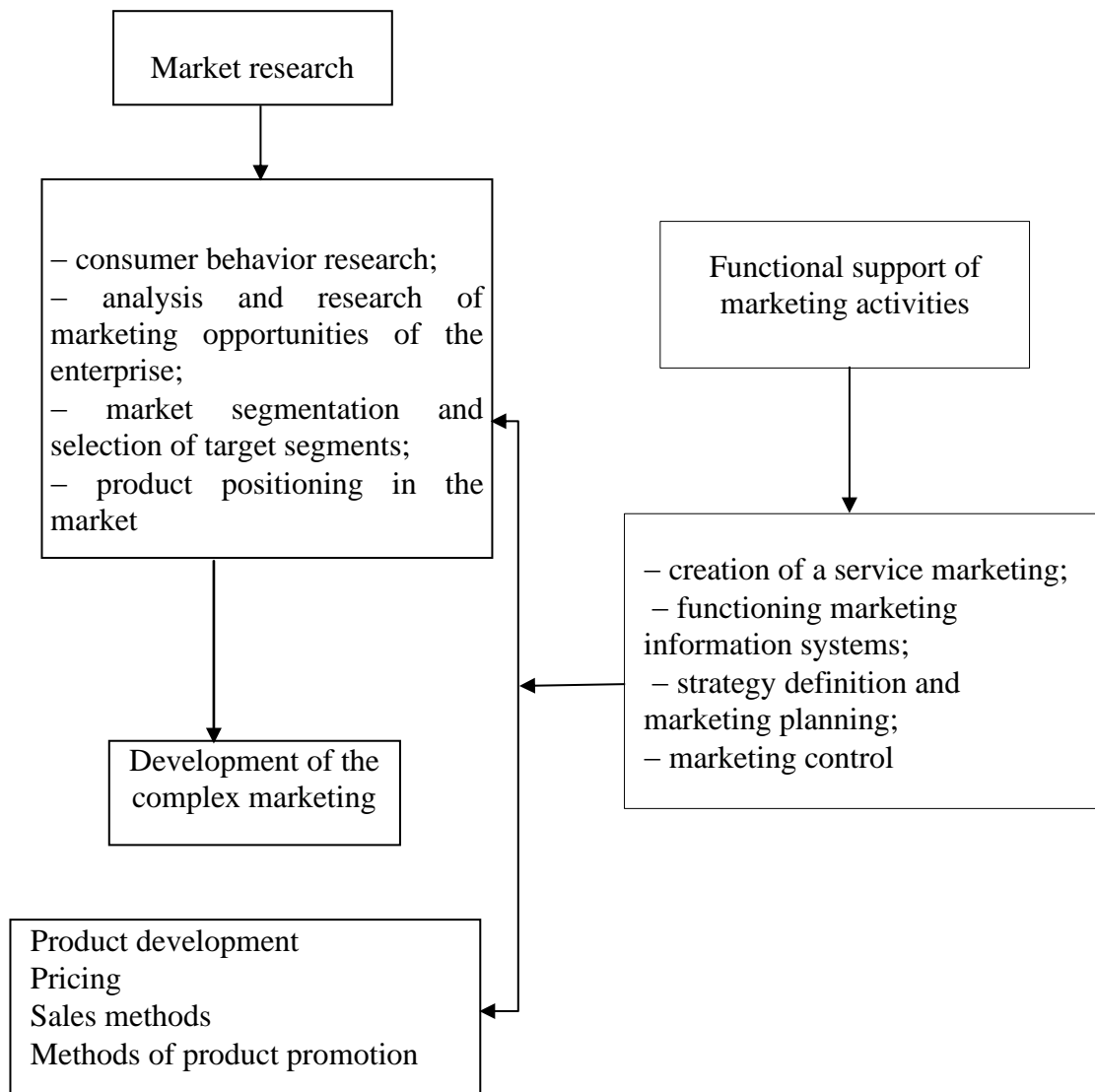


Fig. 2. Model of marketing activities of the enterprise [172]

Without the knowledge of customer segments, trends and competitors, the marketing program will not be clear and undirected. Of course, it is necessary to calculate the costs of implementing such a program and justify them. For this purpose, sales forecasts are made, based on which possible future income is determined. To carry out successful activities in the market requires a detailed and well-thought-out marketing program. Strategic product decisions are part of the overall marketing strategy of the company. This is due to the fact that the product is an effective means of influencing the market, the main concern of the company and a source of profit. In addition, it is a central element of the marketing mix. Price, sales, communications are based on product features. The marketing program can be considered in a narrow and

broad sense. In a narrow sense, it is a document that defines the specific activities of the enterprise in the market. In a broader sense, it is seen as a continuous process of analysis, planning and control, aimed at bringing to a fuller compliance with the capabilities of the enterprise to market requirements [170, p. 181].

In a marketing-oriented agricultural enterprise, the marketing program is first and foremost a tool to increase competitiveness. It can only be a professionally designed marketing program. A marketing plan or program reveals the existing marketing situation, goals of marketing activities, marketing strategies. It also includes: action program, marketing budget, control measures. The annual marketing program is detailed, fully reflects the range of products, their production, prices, costs, promotion methods and more.

The marketing program is a logical result of serious scientific and practical research in the following main areas:

- analysis of the marketing environment;
- comprehensive study of the needs and demands of consumers, the motives for their behavior;
- study of market conditions;
- study of the pricing system, dynamics and price structure;
- study of competitors, counterparties and neutrals;
- study of forms and methods of sale;
- assessment of production and sales capabilities of the analyzed enterprise and determine the level of its competitiveness in different markets and their segments, etc. [175, p. 101].

Since the marketing program is a planned for the planned implementation, united by a single goal and time-dependent set of interrelated tasks and targeted activities of social, economic, scientific, technical, industrial, organizational nature with the definition of resources used and sources obtaining these resources, we can say that the main benefits of its creation are greater profitability (than companies that do not plan their activities) and improved productivity. The marketing program is based on comprehensive marketing research and the results of assessing the company's

capabilities.

The typical structure of the marketing program for the development of the enterprise contains the following main sections:

- characteristics and forecast of the target market development, including factors of macro- and micro-marketing environment;
- the position of the firm in national and international markets justifying the choice of strategy and tactics of behavior in the target market;
- marketing complex with justification of product, price, sales and communication policy developments;
- sources of funding for the program and control over its implementation [178, p. 111].

Management usually mentions the marketing program when certain problems are exacerbated in the company, when the company is going through difficult times and no one knows what to do. This problem can be solved with the help of a marketing program. Keep in mind that other things being equal, businesses that have a marketing program make more profit. The program is needed to concretize the marketing strategy, because without its concretization in the form of a well-thought-out, detailed program, the strategy will not work. The marketing program should reflect the strategic objectives of the firm and be endowed with the needs of customers. The marketing program is an assessment of how managers perceive their own position in the markets relative to competitors (with specific competitive advantages), what goals they want to achieve, and how they are going to achieve them (strategies), what resources are needed and what results are expected (budgets), followed by detailed planning and costing [175, p. 141].

Selected or developed marketing strategy is the most important prerequisite for the development of a marketing program, ie specific actions to implement a marketing strategy. The program is needed to specify the marketing strategy, because without its specification in the form of a well-thought-out, detailed program strategy will not work. Marketing program should reflect the strategic objectives of the enterprise and be aimed at meeting customer needs. In general, the marketing program has:

- meet the objectives of the developed strategy of target market segments for which it was developed;

- reflect the market situation and the position of the company, which were identified during the analysis;

- serve the basic needs of customers, emphasize all the existing great benefits and change the perception of customers about the goods in a positive way for the company.

The main objectives of the marketing program are:

- detailed market analysis: consumers, buyers, competitors, enterprise resources, opportunities and threats;

- definition and testing of the organizational structure of marketing – the appointment of those responsible for the implementation of marketing activities;

- formation or selection of components of the marketing mix, determining their action over time;

- optimization of the marketing complex, as there is a large the number of combinations of its tools, and the tools themselves can complement each other;

- formation of the marketing-mix budget and its distribution on marketing tools;

- implementation, analysis and control of the marketing program [185, p. 115–119].

The marketing program solves three main tasks:

1. Determining the volume of production of new and improvement of old products in kind and value for the current and future period.

2. The choice of target market and end consumer, taking into account their requirements and product needs.

3. Comparison of production costs, prices and profits for each product. Developing a marketing program, the company analyzes the markets for the products in which it specializes or which it plans to produce and sell in the future. The content of the marketing program is developed on the basis of marketing research of the market, its competition, market conditions, taking into account internal and external factors of



the marketing environment. At the same time, a multivariate assessment of the real capabilities of the firm, sources of coverage of needs, total financial costs. As a rule, the marketing program consists of 5 years, but with an annual breakdown [184, p. 192].

The main objects of attention in the development of marketing programs are analysis:

- target market (describes the market profile in all areas, determines the main market indicators);

- competitors (detailed analysis of the main existing and potential competitors. Describes production, sales, product opportunities, forecasts the development of each competitor in this market);

- consumers (characterized by existing potential consumers, their main deprivations, needs, requests, requirements for goods, their average income, analyzes the structure of consumer spending, the level of solvency); potential of the enterprise (the basic nomenclature and assortment of products which are let out at the enterprise is described. Such concepts, as width, depth of assortment and nomenclature are also considered); – analysis of production potential.

The level and condition of production capacities of the enterprise, the level of initial technologies are analyzed);

- financial capabilities of the enterprise and its relationships (determining the amount of current and capital expenditures, timing and direction of investment, as well as sources of funding);

- turnover systems (assessment of the existing product network of the enterprise, agency, dealer networks);

- sales potential of the enterprise and prospective development of new sales channels;

- systems of demand formation and sales promotion; warranty and post-warranty service [184, p. 305].

Thus, the marketing program of the enterprise is a plan of action of the enterprise to achieve the long-term goal. Let's focus on the differences between the plan and the

program. We will often refer to planning methods when considering a marketing program. This is due to the fact that planning is an intermediate result, and the marketing program is the final chord in the strategy of vision of the firm, in which the planned actions are supported by practical measures with specific responsible, tactical measures, funding, type and thresholds [188].

Marketing, being a very complex phenomenon that is of paramount importance for the success of any enterprise, involves the development of a general plan – a marketing strategy for goods and services of the enterprise. The main task in developing a marketing strategy is to reduce the degree of uncertainty and risk, as well as to ensure the concentration of resources on selected priority areas of enterprise, firm. The success of the enterprise in market development and consolidation in the market is the result of marketing as an element of the overall management system, which is generally based on a specially designed marketing program. There is no universal method of marketing program development, which is due to the diversity of resources [186].

Development and implementation of detailed and realistic marketing plans and programs is the ultimate goal of marketing planning. Even purely formal planning benefits an enterprise or organization. Encouraging business leaders to constantly think about the future, planning determines the goals and policies of the company, leads to more coordinated work. In addition, careful planning helps to use resources efficiently, anticipate and respond to changes in the micro and macro environment, and prepares for unpredictable changes. Due to marketing planning, the company is always tuned to the market with its trends, customer needs and the actions of competitors [189]. To develop a marketing program, first, determine the level of costs that will achieve the intended marketing goals. Usually the size of the marketing budget is set as a percentage of the planned sales. If the company expects to increase its market share, it is necessary to provide an increase in financial resources for marketing activities. After that, the company must distribute the total marketing budget for the components of the marketing mix. Secondly, the program is made for each of the elements of the marketing mix, which is selected for each product of the enterprise. Western practice

knows dozens of tools and tools of marketing mix, which can be embedded in marketing programs. The marketing program is developed after the analysis of the marketing environment and has the following successive stages (Fig. 3).

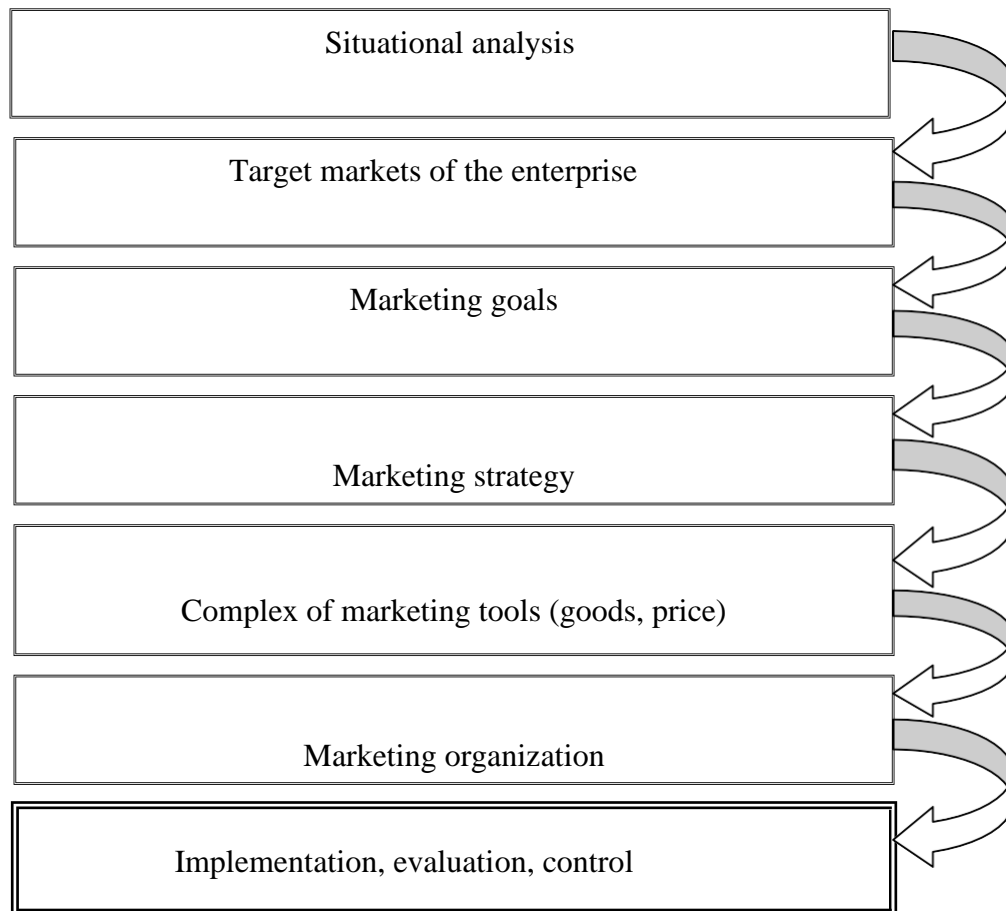


Fig. 3. Content and sequence of marketing program development [177]

The first is an analysis of the external conditions of the firm: buyers, market, competitors, suppliers, marketing intermediaries, analysis of the micro-marketing environment.

Situational analysis. The basis of strategic marketing planning is information about the resources of the enterprise, the actions and intentions of competitors, the development of the market situation. To obtain this data, the manager has a rich arsenal of market research methods and consumer opinions. However, in business and consulting practice, a number of specific methods are used for strategic analysis, such as analysis of the market, potential, competitors, opportunities – risk, and others. [177].

Situational analysis is aimed at analyzing the potential of the firm and the limits of its use. The whole system of situational analysis can be divided into three analytical areas.

Second – analysis of the marketing system: control of the purpose and marketing system in terms of their compliance: external conditions, tasks, functions and methods of the marketing system, analysis of the program and resources, organization of marketing activities. The third direction is the analysis of the main elements of marketing: goods, pricing policy, product movement and sales organization, advertising, sales promotion [170, p. 210].

Knowledge of the current marketing situation is a necessary condition for developing a marketing plan and program. To determine the current marketing situation, it is necessary to conduct analytical work in a number of areas, which are presented below:

1. General information about the company. The typical content of information about the company can be presented in the form of a certificate, including various sections, placed in a certain sequence and giving the fullest idea of the production and marketing activities of the company, its organizational structure, financial position, prestige.

2. Analysis of enterprise problems. In the process, the company faces various problems affecting all areas of its activities. Proper definition and study allow them to develop the necessary measures to successfully achieve the goal of the organization.

3. Analysis of strengths and weaknesses. Analysis of the strengths and weaknesses of the enterprise serves to determine which areas of activity and functions of the enterprise need improvement [171, p. 208].

4. The analysis is carried out on certain parameters that affect competitiveness and determine the success of the enterprise.

5. Analysis of services and products of the enterprise. The description of the goods and services of the enterprise from the position of the consumer is carried out, the complex estimation and a substantiation of necessity of improvement of production or development of new is given.

6. Definition of positions. Consumer and competition analysis data are the basis

for determining the position of goods and services of the enterprise. The comparison of the company's products on the identified consumer preferences with the products of competitors and determines its place among them [171, p. 209].

– Implementation analysis. The analysis of sales of products or services of the enterprise is carried out on several aspects:

- General implementation analysis.
- Analysis of sales by type of products and services.
- Analysis of the dynamics of changes in sales of products and services.
- Analysis of seasonal sales changes.
- Analysis of sales by consumers.

7. Market share analysis. The analysis of sales should be supplemented by the analysis of market shares, as it is necessary to know how things are in the products of competing brands operating in the same base market [173, p. 140]. The calculation of market shares assumes that the firm has accurately identified its base market.

8. Analysis of sales structure. This analysis is necessary in order to determine the possible evolution of different sales channels and to understand the motivation and expectations of resellers in relation to the firm.

9. Analysis of service culture. Good customer service plays a significant role in the priority of receiving orders.

10. Analysis of marketing costs. Marketing cost analysis assesses the cost-effectiveness of different marketing factors such as different product groups, sales methods, sales territories, sales channel participants, sales staff, advertising tools and consumer types, and identifies which costs are effective and which are not, and make appropriate changes.

11. Trends in the industry. To form an idea of the key factors of successful business in this area, you need to know which factors, in the first place, depends on sustainable profitability in this area.

12. Consumer analysis. Good knowledge of consumers of products and services of the enterprise is one of the important factors of successful activity of firm in market conditions.

13. Study and forecast of demand. – Competition analysis. Operating in market conditions, the company is faced with many different competitors that directly or indirectly affect the activities of the organization. Therefore, in the process of drawing up a marketing plan, it is important to take into account the existing competitive situation in the market.

– Analysis of the external environment on the main components of the external marketing environment of the company [188, p. 272].

As a result of diagnostic research the report containing the detailed description of a marketing situation of the enterprise is prepared. Based on the analysis, a strategy is developed that will form the basis of the concept of the company, products; the strengths and weaknesses of the enterprise are determined; the plan on strengthening of positions of the enterprise is developed; the compliance of the adopted strategy with the market opportunities and resources of the company is revealed.

Marketing strategy is a plan to achieve marketing goals and provides:

- market segmentation – selection of certain groups of consumers;
- selection of target markets – definition of target segments on which the company will focus its activities;
- positioning of goods on the market – determining the place of goods among the goods of competitors;
- identification of competitors – targets;
- determination of competitive advantages [175, p. 199].

The first three elements of the strategy reflect the essence of the so-called STP - marketing (segmentation, target market selection, positioning). After deciding which segments the company will focus on in its activities, it becomes clear which companies should be the object of special attention, a kind of target on the competitive ground - those that also serve the target segments selected by the company. Depending on the company's position in the market, each of them is based on certain competitive advantages: quality of goods (services); lower price; market share; advertising effectiveness; breadth of assortment; efficiency of deliveries; advertising budget; effective distribution strategy (sales network coverage, number of sales staff); sales

support; marketing data bank [173, p. 203].

When forming a marketing strategy, you should consider several alternatives, the evaluation of which will identify the best option. The next stage in the development of a marketing program is the implementation of a marketing complex (product, price, sales and promotion). Product strategy: marketing characteristics of the product (range, availability of analogues, profitability, legal protection; costs of creation, packaging, brand popularity).

The main purpose of forming the optimal structure of the range, product range - to ensure stable sales of enterprise products and, of course, profit. This should be facilitated by a well-chosen product strategy, which can be implemented in three areas:

- product innovation strategy – product development and implementation;
- product variation strategy – modification of the product associated with changing its parameters with the removal of the old product from the range;
- strategy of elimination of goods – withdrawal of goods from production [179, p. 178].

Distribution channel formation strategy: sales network requirements; level of qualification of commercial staff; sales experience; opportunities to invite intermediaries; number of potential consumers; the nature of the distribution of orders. Distribution channels are a set of enterprises or individuals who assume ownership of a good or service or facilitate the transfer of this right to other enterprises or individuals in the movement of goods from producer to consumer [174, p. 88].

Pricing policy is a set of measures to determine prices, pricing strategy and tactics, payment terms, price variations depending on market position, strategic and tactical goals of the enterprise. Pricing strategy is the direction of the company's actions on pricing in order to achieve certain goals in a particular market situation during a particular period [166, p. 228].

The definition of «pricing strategy» needs to be clarified on two aspects: «pricing goal» and «specific market situations», in which a particular pricing strategy is chosen and prices are determined. There are three main groups of pricing goals that a business can focus on:

- profit-oriented (to ensure maximum or satisfactory profit, return on investment, quick cash flow);
- sales-oriented (to ensure a certain volume of sales, maximize revenue, increase market share);
- related to competition – to ensure the stabilization of prices for competing goods, significant fluctuations of which can provoke a negative reaction from consumers. Another goal of this group is the positioning of the product in relation to competitors [167, p. 14].

Achieving the goals of pricing - penetration into a new market, increasing market share, launching a new product – is carried out through the implementation of pricing strategies, including: the strategy of «removal of cream» (high prices) and penetration strategy (low prices) used in the implementation phase goods on the market; price strategy in the ratio «price – promotion of goods on the market», strategy to reduce prices, strategy of price leader, strategy of imitation of the leader and strategy of prevailing prices, the choice of which depends on the company's position in the market; strategy of target prices, strategy of differentiated prices, strategy of preferential prices, strategy of discriminatory prices, strategy of prestigious prices, strategy of price formation, strategy of flexible prices, strategy of stable and strategy of unstable prices, strategy of prices depending on the purpose of goods, pricing strategy pricing strategy within the product range, strategy in the ratio «price quality»[166, p. 223].

Communication strategy: features of advertising policy; plan of advertising activities; advertising costs; stimulating intermediaries. The main elements of the complex of marketing communications are:

- advertising – any paid form of impersonal presentation and promotion of goods, services, ideas through the media, as well as with the use of direct marketing;
- sales promotion – a form of promotion of goods through short-term use of incentives to encourage consumers and intermediaries to make purchases;
- personal selling – a type of promotion that involves personal contact of the seller with one or more buyers in order to sell goods and establish long-term



relationships with customers;

– public relations (PR), or public relations – activities aimed at forming and maintaining a favorable image of the company through the establishment of relations between the organization and various contact audiences, initiating the company to disseminate information about products, ideas, services presented as news, as well as the prevention and elimination of unwanted rumors and actions that may harm the business;

– direct marketing (direct marketing) – direct communication of the seller / manufacturer with the end customer, designed for a specific reaction through the use of various means of communication (telephone, television, Internet advertising, catalogs) [179].

These means of promotion do not exhaust all its elements. Synthetic products include: exhibitions and fairs, sponsorship, branding, integrated marketing communications at points of sale. Control of marketing activities – periodic, comprehensively objectively implemented in a certain sequence, checking the marketing activities of the firm and the compliance of marketing strategy to external conditions. Marketing audit is a comprehensive systematic, unbiased and regular study of the marketing environment of the company, its objectives, strategies and operational activities to identify emerging problems and opportunities and make recommendations on the action plan to improve marketing activities of the company [184, p. 136].

The main purpose of marketing control is to provide management with the results of strategic and operational assessment and behavior of the organization in the market in the process of achieving this goal. Working in domestic and especially in foreign markets, the company's management should regularly monitor both the company's activities and marketing services in order to determine the effectiveness and adjust the company's strategies in the market. In market practice there are 3 types of marketing control:

1. Monitoring the implementation of plans.
2. Profitability control.
3. Strategic control. Each of them has a specific purpose and methods of

implementation, which are shown in table 1.

4. Control over sales includes: control of actual sales, control of parts or market segments in which the company operates, control of product prices, control of conditions of purchase and sale of goods, control of conditions of transportation of goods in terms of possible loss of products, range control [168, c. 282].

Table 1

Types of marketing control

Type of control	Responsible for its holding	The purpose of control	Techniques and methods of control
Monitoring the implementation of the plan	Senior and middle managers	Make sure you achieve the intended results	Analysis of sales opportunities. Market segment analysis. Analysis of the ratio of costs of marketing and sales
Profitability control	Marketing controller	Find out what the company earns money	Profitability in consideration by goods, territories, segments, trade channels, volumes of orders
Strategic control	Senior management, marketing auditor	Find out if the firm is really using the best available its marketing opportunities and how effectively she does it	Marketing audit

The peculiarity of sales control is the fact that it can be carried out both selectively and under a full controlling program, but even with random control, it is necessary to control two indicators: the number of inventories and the duration of inventory turnover in days. Profitability control. One of the main indicators of successful operation of the enterprise in the market is the control of production and sales. Strategic control. In the case of zero level of profitability or loss for the financial year, the audit of marketing activities of the enterprise. The standard audit plan includes 6 sections: 1. Audit of the marketing environment. 2. Audit of marketing strategy. 3. Audit of marketing organization. 4. Audit of the marketing system. 5. Audit of marketing effectiveness. 6. Audit of marketing components [183, p. 269]. The audit is usually carried out in the following sequence: – it is determined who should carry out

the audit – on their own or with the involvement of experts or audit firms, – the terms of its holding are set, – the scope of the audit is determined (selective or general), Форми forms of conducting are determined (interviews with employees, questionnaires, documentary check), – conducting an audit, – transfer of results to the management of the enterprise [209, p. 173]. Marketing strategies are certain means of achieving the goals of the enterprise. The use of any strategy is associated with changes that occur due to the external and internal environment of the enterprise.

Most often, these changes are complex in nature and may be related to services, target markets, elements of the structure of the enterprise as a whole. Therefore, for the successful implementation of the marketing strategy of the enterprise creates an appropriate marketing program. It is, in essence, a comprehensive management decision that implements the principles of marketing and aims to meet the needs of consumers, which implements businesses. In this regard, its main task is to ensure the efficiency of enterprise development. The implementation of this program requires some management that will ensure effective coordination of internal and external environment in order to satisfy consumers.

The planning process in marketing is the starting point of all activities of the enterprise, so this plan must be consistent with other functions of business activity and is part of the entire planning system of the company. To ensure the cyclical process of marketing management (otherwise it makes no sense to engage in marketing in today's market) as a result requires an assessment of each marketing event and analysis of the effectiveness of the system as a whole, based on which measures are developed to improve it. Constant competition has contributed to the fact that marketing goals have become increasingly important: capturing the market, providing competitive advantage, retaining customers and attracting new ones, creating high value for consumers and the reputation of a reliable partner [197, p.141]. That is why companies began to use marketing in their activities as the main tool in the struggle for the consumer and for a place in the market.

One of the main tools in this struggle is the marketing program, which aims to achieve the company's mission, market behavior, image building, increasing

competitiveness, as well as its tasks (determining future sales, product range and product range). planned for production, development of pricing policy, ways of selling products, justification for choosing the most attractive markets, technologies, determining the needs for financial, material, human resources, etc.), the implementation of which should increase the efficiency of the enterprise through its fullest use of resources [191, c. 39]. Marketing program is a system of interrelated measures that determine the action of the manufacturer for a certain period of time on all issues of marketing activities. Formation. The marketing program is conducted on the basis of data from a comprehensive market research, identification of current and future needs and demand of potential consumers, taking into account the chosen marketing strategy and tactics. The marketing program is a link between sales and commercial services of the enterprise, as well as scientific and technical, design, technological and production services. The marketing program is the core of marketing activities. It has the main goal – to give the opportunity to determine the optimal structure of production, which is aimed at obtaining the desired level of profit, through customer satisfaction. Development of marketing programs is carried out in two directions: development of a marketing program for the product; development of marketing programs for production departments [195, p. 302].

Priority measures identified in the marketing program should be [202, p. 253]:

- constant monitoring of the state of the sales market and its segmentation; – concentration of marketing efforts on those types of products that have experience and competitive advantages;
- full or partial exit from unpromising markets;
- cessation of production and sale of unprofitable products that are not in demand; – concentration on servicing market segments with growth prospects;
- measures to increase the flexibility and maneuverability of the range of products (goods, works, services) within the production or trade and technological capabilities of the enterprise;
- flexible pricing policy in accordance with the pricing policy of major competitors;

- increase in production and sales of products in constant demand;
- formation of own dealer network, branded trade to reduce transaction costs, study consumer demand, eliminate excess chains of trade;
- regional diversification of sales of products (works, services);
- creating a minimum distance between the manufacturer (supplier) and customers (end users), which will increase the role of direct sales;
- active innovation policy aimed at creating new products and taking advantage of non-price competition;
- attracting foreign investment to develop competitive products;
- active PR - creating a positive image of the company in the eyes of consumers, creditors, investors, employees and government agencies;
- introduction of partnership marketing, etc.

The end result of marketing management is the formation and implementation of marketing strategies, such as strategies to reduce, grow, differentiate, maintain competitive advantage, diversification, which is implemented to bring the company out of crisis [205, p. 127].

The development of marketing strategy is part of the overall strategy of the enterprise and largely determines the effectiveness of its application. Marketing strategy can be seen as a set of measures to analyze, plan and monitor their implementation, which are aimed at strengthening and maintaining profitable exchanges with customers. The marketing program provides grounds for the use of specific marketing tools, tools and methods to ensure the conditions for achieving the planned sales and market share in accordance with the targets of sustainable socio - economic development of economic entities [206, p. 102].

One of the important components of a marketing program is the planning and development of new products. The ability to create new products is a hallmark of effective enterprises, firms. New product planning belongs to the section of strategic planning of the enterprise. Therefore, its ability to develop and market its new product depends on its financial performance. A new product is the end result of a creative

search, which significantly improves the solution of a certain consumer problem or a problem that has not been solved before. The concept of a new product is associated with many definitions, most of which are based on the following criteria:

- a) purely temporal features, when new products include each product that is first manufactured by the company;
- b) the possibility of generating and satisfying previously unknown goods;
- c) the presence in the product of progressive changes that distinguish the product from its counterparts and prototypes.

These changes may relate to raw materials, materials, construction, technology, appearance [200, p. 81–84]. For each type of product develops its own program, which attempts to anticipate all production and economic and organizational and managerial measures. When planning marketing, the main tasks are: choosing the target market or end consumer, taking into account his needs; determining the demand for this product; assessment of sales of goods and its growth rate.

The marketing program is developed by: a) for products that the firm produces for a long time; b) for new goods.

The marketing program, that is proportional distribution of efforts, design and integration of marketing elements is developed to achieve the goals. The marketing program formulates:

- what the company is going to produce, when, in what quantity and how;
- how it will sell its products;
- how the products will be sold in order to make the most of the available market opportunities;
- what prices the company will use [200, p. 109–112].

Thus, this program is a key element of marketing. It includes 10 sections: preamble; target market development strategy; weaknesses and strengths of the enterprise; purpose and objectives; marketing strategy; commodity strategy; sales channel formation strategy; pricing strategy; demand formation strategy; marketing budget. Developing marketing programs is quite a difficult thing. The main difficulties of this process are: a large number of possible combinations of marketing tools and

actions; the interaction of marketing tools, which may lead to an increase or decrease in their total effect; uncertainty about the specific outcome of marketing tools and activities; limited resources for marketing programs; qualification of personnel [198, p. 157–161].

One of the important components of a marketing program is the planning and development of new products. The ability to create new products is a hallmark of effective enterprises, firms. New product planning belongs to the section of strategic planning of the enterprise. Therefore, its ability to develop and market its new product depends on its financial performance. A new product is the end result of a creative search, which significantly improves the solution of a certain consumer problem or a problem that has not been solved before.

The concept of a new product is associated with many definitions, most of which are based on the following criteria:

- a) purely temporal features, when new products include each product that is first manufactured by the company;
- b) the possibility of generating and satisfying previously unknown goods; c) the presence in the product of progressive changes that distinguish the product from its counterparts and prototypes.

These changes may relate to raw materials, materials, construction, technology, appearance [200, p. 81–84]. For each type of product develops its own program, which attempts to anticipate all production and economic and organizational and managerial measures. When planning marketing, the main tasks are: choosing the target market or end consumer, taking into account his needs; determining the demand for this product; assessment of sales of goods and its growth rate. The marketing program is developed by:

- a) for products that the firm produces for a long time;
- b) for new goods. The marketing program, ie the proportional distribution of efforts, design and integration of marketing elements is developed to achieve the goals.

The marketing program formulates:

- what the company is going to produce, when, in what quantity and how;

- how it will sell its products;
- how the products will be sold in order to make the most of the available market opportunities;
- what prices the company will use [200, p. 109–112].

Thus, this program is a key element of marketing. It includes 10 sections: preamble; target market development strategy; weaknesses and strengths of the enterprise; purpose and objectives; marketing strategy; commodity strategy; sales channel formation strategy; pricing strategy; demand formation strategy; marketing budget. Developing marketing programs is quite a difficult thing. The main difficulties of this process are: a large number of possible combinations of marketing tools and actions; the interaction of marketing tools, which may lead to an increase or decrease in their total effect; uncertainty about the specific outcome of marketing tools and activities; limited resources for marketing programs; qualification of personnel [198, p. 157–161].

When developing a marketing program, keep in mind that marketing is an integrated part of the whole business, not a separate component. The following are the main components for creating a successful marketing program. The first section – preamble includes a summary of the program's conclusions and summary. Here are the main goals, objectives and recommendations. The second section includes a brief overview of the market, in terms of information on the volume and dynamics of effective supply and demand; the degree and intensity of competition, the presence of agricultural traders and interventionists, the influence of political factors at both the macro and meso level, goals and motives for buying products; product quality requirements; consumption volume and expected sales volume, market capacity, expected number of customers, possible segmentation; the main trends in the development of the target market segment, the possibility of concluding contracts with wholesale consumers in the future.

The third section analyzes in detail the strengths and weaknesses of the enterprise in the target market. The main problems that require timely solution are identified. Competitive advantages of the goods are determined (by quality



characteristics, price level, degree of resource security, compliance with standards). Estimated production and sales are forecast. Describes working conditions in the target market; prospects for achieving not one-time, but permanent success; assessment of the probability of risk, including from natural factors. The fourth section defines the global goals and objectives facing the company, as well as methods for achieving them. The set goals are expressed in both quantitative and qualitative measures. The fifth section is devoted to the justification of the market strategy of the enterprise: in relation to the market part of the enterprise (offensive, defense, or retreat for each product and for each market segment); strategy depending on market demand (stimulating, developmental, marketing, synchro marketing, supporting, demarketing, counteracting, etc.).

The sixth, seventh, eighth and ninth chapters are devoted to the main elements of the marketing complex. The latter considers the budget for the implementation of the marketing program, evaluation of its effectiveness and control [204, p. 23]. Thus, the process of marketing planning and program development should be part of the planning system of the enterprise as a whole. As a result, the marketing management system at the enterprise should be a flexible mechanism that allows you to control its operation at any stage of development and implementation of the marketing program. The planning process in marketing is the starting point of all activities of the enterprise, so this plan must be consistent with other functions of business activity and is part of the entire planning system of the company. To ensure the cyclical process of marketing management (otherwise it makes no sense to engage in marketing in today's market) as a result requires an assessment of each marketing event and analysis of the effectiveness of the system as a whole, based on which measures are developed to improve it. The following main directions of marketing activity were taken into account when compiling the program: study of the environment; comprehensive study of the market, the position of competitors; assessment of the company's own capabilities; formation of marketing goals for the future; maximum possible sales control; coordination of all marketing activities [203, p. 108].

The development of a marketing program will allow you to more effectively

organize the work of marketing services (or responsible persons) of enterprises. Unfortunately, the majority of business leaders are skeptical about developing any plans or programs. In turn, employees of enterprises show similar skepticism to the actions of management, which still develop similar documents. Of course, such approaches are wrong. The correct organization of management in the enterprise is to determine the harmonious participation of staff in solving marketing problems, which consists in the purposefulness of work as an internal individual motivating factor, as well as the use of feedback rules. Therefore, the development of a marketing program for agricultural products requires significant effort and expense. Properly set goals, tools and methods of implementation of this program should give positive results. In the activities of enterprises the main issues are the supply, production and sale of finished products. Sales has the final stage of economic activity, and in market conditions is considered as a set of procedures for promoting finished products on the market, which includes studying market conditions and production capacity of the enterprise, produce products that are in demand and in relation to sales plans and production. The main purpose of sales at the enterprise – the realization of the economic interest of the manufacturer based on meeting the needs of consumers [203, p.120].

The formation of an effective sales policy is one of the essential conditions for success, so the development must take into account its dynamic nature, the ever-changing environment, new methods of promotion and management methods. The sales system must be adaptive and flexible, adjusted to the needs of consumers and market requirements. The marketing approach to the development of the product sales program involves: conducting marketing research; determining the stage of the life cycle of each product (LCT), which affects the volume of its sales; determining the factors and the degree of their impact on sales. The sales program is of great importance for achieving the goals of the overall strategy of the enterprise, because it is close to the interests of the end consumer. This program should be designed in accordance with a specific policy that would reflect the direction of sales plans for many years to come and be consistent with the objectives of the strategy, both general and marketing. To

achieve this, special methods of forecasting, planning, coordination, control, accounting and analysis of sales [199, p. 144].

Given that sales is an activity to ensure sales, we present the boundaries of the organization of sales planning, which include: the organization of information support on the state of the market, marketing research and sales forecasting; signing contracts for the supply of products; choice of forms and methods of sale, organization of the distribution system for the creation of marketing communication and organization of legal support; organization of service and after-sales service. Factors influencing the program of sales policy of the enterprise are divided into three groups: factors of goods, the position of the enterprise and the market [206, p. 101].

The factors of the product that affect the marketing program of sales are: the difference between the price of this product from the price of similar products of competitors (price may be a limiting factor for sales); interchangeability of goods with other goods; dependence on the equipment necessary for its production; indirect benefit to the buyer; the level of effective demand for goods.

Factors of the company's capabilities that affect the sales program include: the general state of the company in the market (formed image, prestige of the company from the standpoint of the company and in the opinion of consumers and partners); financial resources that the company plans to allocate for marketing activities; general structure of product range; flexibility of the production and sales program of the enterprise (possibilities of fast transition to release of new production).

Among the market factors influencing the sales program are:

- total market capacity, type of market (developing, stable, etc.);
  - market distribution between competitors (market share of main competitors);
- the validity of competition, the position of the enterprise in competition;
- elasticity of demand (the impact of pricing policy on the magnitude of demand);
  - the number of intermediaries in the movement of goods from producer to consumer [207].

Of course, the marketing program should be as reasonable as possible. The

information for the development of the sales plan must be as reliable, complete and accurate. Otherwise, there may be a situation of unreliability of the sales plan, which will lead to negative consequences for the company. The marketing program usually includes the following sections:

1. Products, their types and sales by periods. Sales planning is carried out by type of product in kind, and then, after justifying the price, in cost units. The range and share of each type of product, ie the structure of products, are taken into account.

2. Pricing. All calculations in this section are made at comparable prices. When determining prices use the following basic methods: cost («cost plus»); focus on the market price, that is the price due to the ratio of consumer demand and market supply; use of average industry prices; focus on product prices of competitors or price leaders.

3. New types of products. Working with new products includes a number of stages, some of which are directly related to marketing and sales: market research, preparation of a market test program, preparation of a detailed marketing plan, etc.

4. Product distribution channels.

5. Terms of sale. This section of the sales plan provides: terms of payment for products; system of discounts and allowances; system of economic relations.

6. Circulation costs. The calculation of sales costs can be part of the overall cost plan of the enterprise.

7. Sales organization, including service. The section is compiled by the managers of the sales department in coordination with the economic services and includes: product promotion; product distribution system; sales promotion measures; sales staff training; services (before and after the sale) [212, p.67].

Quality of production and service. This section provides for compliance with and control over the product standards discussed in the contracts: their compliance with current standards, as well as the models, size, colors, packaging and more. From the effective organization of supply and marketing depends on the production program of the enterprise and the results of its economic activities, which is able to ensure the competitiveness of the enterprise. The organization of sales at the enterprise is the main and continuous process that ensures the company's economic interest and delivery of

goods to the consumer. By adapting the sales network and service before and after the purchase of goods to customer requests, the manufacturer increases its chances in the competition. Distribution (sales) channels are a set of firms or individuals that perform intermediary functions for the physical movement of goods and take over or facilitate the transfer of ownership of goods by promoting them from producer to consumer [198, p. 119].

The choice of direct marketing channel involves compliance with several factors. Location can be very important for a company's profitability, because location influences the choice of direct marketing channel. The development of a marketing program of sales promotion is associated with the solution of a number of consecutive tasks: setting goals for sales promotion; choice of sales promotion tools; identification of the circle of participants; determining the intensity of sales promotion measures; making decisions about the means of disseminating information about the sales promotion program; determining the duration of stimulation; choice of time for sales promotion activities; development of sales promotion budget [181, p. 162].

Goal setting and the choice of sales promotion tools are closely linked. The fact is that sales promotion tools can be aimed at: staff of the firm selling services; trade intermediaries (retail travel companies and organizations); customers. Various tools are used to achieve the set goals of customer incentives. At the third stage of program development, the range of sales promotion participants is identified. This involves identifying specific segments in order to focus on specific target groups that the firm would like to cover. The next stage is to determine the intensity of sales promotion measures. An important part of marketing is the product promotion system. In today's market it is not enough to make a good product, determine its price and bring it to market. For its successful existence on the market, promotion measures are needed. Product promotion is a variety of measures by which a firm informs, persuades or reminds the consumer about its product and about itself. Promotion marketing policy uses elements of the promotion complex as an arsenal of means of communication.

Communication – in the broadest sense – is the process of exchanging information. The company's marketing communications system is aimed at informing,

persuading, reminding consumers about its product, supporting its sales, as well as creating a positive image of the company. Marketing communications should be considered as managing the process of promoting the product at all stages – before the sale, at the time of sale, during consumption, after consumption. The main tools of marketing communications are advertising, personal sales, sales promotion, propaganda, public relations [181, p. 270].

One of the most popular areas of marketing communications of the enterprise is advertising. Advertising can be classified on several grounds, including:

- depending on the object of advertising distinguish advertising of goods or services and advertising in order to form a positive image of the company;

- depending on the form and method of advertising distinguish between direct and hidden advertising, with direct advertising is realized in the form of direct advertising appeals and participation in promotions, and hidden is the participation of branded goods in competitions, contests, availability of goods in movies, TV shows etc;

- depending on the purpose and function performed by advertising, there are informational (at the stage of creating demand when launching a new product on the market), persuasive (at the stage of increasing the product life cycle in the form of comparison with similar products), reminder (at the stage of maturity), reinforcing (after purchasing the product allows you to assure customers of the correctness of the choice), prestigious (forms the image of the company, a positive attitude to the brand and to individual products of the company) [209, p. 261].

The main elements of sales promotion are the use of advanced methods of selling products, improving packaging design and own aesthetic, ergonomic and organoleptic characteristics of the product, adjusting the pricing policy of the company with various discounts, promotional prices, markups depending on changes in micro and macro environment [205, p. 181]. Public relations is a managerial activity aimed at establishing a mutually beneficial, harmonious relationship between an organization and the public, on which the success of the organization depends. For the effective use of this marketing tool in the structure of a large industrial enterprise should have a

department of public opinion, but usually in order to save money, the functions of this department are transferred to specialists in marketing or advertising [205, p. 197]. Direct marketing is a type of marketing that uses advertising tools to directly address a potential consumer in order to achieve a backlash outside of retail or personal selling.

Types of direct marketing:

- non-mass (the message is addressed to a specific person);
- consumer-oriented (the message can be changed when addressing a specific person);
- operational (notification to a specific person can be made very quickly); updated (messages can be changed) [196, p. 197].

Today there is a further differentiation of the tools of promotion marketing policy. For example, tools such as branding, sponsorship and prestigious advertising have stood out from public relations. They are perhaps most important in modern marketing, especially branding (brand development) and prestigious advertising (advertising the activities of the enterprise as a whole or some particularly «prestigious» products of «unsurpassed» quality). The effectiveness of the use of this marketing tool increases with the presence in the company or organization of a holistic culture of communication, performance of their duties and cooperation. This is facilitated by a positive example and achievement of leadership, a favorable psychological climate in the organization, the presence of clearly defined and documented rules of conduct and duties, care for employees and provide them with decent working conditions [196, p. 211].

When developing promotion measures, companies must take into account several factors: the type of market in which the company operates and the willingness of consumers to make purchases. Marketing communications policy serves all components of marketing activities: work with the product, pricing policy and distribution channels of these products. There is no clear line between them. The product, its quality, properties, specific characteristics, design, packaging, as well as price level, competence and friendliness of sales staff, level of service – all this carries a powerful informational and emotional signal that the manufacturer sends to

consumers through marketing policy communications. Thus, the basis of all activities of the enterprise for marketing communications is based on information about goods, services, ideas and the manufacturers themselves. It must satisfy consumers and bring additional benefits to the manufacturer. Thus, we can identify the following goals of promoting the products of the enterprise:

1. Expansion of markets for products;
2. Formation of the company's brand;

3. Creating a favorable image of the company as a result of our study, recommendations were formed for the formation of a plan of the most important measures to improve the positive image of the IC, which are listed in table 2 [210, p. 252].

In order to succeed today in a highly competitive market, an agricultural enterprise must focus on consumers, attracting and retaining them with higher consumer value than competitors. But in order to satisfy the consumer, the company must understand its needs and capabilities.

Therefore, real marketing requires careful analysis of different categories of consumers. It is clear that it is impossible to satisfy all consumers in this market. There are too many buyers and they all have different needs [182, 190, 194].

Therefore, the company should divide the market, choose the most attractive segments and develop a strategy for servicing these segments. The whole process can be divided into three stages: market segmentation, selection of target market segments and product positioning in the market. In view of the above, it can be argued that the marketing program of sales activities of enterprises is carried out in order to develop such action programs, the implementation of which directs enterprises to respond quickly to changes in market conditions.

It should be noted that the marketing program is closely related to the process of marketing strategic planning of sales activities of enterprises and in today's conditions takes into account the time criterion, the nature of the desired results and the ability to change plans in the process of their implementation.



Table 2

Marketing program for the formation and promotion of products agricultural enterprise

Type of work	Goal
Development of an advertising booklet for products	Awareness of actual and potential consumers about the specifics of products
Development and creation of an advertising folder of the enterprise	Consumer awareness of the full range of products
Development and creation of souvenirs of the enterprise: calendars (pocket, desktop, flip); p / e packages; handles; notebooks; etc.	Constant reminders about the company
Preparation for the next exhibitions	Consumer awareness of the company and the range of products, product demonstration, the formation of customer recognition of products
Development of advertising materials for newspapers, magazines, etc.	Awareness of the public and customers about the life of the plant, the formation of a favorable image of the enterprise
Work with advertising competitors that produce similar products	Evaluation of the effectiveness of competitors, their achievements in advertising
Preparation of audio and video clips informing potential buyers about the product	Formation and consolidation of the image of the enterprise as a guarantor of quality and high level of service
Drawing up the advertising budget of the enterprise and control over its execution	Spending on advertising, planning and spending
Analysis of advertising effectiveness	Evaluation and determination of the need for a particular type of advertising, their effectiveness

To implement marketing strategic planning of sales activities, enterprises need to use the model shown in Fig. 4.

Given the above model, it should be noted that each of the stages of marketing strategic planning of sales activities has its own focus, specificity and integrity, and the implementation of each subsequent stage occurs only if the previous one is implemented. Analyzing the practical experience of marketing strategic planning of sales activities at Ukrainian enterprises, it was found that the desired results of these activities are currently planned based on data on the volume and level of sales costs, as

well as information on revenue trends in previous years. Moreover, the higher the level of uncertainty in the external environment, the higher the requirements of the company's management to put forward the accuracy of marketing strategic planning of sales activities of the enterprise.

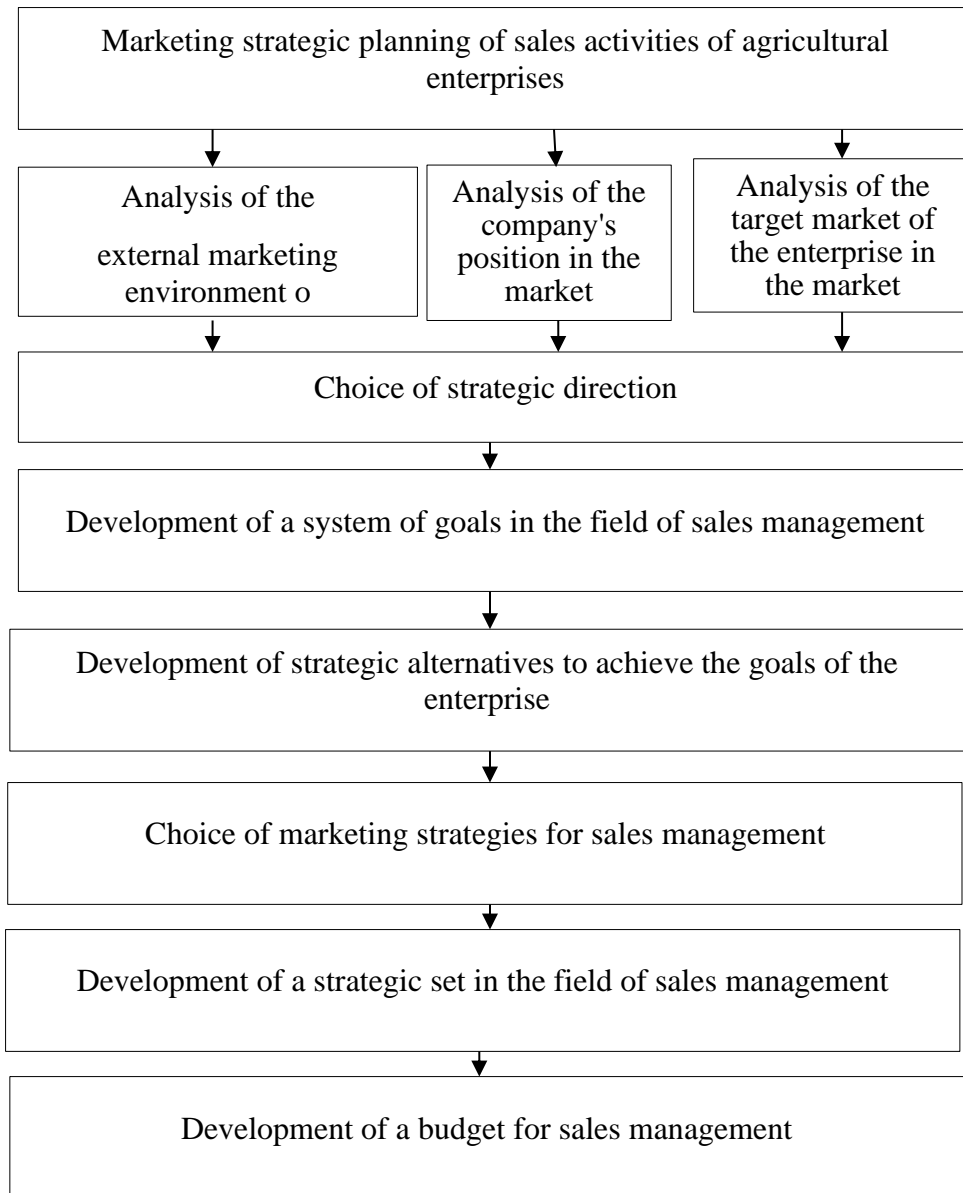


Fig. 4. Model of marketing strategic planning of sales activities of the enterprise [181, p.124]

Summing up the results of research, we can conclude that the marketing program of sales activities is an important part of the economic practice of successful enterprises, because it determines the economic interest of the enterprise and takes into

account the needs of consumers. The strategy is defined as a comprehensive plan of the enterprise, which is developed on the basis of a creative scientifically sound approach and is determined to achieve long-term global goals of the enterprise [167, p.12].

Any marketing strategy determines the vector of action of the enterprise and in relation to consumers and in relation to competitors. It is long-term oriented; is a means of realizing the marketing goals of the enterprise; based on the results of marketing strategic analysis; has a certain subordination in the hierarchy of enterprise strategies; determines the market direction of the enterprise; is an integral part of the formation of marketing strategy, which has a certain logic, consistency and cyclicity. The development of a marketing strategy consists of five interrelated stages. All of them complement each other and in general the final product is the marketing strategy of the enterprise. The formation of a sound marketing strategy plays an important role in ensuring the achievement of strategic goals of the enterprise (firm).

10.46299/979-8-88680-819-3.9

## **9. Innovative development of the crop industry based on the marketing approach**

The marketing approach to innovation development is related to the need to ensure the sale of products resulting from innovation activities. The problem of sales is highly relevant in the case of product innovation, especially when it comes to goods that are new to the market, which is actively promoting the company. If the introduction of innovation involves a significant development of production or improvement of its characteristics, you need to assess the prospects for sales. In the first case, it is about the probability of organizing the sale of more goods. The second case – about how favorable for the company are the conditions of sale of products with improved characteristics, taking into account changes in its cost. The assessment of the marketing component is carried out according to the criteria: the composition of sales departments and services of the enterprise and the effectiveness of their operation, the ability to carry out the necessary marketing activities, the level of competitiveness of the enterprise taking into account market conditions.

To analyze the characteristics of individual components of the innovative development of the crop industry using a system of indicators, the composition of which depends on the task set in the research process. Indicators that characterize the resource provision of agricultural enterprises, the efficiency of their operation, development trends, can be considered as a result of innovative changes in the industry.

Peculiarities of using the marketing approach are the subject of research by scientists such as T. Vaidanich, A. Vichevich, I. Didovich [223], M. Polonsky [220], D. Fuller [215], E. Sadchenko, Z. Kharichkov [221] and others.

Many business practitioners equate marketing activities with sales and commercial activities. There are common interpretations of marketing as a function of management [224]. It does not take into account that marketing is the leader of commodity production, and marketing activities are a natural reaction of the business entity to market activities.

In the conditions of development of market relations it is natural to expand the sphere of marketing activity, its understanding as a general philosophy of business.

Agromarketing is an important element of the economic system of any country. The quality of life of the population directly depends on the efficiency of agricultural producers. Agromarketing can be defined as economic entrepreneurial activity in the system of agro-industrial complexes, which is aimed at the production and sale of agricultural products. The basis of such business is the free market.

The purpose of agromarketing is to maximize income by fully meeting the demand for agricultural products and products of its processing [218].

Marketing in the crop industry is an independent area of modern marketing and involves the study, forecasting and implementation of business activities of market participants in the production, processing, storage, transportation and sale of plant products in order to obtain high market results.

Tasks of marketing in the crop industry are presented in table. 1.

Table 1. Tasks of marketing in the crop industry

The tasks of marketing in the crop industry are:	
Monitoring compliance with applicable environmental and medical requirements	Formation of requirements for product packaging; development of a business plan and conditions for conducting commercial operations, etc.
Justification of volumes and terms of production of plant products	Product selection, determination of its consumer properties
Establishing quality production parameters	Calculation of the need to attract additional funds with an indication of the sources of their involvement

Source: compiled by the author

The purpose of marketing support for the crop industry is to use a set of marketing, made on the basis of marketing tools, combined with appropriate methods and marketing concept, which is focused on the industry.

The main marketing tools that form the basis of the development of the marketing complex are shown in table. 2 [217, 222].

Table 2. Basic marketing tools

Basic marketing tools	
Price	Determining and, accordingly, setting a price for products that would fully cover the cost of its production and provide the company with a profit
Product	Development of appropriate measures to strengthen and improve the competitiveness of goods
Freight	Production of environmentally friendly, quality products Minimization of environmental pollution during production Production of products using resource-saving technologies
Promotion	Formation of an appropriate sales promotion system
Marketing	Formation of sales channels for environmentally friendly products
Place	Creation of appropriate sales channels in order to bring it to the final consumer
Employees	Selection of skilled workers, whose functions will be to manage marketing in enterprises

Source: compiled by the author

For the enterprise to manage the sale of agricultural products is the biggest problem, so in fact a significant part of the products they sell at minimum prices to intermediaries who earn high profits through the use of effective distribution strategies [212].

Sales policy and organization of trade is no less important part of the marketing management system of the enterprise.

The main promotion strategies are:

- 1) coercion (stretching) – a strategy related to the inclination of the final consumer, which will force trade organizations to purchase the desired product;
- 2) pushing – a strategy focused on the reseller, who will promote the product to the final consumer.

It is better for plant companies to choose a push strategy, because in order to choose a strategy of coercion, it is necessary to carry out branding, which requires significant investment.

Important tools for implementing a push strategy can be:

- advertising;
- sales promotion;
- personal sale.

The means of communication policy are:

1. Advertising:

- creating your own website;
- business cards;
- firewalls and billboards, for example, with the image of the harvest «from the field» and the caption «made in Ukraine» or «support domestic producers» and the address of production facilities, etc.;

- souvenir advertising;
- advertising in the media.

## 2. Sales promotion:

- discounts on the purchase of agricultural products in large batches on the principle of «more – cheaper»;
- discounts on the purchase of a certain amount of additional products to the main at a discount of up to 10%;
- discounts for regular partners and consumers;
- free delivery of goods, for example, in excess of 5 tons, etc.

## 3. Personal sales:

- communication by phone with potential resellers (wholesale, retail and other companies);
- communication with consumers about the quality of agricultural products and possible benefits of their purchase (population, wholesale and retail market, etc.).

In addition, it is advisable for agricultural enterprises to participate in exhibitions, fairs, which will not only inform consumers of the enterprise, but also to intensify sales [213].

The crop industry effectively uses marketing tools that provide companies with a niche in the market and gain leadership positions through knowledge of consumer psychology and patterns of economic processes.

At the same time, it was found that the structure of marketing costs in agricultural enterprises contains [214]:

- costs of organizing and conducting marketing research;

- costs of developing and creating new products and improving existing ones;
- costs of product analysis in relation to its competitive advantages;
- costs of improving the pricing system;
- costs for improving the sales system (for advertising products and for measures to motivate and stimulate sales), etc.

The system of agricultural marketing includes not only the sphere of production, processing and sale of products, but also industries that produce production resources for vegetable growing.

The application of the modern concept of marketing implies that the producer, identifying and meeting the needs of consumers in the market more effectively than competitors, while ensuring the interests of both consumers (needs) and enterprises in economic profit and welfare [219].

In the course of marketing research, first of all, the following is analyzed:

- the microenvironment of the firm itself, its mission, purpose and objectives that determine its business and place in the market;
- the work of management, which is responsible for the correct choice of field of activity (functions, territorial boundaries, forms of ownership, general product categories, etc.);
- general indicators (sales, profit, image, etc.);
- the role of marketing and other business functions (production, finance, accounting, design, research);
- development of corporate culture (system of values, norms and rules of conduct in the market) [216].

The marketing approach in the crop industry has its own features in comparison with industrial, banking and other types of marketing. This is determined by the peculiarities of agriculture, namely:

- dependence of results on natural conditions;
- variety of forms of ownership;



- mismatch of working period and production period;
- seasonality of production and obtaining results;
- participation of state bodies in the development of the agro-industrial complex and its branches.

Natural and economic processes in agromarketing activities affect each other and create special conditions for the organization of marketing.

The first special condition is that the marketing department of the crop industry deals with essential goods, so it is necessary to meet their needs in a timely manner, in a certain amount and range, taking into account national traditions and the state of health of consumers.

The second special condition is the mismatch between the working period and the production period. In this regard, marketers must be able to predict consumer demand, market conditions and more.

In addition, the seasonality of agricultural production affects the forms and methods of agromarketing, determines their difference from the forms and methods of industrial marketing.

The third special condition – the production of agricultural products is determined by the main means and subject of production – land, its quality and intensity of use. All this affects the volume, range, quality of products, gives agromarketing specificity in the process of its organization and implementation.

The fourth special condition is higher adaptability, self-organization and self-management of the agromarketing system in comparison with other types of marketing, which is explained by the peculiarities of consumer demand, the intensity of competition in the agricultural market.

The fifth special condition is a lower level of science and art of marketing activities in agriculture compared to other industries, the lack of scientifically sound recommendations for the use of agromarketing.

10.46299/979-8-88680-819-3.10

## **10. Conceptual bases of development of management of marketing activity of agrarian enterprises**

The dynamic development of marketing theory occurred in the mid-nineteenth century. The theory of marketing is evolving along with the evolution of the market economy and until recently, from the point of view of economics, is not complete. At the same time, the interpretation of the category «marketing» is expanding and changing, which in the scientific and economic literature of the XX-XXI centuries began to be considered as a concept of business management for the production and sale of products or services. With the development of a market economy, the category of «marketing» has significantly expanded and diversified depending on the specialization of production activities.

Modern scientific literature uses a large number of concepts and categories: marketing complex, marketing strategy, marketing plan, marketing information, marketing services, micromarketing, macromarketing, marketing year and many other concepts formed from the word marketing.

The British Institute for Management provides a comprehensive definition of marketing and recognizes that «Marketing is a type of management activity that promotes production, trade and employment by identifying consumer demands, organizing research and development to meet these demands» [225]. This is one of the most complete definitions, because it takes into account various aspects of marketing and its role in the complex of interrelated processes of production, procurement, storage, processing and sale of products.

In our opinion, this definition can be expressed more emphatically. Marketing is an organizational and economic activity of economic entities in the commodity market in order to meet consumer demand for goods (services) and make a profit for expanded reproduction.

In this sense, marketing acts as a function of production management, aimed at studying the market and actively influencing market conditions to most fully and quickly meet consumer demand, on the one hand, and achieve their strategic goals, on

the other. Interpretation of marketing as a concept of production management allows us to clearly see the difference between marketing and sales. The task of sales is to convince the buyer to buy what has already been produced, and the goal of marketing is to make and deliver to the market only the goods that the buyer really needs here and now.

The managerial concept of marketing is realized through marketing activities, which should be considered as a set of performance of its inherent functions. These functions are performed by a certain system of logically connected actions, which, evolving in a spiral, are constantly improving.

The term «agribusiness marketing» was first coined by John Davis in 1997, and introduced into economics relatively recently – in the late twentieth century. According to R. Coles and J. Dzyga, «agromarketing is a set of all business activities involved in the flow of food and services from the beginning of agricultural production to consumer groups» [226].

The concept of agromarketing in most sources is defined as the activities of the company, consumer-oriented and aimed at optimizing the entire process of product movement: from the stage of production to the stage of consumption. Domestic scientists define agromarketing «as a type of purposeful creative activity to anticipate, plan, organize and manage consumer demand for goods, services, ideas of agricultural production through exchange» [227, p. 32].

Ostrovsky P.I. gives almost a similar definition: «Agromarketing is an activity of anticipating, planning and satisfying consumer demand for goods and services of the agro-industrial complex on the basis of market analysis, conducting adequate policies in the field of production, pricing and sales. ensuring food security» [228, p. 15].

These definitions of marketing, in our opinion, need to be clarified and supplemented, because:

first, agromarketing is not only a certain creative activity, but also standard marketing procedures based on the use of marketing mix tools;

secondly, the above definitions do not cover all elements of the agromarketing system, but only some of them.

Based on these studies, it can be argued that the marketing of an agricultural enterprise has historically (epistemologically) evolved from a production orientation to a consumer orientation with a long-term relationship with him. At the same time, for a representative agricultural enterprise, the traditional elements of the marketing complex remain important, taking into account the peculiarities of products and production, namely [229, p. 192]:

- goods – product design; production of goods with high added value; production of basic products; processing of residues and waste;
- price – setting the price within the product range;
- place – analysis and selection of markets, supply, storage;
- promotion – advertising, personal selling, public relations, sales promotion, direct marketing.

At the same time, producers, public authorities, consumers, and intermediaries are involved in the marketing process. In response to changes in the external environment, market dynamics, etc., the agricultural enterprise can develop a marketing model that should ensure margins, productivity and competitiveness.

In addition to the sphere of production, pricing and sales, the most important elements influencing the state of the agricultural market include the process of organizing the movement of goods to consumers, ie agromarketing system includes a set of interdependent elements and information flows that allow feedback to markets. agro-industrial production. Proper use of agromarketing tools helps agribusiness companies to be efficient and competitive in the market. Agromarketing as a separate direction of marketing includes the study, forecasting and implementation of business activities of market entities in the field of production, processing, storage, delivery to consumers and sales of agricultural products to improve the efficiency of the enterprise [230, p. 431].

As you can see, modern definitions of agromarketing do not contain any differences from the definitions of marketing in other areas. However, agromarketing

is different from other types of marketing. These differences are due to the peculiarities of agro-industrial production and should be taken into account in the formation of the marketing mix system or in the local use of marketing tools in most agricultural enterprises [231, p. 29 – 30]:

- agromarketing service usually deals with essential goods, usually perishable. This requires ensuring that demand is met not only in the right quantity and quality, but also in the shortest possible time;

- the discrepancy between the period of production, processing and consumption puts before marketers and sales professionals the task of forecasting demand, market research based on the time gap between the phases of reproduction;

- the main means of production in agriculture - land, requires determination of the volume, range and quality of products based on soil productivity, which depends on natural and climatic conditions;

- the variety of forms of ownership forms a diversified agrarian economy and corresponding competition. This necessitates the use of different marketing strategies. In addition, we should not forget about the high share of imported products, which have to compete with domestic agribusiness;

- the seasonal nature of agricultural production requires marketers to focus not only on the realization of the harvest during its availability on the market, but also the ability to maintain it for the entire period of consumption, as well as until product prices rise and supply falls;

- agricultural products are in constant demand and have a long life cycle, which makes it difficult to choose a strategy to expand the range. Research of marketers in this area should be aimed primarily not at finding product innovations and consumer demand, but at finding additional consumers, including in the international market;

- low level of technical equipment of agro-industrial enterprises and introduction of achievements of scientific and technical progress in comparison with other spheres of economy do not promote growth of labor productivity and competitiveness of agrarian sector. In this regard, marketers need to work with other services to lease, transfer technology and innovation.

In modern conditions, the development of a market economy is accompanied by the creation of fundamentally new conditions for doing business. First of all, this applies to increasing competition in both domestic and foreign agri-food markets. It should be noted that the main competitors in such markets are countries with developed agricultural sectors of the economy, which pay special attention to subsidizing this area. This leads to an economic situation that involves the reorientation of agricultural production to market conditions. In this aspect, there is a special need for the development of marketing, which allows to best take into account the market behavior of agricultural consumers, changes in market conditions, segmentation of commodity markets and consumer and other factors. In our opinion, the active use of principles, methods and tools of marketing is one of the areas of food security in the country, means of overcoming the crisis in agro-industrial production, increasing its competitiveness, which is especially important in strengthening integration processes in the world economy.

Agromarketing can be defined as a set of interdependent organizational, technical, financial and commercial functions of the enterprise, aimed at ensuring the sale of agricultural products in accordance with consumer demands for the benefit of the enterprise [232, p. 239].

A well-established agromarketing system allows you to establish contact with markets for goods, take into account consumer demand. In other words, the competent use of agromarketing tools helps agribusiness enterprises to be competitive in the market. As a separate area of marketing agromarketing includes the study, forecasting and implementation of business activities in the field of production, processing, storage, delivery to consumers and sales of agricultural products to improve the efficiency of the enterprise.

When researching the marketing mix, it should be noted its systemic nature. Marketing mix tools used systematically have such a market and consumer impact effect that none of them are used separately, ie the quality of each of the system tools is lost if it is used out of connection with other elements. For example, an increase or

decrease in the price of a product will be effective only in the event of changes in product policy, distribution policy and product promotion.

One of the key tasks of the state in the field of agricultural policy is to build management systems adapted to modern economic conditions, aimed at restoring the controllability of agro-industrial production. The need to form such a model of management of agro-industrial production is due to the fact that the transition to the market has led to more difficult economic conditions, increased competition between agricultural producers. Insufficient efficiency of agricultural production and other sectors of the agri-food sector of Ukraine is due not only to the lack of experience in market conditions, but also to the weak elaboration of the agrarian reforms from the standpoint of marketing approach. The reason for this is the lack of a clear understanding of the nature, functions and concepts of agromarketing and marketing management systems and the lack of methodological developments for planning marketing activities and developing marketing strategies.

In accordance with the strategic tasks facing Ukraine, the priorities of industrial and innovative development of the agricultural sector of Ukraine are: production with stable markets; transition to new types and mechanisms of state support of the agricultural sector that stimulate the introduction of new technologies; development and implementation of master plans in priority areas of the agricultural sector with the definition of clear indicators; stimulating the development of high-tech industries [226, p. 472].

The implementation of the selected priorities requires the creation of an appropriate management mechanism, the subsystems of which are: indicative planning, financial leverage, industry management based on market approaches, in particular, agromarketing tools [233].

Agromarketing as a system has not yet become widespread in the formation of agriculture in Ukraine. This is due, firstly, to the fact that agricultural products are insufficiently produced and the level of competition is low; secondly, some business leaders have a misconception about the role of marketing in market conditions, outdated psychology works, when the business leader, first of all, thinks not about how

and where to sell products, but, above all, how to produce. As a result, consumer demands are not fully met, reduced product quality and service level [234, p. 23].

In our opinion, in the current conditions, agromarketing as a system is designed to solve the accumulated problems of the agricultural sector. It is marketing that will make it possible to reorient agro-industrial production and sale of agricultural products to address food security issues, reduce food imports, increase Ukrainian content, and so on. Marketing allows agro-industrial formations to better adapt to market competition, helps to unite the efforts of agricultural producers, enterprises of processing industry and trade not only at the stage of implementation, but already at the stage of determining the volume and structure of production by efficient use of production facilities. conditions of activity for all subjects of the market, to realize as much as possible the strong points and opportunities for satisfaction of needs of buyers and reception of profit, to forecast activity of the enterprises taking into account influence of factors of internal and external marketing environment.

Modern scientists identify conceptual approaches to defining the essence of the agromarketing system. Some authors believe that this phenomenon is a system of tasks and measures to create an image and create attractiveness for new agribusiness entities, investors and other consumers of «agricultural product». On the other hand, a number of scholars interpret agromarketing as a management system that orients agricultural enterprises to meet the needs of consumers in goods and services.

In our opinion, these approaches are complementary and reveal various aspects of the agromarketing system, defining the final link of fragmentation and separation of areas of agricultural marketing – the ratio of interests of consumers, producers (sellers) of certain agricultural products and individual areas. The market of agricultural products is presented to us from the point of view of the process of reproduction, namely as a sphere of combination and interaction of agrarian business entities and territories, as well as part of interregional and international economic relations. The importance of detailing areas of agromarketing in the form of socio-economic systems highlights the food supply system.



Prerequisites for identifying the essence of agromarketing in the system of food supply as a separate area of marketing, with its inherent specifics of the object of study, with the possibility of using marketing philosophy of business to food management, are objective processes of structural diversification of marketing in modern times [235-236]. Despite the specific level of development of the agricultural entity, its size, features of marketing parameters and characteristics of the food sector are quite significant.

Agromarketing in the system of agri-food products we define it [229, p. 194 – 196]:

First, as a new factor of management, which creates the preconditions for the stable development of the agri-food sector through the use of the potential of the agri-food sector and the settlement of the interests of the subject of the agricultural market. The directions of the impact of agromarketing on the effective functioning of the food sector should be consistent with the conceptual positions of the theory of territorial marketing. First of all, it is a social component of marketing in the food supply system, which involves the formation of policies to improve the living standards of the population, its social well-being and health, the quality of labor potential.

Secondly, agromarketing in the agri-food supply system can be considered as a special type of management activity, which is used as a unifying element to reconcile the interests of agri-food market participants.

Third, agromarketing in the food sector can be seen as a modern business philosophy that transforms the role and functions of management structures and changes their priority to optimal use of resource potential, investment attractiveness, production and sale of agri-food products and agricultural raw materials.

Thus, marketing in the system of agri-food products involves the formation of mechanisms that direct the activities of various economic entities in accordance with the interests of the enterprise and consumers: sustainable development, production of competitive products, investment attractiveness, improving living standards.

The main goal of agromarketing is to fully satisfy the rational norm of food consumption by the population while ensuring the effective development of

agribusiness entities. From the standpoint of standards caused by the need to ensure food security by the general parameters of production, providing the population with food, within the concept of effective development can be determined [234, p. 89 – 106]:

- growth of food production within the specified limits, the maximum value of which is the value of consumer needs (territorially localized market), calculated according to rational norms, and the minimum value represents the existing level of consumption;

- formation of the structure of the product range according to the theory of balanced nutrition, which is, first of all, providing the human body with the necessary amount of nutrients; as well as maintaining the correct proportions between them;

- compliance with the conditions of purchase, physical and economic availability of essential food for all segments of the population to ensure full satisfaction of food needs.

The semantic load of the concept of agromarketing in the context of the food supply system is based on the system of general ideas, the main idea, the ideology of organizing the activities of agribusiness entities, integrated target philosophy of economic activity. The main idea is to increase the level and quality of food supply to consumers through an effective strategy in the presence of the necessary market tools, creates mechanisms to achieve the main goals of agricultural enterprises.

The main manifestations of the interaction of subjects and objects of the agromarketing system are:

- the use of marketing technologies for the complex impact of the subject on the object;

- research of the main directions of marketing influence of the subject on the object;

- analysis of information on the scope and condition of the object;

- assessment of the degree and vectors of the probable influence of the characteristics of the object on the state of the agromarketing system.

The constituent elements of marketing tools to achieve the goal of effective development of the food supply system are the classic elements of the marketing complex (4P), namely product and price policy, promotion and distribution policy.

Based on the above, the category «agromarketing» is an approach to the functioning of the food supply system, which creates the principles, methods and mechanisms of implementation, support of such relationships of agri-food market entities, which contribute to achieving the priority goals of their activities. food security [237].

Agromarketing from the standpoint of the philosophy of reconciling the needs of market participants in the food supply system to achieve key goals is based on the following principles: focus on consumer needs, effective cooperation of business partners on mutually beneficial terms, achieving coherence between state priorities and activities of entities [238, p. 138].

Agromarketing from the standpoint of a means of obtaining competitive advantages for all actors at different levels of this system: state level, regional, enterprise level, personal.

Thus, at the enterprise level, the implementation of agrarian business marketing program in accordance with the basic parameters of the concept of agromarketing, the main purpose of which is to meet the quality needs of consumers in food, provides an opportunity to create an advantage that can be assessed relative, comparative status. agribusiness project in relation to a competitor.

At the personal level, individual competitive advantages can be formed on the basis of the principles of balanced nutrition in the form of maintaining a healthy lifestyle, attractive appearance, and so on. Free economic choice of desired and necessary food, as well as the ability to easily and quickly buy and consume them, form the basis for meeting the individual's need for self-esteem and aimed at strengthening patriotism, which is a priority of state policy in socio-economic development.

Agromarketing from the standpoint of the method of search and decision-making is an option for the selection, processing and analysis of information for decision-making aimed at the main positions of the concept of food security, which is:

– for the agribusiness entity – the creation, of course, information base through marketing research to assess the volume of agricultural products and the structure of its demand, analysis of consumer segmentation by behavior, marketing research of the competitive environment, the business structure of the market in which enterprise activity, etc .; use of matrix approaches to the process of planning the development strategy within the methods of portfolio analysis for active investment attraction; use of the newest methods of formation of structure of the nomenclature of the goods, fast and timely management of assortment, marketing methods of management of the commodity movement, pricing, a life cycle of the goods; use of methods of cluster analysis, methods of interpretation of similarity of consumers in marketing concepts for possibility of competent positioning of the goods;

- at the state level, understanding marketing in the context of food security as a leading method of managerial decision-making creates the concept of a post-industrial society. Comprehensive reorientation of production to consumer needs, transition to a service economy, active participation of the population in political and economic life, significant transformation of the social structure of society – these factors and processes are fundamental in the process of radically changing the structure of social production and economic goals. The state regulatory function proclaims the highest value of providing the population with a decent life, the formation of favorable conditions for the comprehensive development of the individual. The category of «efficiency of economic activity» is increasingly deepening the connection with the concept of social comfort, which today is a source of resources, as well as the very resource of activity for agribusiness entities. The role of the state in the process of ensuring the sustainable development of society is manifested in the creation of a favorable environment for economic activity. Under such circumstances, a close relationship is created between economic and social methods of management, a combination and complementarity of the provisions of economics and sciences such as sociology, psychology, ethics, ecology in the economic sphere of the state;

- at the regional level, food marketing as a method of finding management solutions, through the inclusion of marketing principles in the process of food security

management in the region, involves the use, among other functions, methods of strategic analysis. The application of these methods, first of all, is necessary for the formation of the marketing component of the food system strategy at the regional level, monitoring the competitive environment of agricultural markets, to justify decisions when there is a need for its regulation, and so on.

Agromarketing reveals the main content of the activities of the subjects of the food system within the food security program of the state and its territories, it allows to determine their goals and strategies.

Marketing management of the food security system should be considered as a set of methods, technologies and mechanisms that help shape the regulation of economic, social and other processes in the field of agri-food production with a view to its sustainable development and improving the quality of life.

Features of marketing management are [239, p. 463]:

- giving priority to the levers of interaction and stimulation;
- multilevel composition of the subjects of the management system;
- combining the principles of marketing with the principles of liberalization of public life and the formation of economic pluralism;
- indicative nature of the planning process;
- use of strategic planning as the main management tool;
- integration role of marketing management;
- the complex nature of the decision-making process.

The subjects of marketing management who lead the food supply system at the macro level are the legislative and executive authorities, which promote the development of the market by reconciling interests and creating conditions for competitive advantage of agribusiness entities that form the food chain. As subjects of marketing management at the micro level, the role of enterprises and organizations that have an impact on the market through the use of marketing technologies, through the formation of the product range, pricing policy, promotion and distribution policy; implementation of tools for creating and managing demand for goods; development and use of marketing strategy in relations with partners [240, p. 47].

The defining feature of the agri-food marketing management system is the bilateral role of the population. On the one hand, the population can be seen as an object of governance within the food security system. At the same time, on the other hand, the population acts as an element of the represented system of the population, creating groups of households, public associations, having various levers of influence on the state of equilibrium of the system. Manifestations (integration) of marketing in the food security management system are reflected in each of the selected hierarchical sections.

Despite the significant results achieved in the agricultural sector in recent years, the performance of the industry lags behind the pre-reform level. To achieve it and create the conditions for further development of agriculture, it is necessary to identify and implement the reserves inherent in the system of public administration of agriculture, and actively implement the tools of agricultural marketing in the practice of agricultural formations.

Due to the specifics of the development of agro-industrial complex, the laws of supply and demand are somewhat different in nature than in other industries. Customer preferences for food are almost unchanged, but given the low income of consumers for a large part of the population, the predominant factor influencing demand is the price factor. To assess the supply and demand in the market, elasticity indicators are used for certain types of goods. Taking into account different types of elasticity of demand in the development of market relations marketing strategy will ensure the accuracy of forecasts for the short and medium term, as well as increase the efficiency of response of economic entities to changes in the market situation.

The calculated coefficients of elasticity for all foods are less than one, so the level of their consumption, depending on income, is weakly elastic. Thus, the level of consumption grows more slowly than the level of income. In the group of population with average monthly per capita income, negative values of the coefficient of elasticity were obtained for all types of food (except for fruits, whose elasticity is also quite low). This confirms the conclusion that the level of consumption of these products decreases with further increase in income.

The marketing sphere of agro-industrial complex is considered as a system of transformation of agricultural raw materials into ready-to-eat product, which includes procurement, storage, transportation, processing and trade. It is necessary to highlight the following differences in the marketing sphere of agro-industrial complex: special marketing status of agricultural products, which are mainly raw materials, not related to packaging and other means of individual consumer identification, requires special approaches to promote it in the marketing environment; wide use and variety of brands of goods in the processing industry; isolation of the agro-industrial sphere, which is characterized by a wide range of forms of manifestation and industry specifics.

The study found that the development of agro-industrial marketing systems is characterized by an increase in the number of intermediaries in marketing channels, and hence - an increase in the share of indirect channels in the structure of the agro-marketing environment. However, this trend has not affected the importance of direct contacts between producers and consumers. Modern food market marketing systems provide for the operation of different length marketing channels – from extremely short (direct) to long enough indirect, the structure of which allows you to implement complex and extensive schemes of distribution of agricultural products.

The main volume of agricultural products is sold to processing enterprises and other sales channels. For example, in 2021, sugar beets (91%), milk and dairy products (98%) came almost entirely to processing enterprises. Regarding cereals and eggs, the highest sales volumes were in other sales channels – 85 and 73%, respectively, which includes sales of products to trade and intermediary structures, catering establishments, sales in natural food markets.

In order to establish the transparency of agricultural sales channels, it is advisable for statistical authorities to specify other channels, as existing forms of statistical reporting do not allow for an objective study of agricultural trade.

Due to the lack of an organized transparent system for the sale of agricultural products on the food market, there is a situation of feigned saturation, due to low purchasing power of the population as a deterrent to sales. One of the problems with the movement of agricultural products is the lack of specialized storage facilities for

fruits and vegetables. According to various estimates, Ukraine can provide only 5-10% of the grown fruit and vegetable products, the rest is stored in unsuitable conditions, resulting in the loss of at least 20-25% of the harvest.

Despite the shortage of funds and the unavailability of credit resources, some domestic producers of fruits and vegetables continue to increase their production and storage space, as there is unsatisfied consumer demand in both domestic and foreign markets. Thus, Agroholding LLC in the Kyiv region, which produces vegetables under the Vovka-Carrot and Vashi Ovochi brands, has a 14,000-tonne storage and processing complex and plans to increase its capacity to 40,000 tons.

There are 9 exchanges in the Kyiv region, through which wheat, rye, oats, rapeseed and millet are sold. However, only one exchange submits reports to the Department of Statistics – Kyiv Agroindustrial, so it is impossible to draw sound conclusions about the role of this object of marketing infrastructure of the agricultural market. Thus, it can be argued that stock exchanges do not play a significant role in intensifying sales activities of agricultural enterprises in the study area.

During the study of the state of marketing at agricultural enterprises of Kyiv region, two types of surveys were conducted: oral (interview) and written (questionnaire). The study found that at the present stage of development of marketing of agricultural enterprises in Kyiv region there are no common ways to improve this process. Many companies use certain marketing methods in a very limited number. The main factors hindering the development of marketing in agricultural enterprises are the following: the inertia of outdated relationships; elements of the former infrastructure; ignoring the market relations and, accordingly, marketing by the heads of agricultural enterprises. In conducting business, managers of agricultural enterprises rely on previous experience (both positive and negative), which hinders or limits the use of marketing tools. In most agricultural enterprises, the main part of agromarketing functions is performed by the head. The analytical function of marketing is carried out mainly on the basis of internal reporting, which in combination with the limited use of marketing research tools leads to inefficient performance of this function and does not provide positive results. The logistics system of agricultural enterprises is ineffective



due to supply disruptions, lack of ordering system and long-term relationships. In combination, this leads to unstable financial condition and low competitive positions of agricultural producers in the food market.

In the process of reforming the agricultural sector of the economy, agri-food markets have been formed, which are mostly unorganized, and the state unsystematically uses the levers to regulate them. The marketing sphere of agromarketing is heterogeneous not only in terms of composition and functions, but also in terms of market characteristics. There are four types of markets within the marketing sphere:

- commodities;
- food products of a high degree of processing;
- relatively homogeneous products with a low degree of processing (fresh and chilled meat, milk, dairy products, etc.);
- food service, which covers all forms of mass nutrition.

The study found that from the standpoint of differentiation of marketing as a system of views, it is considered in two aspects:

- 1) as a market concept of enterprise management;
- 2) as a set of functions and tools that allow you to work effectively in the market.

Functional marketing is derived from its conceptual understanding, because the concept of marketing can not be implemented without the implementation of its functions in practice.

In the marketing management system at the enterprise we can state the existence of three levels of management (by which we mean a set of management bodies at the same level of hierarchical structure): the management of the enterprise, the management of the marketing department, structural units of the marketing department. Each level of government has its own goals, objectives and functional responsibilities. The main element in the marketing management system is directly the marketing service at the enterprise.

It should be noted that the marketing approach as a special field of activity has not yet been properly disseminated in agricultural formations due to the action of

subjective and objective factors. This situation has led to the emergence of intermediaries in the market, which in some cases resort to dishonest actions, removing due to imperfect pricing large financial resources from agriculture. In order to avoid the negative manifestations of such actions and the formation of civilized relations in the market of agricultural products, it is advisable to encourage joint efforts of agricultural producers to carry out marketing activities in the market.

The specifics of marketing activities in the agricultural sector are related to the peculiarities of agriculture, agricultural production, food, as well as the market mechanism. It is concluded that agricultural marketing is a complex and multifaceted business activity aimed at organizing the movement of agricultural products and ready-made food from the field to the consumer, which focuses on meeting the interests of: consumer – more effective needs through purchasing quality products; commodity producer – making a profit, ensuring sustainable development and friendly relations with business partners; states - in improving welfare.

Agromarketing as a complex socio-economic system is formed taking into account certain features. That is why the development of marketing activities in agro-industrial formations is a multifaceted phenomenon, which largely depends on the influence of external and internal factors, as well as levers of state regulation of agricultural production.

Features of marketing activities in the agro-industrial complex should be grouped into the following groups:

- due to the nature of the goods;
- due to production and marketing technologies;
- methodological features;
- organizational;
- structural;
- economic;
- features of state regulation.

Foreign experience in managing the agricultural marketing system shows quite significant progress in this regard, especially in the United States, Japan, Canada, EU

countries, China and others. The study found that joint activities of farmers in many EU countries have contributed to the emergence of agricultural marketing cooperatives. Modern farmers' marketing cooperatives are focused on ensuring sustainable rural development and food quality and safety. In agriculture as a multifunctional sphere of life and work, with increasing competition in the food market and exacerbation of food safety problems, farmers are creating new activities and developing non-traditional and specialized production.

Summarizing the existing methodological approaches to assessing the activity of management of marketing activities, it is advisable to consider the criterion of effectiveness of marketing activities of agricultural enterprises from the standpoint of maximum satisfaction of consumers in high quality agricultural products through rational use of existing production opportunities. relationships with business partners.

In the vast majority of agricultural enterprises, the organizational structure does not meet the principles of marketing, which is manifested in the complexity of internal interaction of services and departments, limited marketing tools for market analysis, inefficient management. The generalization of the results of the implementation of marketing-oriented organizational structure of agricultural enterprises suggests that it optimizes the relationship between services and departments of the enterprise, avoids duplication of functions and contradictions between them and use marketing tools to study the market.

It is established that marketing services or large sales departments are formed at almost all processing plants in the study region. At the same time, agricultural enterprises can be divided into three main groups according to the level of development of the supply and marketing service. The first group includes enterprises where this service is not organized, and its functions are performed by specialists of other departments. These enterprises, as a rule, do not have a full-fledged base of finishing, storage and processing of products.

The second group is represented by agricultural enterprises, which have established supply and marketing services, but they work inefficiently. However, these enterprises have a higher level of business activity compared to the enterprises of the

first group. Such farms are trying to adapt to new business conditions, focusing mainly on their partners. They also take into account the requirements of regional markets and in order to protect their own interests affect processing companies.

The third group includes agro-industrial enterprises, which have staffed by specialists of the supply and sales service. These companies are developing their own production base for processing, storage and sale of agricultural products. They have the opportunity to keep part of the profits, which in the farms of the previous groups belong to processing and trading companies. According to sample surveys in Ukraine, no more than 15% of them are in the third group.

According to the results of the study, most agricultural enterprises in the region due to subjective and objective reasons can not create an independent marketing service, so it is advisable to organize marketing services at district and regional departments of agro-industrial development, which should work closely with agricultural services.

The study found that currently at the district level, the Department of Agricultural Development provides almost no marketing services, because according to the regulations, they are not obliged to do so. At the same time, these departments are forced to refuse to perform a significant part of even those functions that are part of their responsibilities, in order to minimize the cost of their maintenance. These bodies are mainly engaged in tracking information and its analysis, preparation of certificates for the leadership of the district and region.

For the comprehensive implementation of marketing in agricultural enterprises, it is necessary to involve all services and production units, because the participation of their specialists will help achieve this goal. Particular attention should be paid to customer relationship management (CRM), as this method is less expensive than other marketing tools, but is effective.

The development of modern agromarketing can be ensured provided that there is comprehensive, regularly updated information. The above tasks can be solved through the organization of a single agromarketing system of Kyiv region. We propose the following structure of the branch system of agromarketing information of the region:

regional and district information and consultation centers, which work closely with agricultural producers.

Coordination of information on market conditions of agricultural products and food will analyze competitiveness, sales dynamics by product range in the region, organize and conduct agromarketing activities and research on important types of agricultural products and food, provide advice and provide marketing information to all products. , to advertise the activities of agricultural enterprises on the Internet in order to promote the development of social infrastructure and solve environmental problems.

Generalized economic results and systematized trends in the development of cooperation in different countries allow us to draw conclusions about the ability and prospects of cooperative forms of production in the agricultural sector at the moment and in the future.

Ensuring the competitiveness of agricultural enterprises in modern conditions is possible not only through the optimization of production but also marketing costs associated with finding channels for raw materials and food, its processing, sorting, transportation, storage. In order to rationalize costs, it is necessary to develop a single regulatory and methodological complex that allows farms to make calculations for all types of their costs, including those related to anti-risk measures.

An important role in this direction is given to the state through the use of financial resources for the active conduct of procurement and commodity interventions, as a result of which agricultural producers receive guarantees of marketing their products. The implementation of these operations reduces the economic costs associated with finding buyers of agricultural raw materials and food, ensures that farms receive sufficient income to reimburse production costs, commodity interventions also reduce the growth rate of retail prices for certain foods in short supply.

Government marketing programs in agriculture in our country are not yet implemented, so farmers are not informed about prices in the market of means of production, the sources of financing of agricultural production and have no information about competitors. In this regard, it is legitimate to rationalize the management of marketing costs in the agribusiness system through:

- the formation of an electronic database of potential buyers of agricultural products;
- provision of legal, information and marketing services in order to reduce the gross costs of farms of various forms of ownership and management;
- offering services for the movement of agricultural products;
- retraining of managerial staff engaged in marketing activities in business incubators of higher educational institutions in the region.

Thus, the main purpose of agromarketing management is to maintain compliance between the state of the marketing environment and its adequate marketing system of the agricultural enterprise. The management system of the agricultural enterprise and its marketing department act as a control system in the process of marketing management. The competence of the management includes the following: definition of the sphere of activity (animal husbandry, processing, crop production), type of ownership, territorial boundaries of activity; setting general goals of the enterprise; formation of corporate culture – a single system of values, norms and rules of activity that must be known and followed by all employees. At its core, marketing, acts as a link between producers and consumers. Its functioning requires the solution of a set of organizational, methodological, legal and other issues [241, p. 197].

It is established that a significant intensification of market processes, trends globalization, growing individual needs of consumers, high development technologies while adhering to environmental standards significantly change priorities, means and types of marketing activities. Marketing y modern conditions must respond quickly and flexibly to constant changes market environment, taking into account the needs of producers, consumers, society and the environment.

The economic essence and the maintenance of functions of agromarketing taking into account specific features of production, realization, storage, processing and realization of agricultural production are specified. The marketing of these products, raw materials and food is an integral part of the production management function, aimed at studying the market and actively influencing market conditions to most fully and quickly meet consumer demand, on the one hand, and ensure profits for expanded reproduction

on the other. It is proved that the marketing management of agricultural enterprises should be considered as a purposeful activity of relevant entities in terms of identifying and meeting the needs of consumers in goods and services in order to balance and achieve strategic and tactical goals of economic and socio-environmental nature.

The agromarketing system contains a set of the most important market relations and information flows that connect the agricultural enterprise with the markets for its goods. These two systems are connected by several streams. The company establishes links with the market and elements of its marketing environment, directs information, raw materials, services, etc.

The marketing management system must be integrated, with interrelated elements (personnel, structure, functions, logistics, management influences). At the same time, it must be constantly improved on the basis of scientific achievements and best practices. In addition, the marketing system must be economical, flexible, responsive to agribusiness policy, consumer needs and demand, competition, market conditions, production levels.

Marketing activities in agricultural formations are carried out by individual services and employees. In farms, private enterprises and other formations of small business marketing functions are performed by heads, managers and other specialists of farms.

It is substantiated that the marketing activities of agribusiness entities should be divided into two processes – production and trade. The production process includes a set of physical operations for the formation of the range of products, its warehousing and storage. The barter process is associated with the implementation, change of owners and includes the full range of communication activities for the preparation, implementation and control of trade agreements.

It is determined that agromarketing management is a set of actions aimed at implementing the main functions of management and ensuring a balance between the marketing environment and direct activities of farms in the field of marketing to achieve long-term well-being of agribusiness and harmonize the interests of farms, consumers and society.

Peculiarities of modern management of marketing activity of agricultural enterprises are determined, the main ones of which are:

- multiplier effect of set of micro- and macroeconomic factors of rural territory;
- imbalance of socio-economic processes of the transitive economy;
- the difference of socio-economic processes of agribusiness caused its close relationship with natural and ecological, socio-demographic and organizational and economic phenomena;
- the influence of factors of objective and subjective nature related to the adoption and implementation of management decisions;
- the dynamics of modern agricultural marketing, which is a consequence of the accelerated introduction of innovative principles in the practice of management and increased competition in the market of agri-food low-transportability and perishable products.

The economic characteristics of the management of marketing activities of agricultural enterprises, which involves the use of a system of indicators that reflect: the competitiveness of the business entity and its products; economic efficiency of distribution channels; economic effectiveness of marketing activities in general; the level of satisfaction of consumer needs in products from the range, quality and price positions; social and environmental performance of production and economic activities.

The system of quantitative parameters of agromarketing in the food supply system has been structured, which directs the vectors of marketing influence of agribusiness entities on the indicators of food security of the territory.

The proposed system of parameters of sustainable development of agri-food entities is characterized by integrated application of methods of balance planning and differentiated regulation of agricultural and food consumption, which allows to specify areas of development and methods of agri-food regulation, quantify objectives in agribusiness projects.



## REFERENCES

1. Lohosha R.V., K. Mazur K.V., Krychkovskiy V.Iu. (2021). Marketynhove doslidzhennia rynku ovochevoi produktsii v Ukraini: monohrafiia [Marketing research of the market of vegetable products in Ukraine: monograph]. Vinnytsia: TOV «TVORY». 344 p.
2. Hevchuk A.V., Polishchuk N.V., Tanasiichuk A.M., Polishchuk I.I., Hromova O.I., Bondarenko V.M. (2019). Marketynh. Navchalnyi posibnyk [Marketing. Tutorial]. Kolektyv avtoriv. Vinnytsia : TOV «Merkiuri-Podillia». 290 p.
3. Marketynh: pryntsypy i funktsii [Marketing: principles and functions]: Navch. posibnyk dlia vyshchykh navch. zakladiv. (2002). 3-ye vyd., pererob. i dop. Za red. O. M. Azarian. Kharkiv: Studtsentr. 320 p.
4. Kotler F. (2011). Marketynh v tret'om tysyachelety: Kak sozdat, zavoevat y uderzhat rynek [Marketing in the third millennium: How to create, win and keep the market]. M.: OOO "Yzdatelstvo AST". 272 p.
5. Chornomaz P. A. (2009). Mizhnarodnyi marketynh: Navchalno-praktychnyi posibnyk [International Marketing: A Practical Guide]. Kharkiv.: Konsum. 160 p.
6. Lohosha R.V., Semchuk I.A. (2020). Identyfikatsiia modelei marketynhu vzaiemodii silskohospodarskykh pidpriemstv z vyrobnytstva biopalyva [Identification of marketing models of interaction of agricultural enterprises for biofuel production]. Ekonomika APK. 12 (314). 45–54. DOI: <https://doi.org/10.32317/2221-1055.202012045>.
7. Wikipedia: free encyclopedia. Retrieved from: <http://ru.wikipedia.org/wiki>
8. Pavlenko, A.F. & Voychak, A.V. Marketing: teaching method. way. Kyiv: KNEU, 2003. 246 p.
9. Universal dictionary-encyclopedia. Retrieved from: [http://ukrslov.com/use\\_universalnyy\\_slovnyk\\_entsyklopediya](http://ukrslov.com/use_universalnyy_slovnyk_entsyklopediya).
10. Kotler, F., Armstrong, G., Saunders, D. & Wong, V. Fundamentals of Marketing: translation from English. Kyiv: Williams Publishing House, 2006. 943 p.
11. Kotler, F. Marketing in the third millennium: How to create, win and keep the market. Moscow: AST Publishing House, 2009. 230 p.
12. Kotler, F. & Keller, K. Marketing management: 14th ed. St. Petersburg, 2014. 800 p.
13. Voychak, A.V. Marketing Management: a textbook. Kyiv: KNEU, 2012. 328 p.
14. Solovyov, I.O., Zhuikov, G.E., Bilousova, S.V. & Doga, V.S. Marketing activities of agricultural enterprises: a textbook. Kherson: Green, D.S., 2016. 456 p.

15. Androschuk, I.M. Agromarketing in agro-industrial enterprises. Retrieved from: [www.int-konf.org](http://www.int-konf.org).
16. Yakubovska, N.V. Development of agromarketing as a basic concept of market activity of agricultural enterprises. Bulletin of Khmelnytsky National University. 2011. № 3. T.3. P.180-183.
17. Starostina, A.A. & Zozulov, O.V. Marketing: textbook. Kyiv: Knowledge Press, 2003. 326 p.
18. Fomenko, L. Formation of marketing theory as a science and features of its use in small agricultural. Bulletin of Lviv National Agrarian University. 2013. № 20 (1). P. 380-387.
19. Parsyak, V.I. Marketing: from theory to practice: a textbook. Kyiv: Scientific opinion, 2007. 256 p.
20. Kaletnik, G.M. Strategic and institutional principles of effective use of the potential of the agricultural sector of the economy. Economy, finances, management: current issues of science and practice. 2015. № 1. P. 3-15.
21. Economic Encyclopedia. Retrieved from: <http://enbv.narod.ru/text/Econom/encyclo/str/E-474.html>
22. Garkavenko, S.S. Marketing: a textbook. Kyiv: Libra, 2008. 276 p.
23. Kaletnik, G.M., Goncharuk, I.V., Yemchyk, T.V. & Lutkovskaya, S.M. Agrarian policy and land relations: a textbook. Vinnytsia: VNAU, 2020. 307 p.
24. Balabanova, L.V., Kholod, V.V. & Balabanova, I.V. Enterprise marketing: textbook. way. Kyiv: Center for Educational Literature, 2012. 612 p.
25. Lipchuk, V.V. Dudyak, R.P., Bugil, S.Ya. & Yanishin Ya.S. Marketing: a textbook. Lviv: Magnolia 2006, 2012. 456 p.
26. Kraus, K.M. Marketing management of small trade business: concepts, organization, dominants of development: monograph. Poltava: Miracle World, 2013. 163 p.
27. Goncharuk, T.V. Foreign experience in the development of business structures and the possibility of its use in Ukraine. Efficient economy. 2017. № 9. Retrieved from: <http://www.economy.nayka.com.ua/?op=1&z=5772>
28. Goncharuk, I.V., Branitsky, Y.Y. & Tomashuk, I.V. The main aspects of effective formation and use of resource potential in agricultural enterprises. Economics, finance, management: current issues of science and practice. 2017. № 10. P. 54-68.
29. Chumachenko, N.G. & Salomatina, L.N. The role of innovation in the economic development of Ukraine. Economics of industry. 2003. № 1. P. 102-108.
30. Lutsyak, V.V., Krasnyak, O.P. & Kondratova, M.V. Marketing activities of the enterprise. VNAU. Vinnytsia: LLC "WORKS", 2019. 354 p.

31. Model of management of marketing activity of the tourist enterprise. Retrieved from: [https://tourlib.net/statti\\_ukr/chaplinskyj3.htm](https://tourlib.net/statti_ukr/chaplinskyj3.htm)
32. Konoplyannikova, M.A. Marketing management: concepts, principles, approaches. Global and national economic problems. 2017. № 17. P. 332-336.
33. Derevyanchenko, T.E. Marketing audit: teaching method. way. for self. studied discipline. Kyiv: KNEU, 2007. 222 p.
34. Butenko, N.V. Fundamentals of marketing: a textbook. Kyiv: Attica, 2006. 300 p.
35. Shtuchka, T.V. Methodical approaches to the assessment of marketing activities of enterprises in the agri-food sector. Economic analysis. 2014. № 3. P. 96-102.
36. Stry, L.O. Marketing management at the turn of the XXI century: a systematic study: monograph. Odesa: Astroprint, 2000. 304 p.
37. State Statistics Service of Ukraine. Retrieved from: <http://www.ukrstat.gov.ua>
38. Mazur, K.V. & Gontaruk, Ya.V. Restructuring as a tool for redesigning business processes in agro-industrial production. Slovak international scientific journal. 2020. № 42. P. 30-37.
39. Tarasovich, L.V. Marketing policy of agricultural enterprises as a tool for their economic growth. Young Scientist. 2017. № 3 (43). P. 851-854.
40. Logosha, R.V. & Mazur, K.V. Methodical approaches to assessing the effectiveness of the economic potential of agricultural enterprises. The scientific heritage. 2020. № 49. Part 6. P. 3-12.
41. Savina, S.S. Features of marketing in small business. Priazovsky Economic Bulletin. 2018. № 5 (10). P. 41-44.
42. Stavska, Yu.V. Marketing tools and their impact on stabilizing the economic condition of the enterprise. Modern Economics. 2019. № 13. P. 227-232.
43. Kotler, F. (2009). Marketing in the third millennium: How to create, win and keep the market. Moscow: AST Publishing House. 230 p.
44. Matvienko, F. The concept of marketing the company: as you name the ship, so it will sail. Retrieved from: <https://xn--90aamhd6acpq0s.xn--j1amh/teoriya/kontsepsiia-marketynhu-kompanii>
45. Fedulova, L.I. (2013). Innovative economy. Kyiv, Publishing House «Lybid».
46. Peresada A.A, (2002). Investment process management. Kyiv, Libra.
47. Melnyk, V.I. Pogrischuk, G.B. and Pogrischuk, O.B. (2016), Innovative changes in the economy in the context of evolutionary changes. Naukovyy visnyk Uzhhorods'koho universytetu. № 2 (48). P. 200-208.
48. Shpykulyak, O.G. and Gritsaienko, M.I. (2016). Development of innovative activity in the agrarian sphere: management and efficiency. Kherson, OLDI-PLYUS.

49. Babyna, O.M. (2021). The essence of innovation and investment activities in the context of the development of alternative energy sources. *Efficient economy*. № 11. DOI: 10.32702/2307-2105-2021.11.105
50. State Statistics Service of Ukraine. Retrieved from: <http://www.ukrstat.gov.ua>
51. Kaletnik, H.M. & Honcharuk, T.V. (2013). Innovative support of biofuel industry development: world and domestic experience. *Biznes Inform*. № 9. P. 155-160.
52. Voitovych, S. (2017). The essence and content of the concept of "marketing strategy". *Economy and region*. № 4 (31). P. 77-81.
53. Kernasyuk Y. (2019). Dairy sector: realities and prospects. *Agribusiness today*. № 6. P. 10-12.
54. The situation on the milk market prices for dairy products. *UkrMolProm*. Retrieved from: <http://www.ukrmolprom.kiev.ua/ua/no-vini/novini/476-situatsiya-na-rinku-moloka-tsin-na-molocgh-nu-sirovinu>
55. Pavlova, S., Ovander, N. & Ryzhuk, A. (2020). Marketing strategic planning of dairy enterprises. *Priazovsky Economic Bulletin*. № 6 (23). P. 122-127.
56. Riabchyk, A. (2019). Organization of marketing activities at dairy enterprises. *Eastern Europe: economics, business and governance*. № 5 (22). P. 136-141.
57. Gogol, I.A. Marketing activity of agricultural enterprises of Khmelnytsky region. Retrieved from: <https://www.pdaa.edu.ua/sites/default/files/nppdaa/4.1/083.pdf>
58. Danko, Y.I. (2008). Systematic and complex as a basis of rational agricultural marketing of micro-, meso- and macro-levels. *Bulletin of the National University "Lviv Polytechnic"*. *Problems of economics and management*. № 628. P. 459-464.
59. Babicheva, O.I., Ryabchik, A.V. & Barilovich, O.M. (2017). Marketing aspects of achieving competitiveness in the market of milk and dairy products: theory, problems, solutions: monograph. Kyiv: Comprint.
60. Honcharuk Inna & Babyna Olha (2020). Dominant trends of innovation and investment activities in the development of alternative energy sources. *East European Scientific Journal*. № 2 (54). P. 6-12.
61. Savina, S.S. (2018). Trends in the development of modern marketing concepts. *Efficient economy*. № 6. Retrieved from: [http://www.economy.nayka.com.ua/pdf/6\\_2018/37.pdf](http://www.economy.nayka.com.ua/pdf/6_2018/37.pdf)
62. Honcharuk, I.V., Babyna, O.M. & Yemchyk T.V. (2021). Innovation and investment activities in the development of alternative energy sources: factors of influence. *Business Inform*. № 10. P. 144-151.
63. Gunko, I.V., Babyn, I.A. & Pryshlyak, V.M. (2020). Experimental studies of the modes of operation of the air injector of the milk washing system of the milking parlor. *Scientific horizons*. № 3. P. 44-53.

64. Gunko, I., Babyn, I., Aliiev, E., Yaropud, V. & Hrytsun A. (2021). Research into operating modes of the air injector of the milking parlor flushing system. U.P.B.Sci. Bull., Series D. Vol. 83. Iss. 2. P. 297-310. SNIP 0,316. Retrieved from: [https://www.scientificbulletin.upb.ro/rev\\_docs\\_arhiva/rez4fb\\_469127.pdf](https://www.scientificbulletin.upb.ro/rev_docs_arhiva/rez4fb_469127.pdf)
65. Aliiev, E.B., Yaropud, V.M., Babyn, I.A. & Buinitsky, O.I. (2021). Results of researches of hydrodynamic system of washing of milking installations. Engineering, energy, transport of agro-industrial complex. №4. P. 45-55 DOI: 10.37128/2520-
66. Kaletnik, H.M., Kozlovsky, S.V., Tarasyuk, N.M. & Semenenko, V.V. (2013). Management of economic relations of enterprises of the dairy subcomplex of the agricultural sector of Ukraine: Monograph. Vinnytsya. 248 p.
67. Gontaruk Ya.V. (2016). The Factor analysis of dependence of development of processing enterprises of APK of area from realization of measures of restructuring. East European Scientific Jounal. Wschodnieuropejskie Czasopismo Naukowe. № 10. Part 1. P. 26-30.
68. Mazur, K.V. & Gontaruk, Ya.V. (2021). Economic principles of milk production in agriculture of Vinnytsia region. Bulletin of Khmelnytsky National University. Economic sciences. № 3. (292). P. 7-14.
69. Mazur, K.V. & Gontaruk, Ya.V. (2020). Trends and conditions of effective functioning of the raw material base of agro-industrial enterprises. The scientific heritage. № 49. P. 5. P. 29-39.
70. Kotler, F., Armstrong, G., Saunders, D. & Wong, V. (2006) Fundamentals of Marketing: translation from English. Kyiv: Williams Publishing House, 943 p.
71. Savina, S.S. (2018). Features of marketing in small business. Priazovsky Economic Bulletin. № 5 (10). P. 41-44.
72. Stavskaya, Yu.V. (2019). Marketing tools and their impact on stabilizing the economic condition of the enterprise. Modern Economics. № 13. P. 227-232.
73. Logosha, R.V. & Mazur, K.V. (2020). Methodical approaches to assessing the effectiveness of the economic potential of agricultural enterprises. The scientific heritage. № 49. Part 6. P. 3-12.
74. Tarasovich, L.V. Marketing policy of agricultural enterprises as a tool for their economic growth. Young Scientist. 2017. № 3 (43). P. 851-854.
75. Bovsunovsky, V. (2012). Features of functioning of milk processing enterprises. Economic analysis. № 11. Part. 3. P. 174-178.
76. Belyatsky N.P. and others . Personnel management: Textbook . allowance . M .: Interpressservis , Ecoperspective , 2002. 352 p.
77. Voronkova VG Human resource management: philosophical principles. Tutorial. K .: VD "Professional", 2006. 576 p.

78. Germaniuk N.V. Personnel marketing as a tool for implementing personnel policy of the enterprise. Economics, finance, management: current issues of science and practice. 2020. № 3 (53). Pp. 65 –75.
79. Germaniuk N.V. Modern principles of effective management in the organization. Investments: practice and experience. 2021. № 20. S. 43–47.
80. Germaniuk N.V. Features of traditional and digital marketing in agriculture. Economics, finance, management: current issues of science and practice. 2021. № 4 (58). Pp. 194–206.
81. Kibanov A. Ya. Personnel management of the organization : Textbook . Ed . A. Ya. Kibanova . - 2nd ed . and rework . M .: INFRA-M, 2002. 638 s.
82. Kiryan T. Labor Leasing Management . Ukraine: aspects of work. 2004. №3. Pp. 10-16.
83. Kobyak O.V. Personnel marketing as a type of information support for the labor market of young workers. Current economic problems. 2006. №10. Pp. 77-81.
84. Kovalev V.M. etc. Labor economics and social and labor relations. Tutorial. K .: Center for Educational Literature, 2006. 256 p.
85. Kolpakov V.M. Staff marketing. K .: MAUP, 2006. 408 s.
86. Kolpakov V.M., Dmitrenko G.A. Strategic personnel management: Textbook . allowance . - 2nd ed ., Reworked . and ext . K .: MAUP, 2005. 752 s.
87. Mahsma M.B. Labor economics and social-labor relations: A textbook. K .: Ataka, 2005. 304 s.
88. Personnel management: Training allowance : 2nd ed ., corrected . and ext. H .: INZHEK Publishing House, 2005. 304 p.
89. Samygin S.I. Personnel management. Ed . 2nd. Rostov N / D: Phoenix , 2006. 380 p.
90. Khmil' F.I. Personnel Management: A Textbook for University Students. - K.: Academician, 2006. - 488 c.
91. Balabanova L.V., Kholod V.V., Balabanova I.V. Enterprise marketing : textbook. Kyiv : Center for Educational Literature, 2012. 612 p.
92. Balanovskaya T.I., Gogulya O.P. Management of marketing activities in the agri-food market. Scientific Bulletin of the National University of Life and Environmental Sciences of Ukraine. 2010. Issue 154, Part 1. Pp. 368–373.
93. Baryshevskaya I.V. Theoretical aspects of formation of marketing strategy of development of agrarian enterprises. Bulletin of Agrarian Science of the Black Sea Coast. 2014. Issue 4. Pp. 47–54.
94. Butenko N.V. Marketing. Kyiv : Attica, 2008. 300 p.

95. Dorosh O.I. Marketing strategy in the system of ensuring the competitiveness of the enterprise. Bulletin of the National University «Lviv Polytechnic». 2011. № 698. Pp. 150–155.
96. Garkavenko S.S. Marketing : textbook. Kyiv : Libra, 2006. 717 p.
97. Kholodnyy G.O. Development of marketing management in enterprises : monograph. Kharkiv : KhNEU, 2010. 272 p.
98. Kobets D.L. Theoretical approaches to the formation of marketing strategy in enterprises. Economy and society. 2017. Issue 13. Pp. 502–506.
99. Lagodienko V.V. Methodology of marketing research : textbook. Mykolaiv : Ilion, 2013. 326 p.
100. Logosha R.V., Polova O.L. Features of formation of marketing strategies of agricultural enterprises. Interscience. 2018. № 11. Available at : <http://socrates.vsau.org/repository/getfile.php/18813.pdf>
101. Lutsyak V.V., Krasnyak O.P., Kondratova M.V. Marketing activities of the enterprise : textbook. Vinnytsia : LLC «WORKS», 2019. 354 p.
102. Makarenko N.O., Sklyarenko A.S. Evaluation of the effectiveness of marketing strategy in the management system of sales activities of agricultural enterprises. Eastern Europe : Economy, Business and Management. 2018. № 5 (16). Pp. 152–158.
103. Mosiychuk I.V. Features of marketing management of enterprises in Ukraine. Available at : <http://eprints.zu.edu.ua/id/eprint/25081>
104. Panukhnyk J. Conceptual approaches to building marketing information systems of industrial enterprises. Marketing and market relations. 2014. № 51. Pp. 113–120.
105. Pravdyuk N.L. Accounting support for marketing strategy management of the enterprise. Economy. Finances. Management : current issues of science and practice. 2019. № 2. Pp. 100–115.
106. Savina S.S. Marketing analytics in the enterprise management system. Bulletin of the Volyn Institute of Economics and Management. 2018. Issue 21. Pp. 257–262.
107. Shtuchka T.V. Marketing technologies for the development of enterprises in the agri-food sector. Global and national economic problems. 2016. № 8. Pp. 1259–1262.
108. Shulga L.V., Tereshchenko I.O., Goriley V.Y. Enterprise marketing management system. Agrosvit. 2019. № 18. Pp. 63–67.
109. State Statistics Service of Ukraine. Available at : <http://www.ukrstat.gov.ua>
110. Stavskaya Yu.V. Marketing tools and their impact on stabilizing the economic condition of the enterprise. Modern Economics. 2019. № 13. Pp. 227–232.
111. Tereshchenko I.O., Kibalnik V.O. Marketing aspects of strategic enterprise management. Investments : practice and experience. 2019. № 20. Pp. 56–60.

112. Tubolets K.G. Ways to improve the management of marketing activities of agricultural enterprises. *Governance*. 2012. Issue 174. Volume 1. Pp. 129–132.
113. Vartanova O.V. Marketing Internet technologies for the promotion of goods and services. *Eastern Europe economy, business and management*. 2019. № 4. Pp. 23–27.
114. Yermoshenko M.M. Strategic information and strategic analysis in marketing planning. *Current economic problems*. 2007. № 5. Pp. 42–47.
115. Rathmell, J. (1974). *Marketing in the Service Sector*. J. Rathmell. Mass: Winthrop Publishers. 232. (in English).
116. Lohosha R.V., Semchuk I.A. (2020). Identyfikatsiia modelei marketynhu vzaiemodii silskohospodarskykh pidpriemstv z vyrobnytstva biopalyva [Identification of marketing models of interaction of agricultural enterprises for biofuel production]. *Ekonomika APK*. 12(314). 45–54. DOI: <https://doi.org/10.32317/2221-1055.202012045> (in Ukrainian).
117. Hontaruk Y.V., Shevchuk H.V. (2022). Napriamy vdoskonalennia vyrobnytstva ta pererobky produktsii APK na biopalyvo [Directions for improving the production and processing of agricultural products for biofuels]. *Ekonomika ta suspilstvo*. 36. <https://doi.org/10.32782/2524-0072/2022-36-8> (in Ukrainian).
118. Lohosha R.V. (2021). Napriamy udoskonalennia mekhanizmu derzhavnoho rehuliuвання rynku biopalyv v Ukraini [Directions for improving the mechanism of state regulation of the biofuels market in Ukraine]. *Ekonomika, oblik, finansy, menedzhment i pravo: aktualni pytannia i perspektyvy rozvytku: zb. tez dopovidei Mizhnarodnoi naukovo-praktychnoi konferentsii, m. Poltava, 31 lypnia 2021 r. Poltava*. 6 - 9. (in Ukrainian)
119. Brych V., Halysh N., Borysiak O. (2020). Stratehiia upravlinnia pidpriemstvom z vyrobnytstva biopalyva [Biofuel production enterprise management strategy]: monohrafiia. Ternopil: VPTs «Ekonomichna dumka TNEU», 224. (in Ukrainian)
120. Vovk, V., & Krasnoselska, A. (2022). *Ecologization of Agricultural Production Based on the Use of Waste-Free Technologies to Ensure Energy Autonomy of AIC. Global trends and prospects of socio-economic development of Ukraine: scientific monograph*. Riga, Latvia : Publishing House “Baltija Publishing”, 59-87. DOI: <https://doi.org/10.30525/978-9934-26-193-0-2>. (in Latvia).
121. Platonova Ye.O. (2021). Pravovi osoblyvosti derzhavnoho stymuliuвання bioenerhetyky v Ukraini: retrospektyva, suchasnist ta perspektyva [Legal features of state stimulation of bioenergy in Ukraine: retrospective, modernity and perspective]. *Yurydychnyi naukovyi elektronnyi zhurnal*. 5. 116-121. (in Ukrainian).
122. Vovk, V.Yu. (2020). Ekonomichna efektyvnistj vykorystannja bezvidkhodnykh tekhnologhij v APK [Economic efficiency of waste-free technologies in agro-industrial complex]. *Ekonomika, finansy, menedzhment: aktualni pytannia nauky i praktyky – Economics, finance, management: topical issues of science and practical activity*, 4, 186-206. DOI: [10.37128/2411-4413-2020-4-13](https://doi.org/10.37128/2411-4413-2020-4-13). (in Ukrainian)



123. Honcharuk I.V., Vovk V.Yu. (2021). Waste-free technology's for the production of biofuels from agricultural waste as a component of energy security of enterprises. Development of scientific, technological and innovation space in Ukraine and EU countries: collective monograph. Publishing House "Baltija Publishing", Riga, Latvia. 2021. P. 142-165. DOI: <https://doi.org/10.30525/978-9934-26-151-0-37> (In Latvia).
124. Furman I. V. (2017). Systema finansovoho rehuliuвання ahrarnoho sektoru Ukrainy: otsinka suchasnoho stanu ta aktyvizatsiia funktsionuvannya [The system of financial regulation of the agricultural sector of Ukraine: assessment of the current state and intensification of functioning]. *Ekonomika. Finansy. Menedzhment: aktualni pytannia nauky i praktyky*. 5. 35-50. (in Ukrainian).
125. Pryshliak N. V., Tokarchuk D. M., Palamarenko Ya. V. (2019). Zabezpechennia enerhetychnoi ta ekolohichnoi bezpeky derzhavy za rakhunok biopalyva z bioenerhetychnykh kultur i vidkhodiv [Ensuring energy and environmental security of the state through biofuels from bioenergy crops and waste]. Vinnytsia: TOV "Konsol", 2019. 248. (in Ukrainian).
126. Kaletnik G. M., Honcharuk I. V. (2020). Ekonomichni rozrakhunky potentsialu vyrobnytstva vidnovliuvalnoi bioenerhii u formuvanni enerhetychnoi nezalezhnosti ahropromyslovoho kompleksu [Economic calculations of the potential of renewable bioenergy production in the formation of energy independence of the agro-industrial complex]. *Ekonomika APK*. 9. pp. 6-16. DOI: <https://doi.org/10.32317/2221-1055.202009006>. [In Ukrainian].
127. Vykorystannia palyvnykh produktiv [Use of fuel products]. Rezhym dostupu: <https://index.minfin.com.ua/ua/economy/energy/2021/> (data zvernennia: 20.02.2022). [In Ukrainian].
128. Honcharuk I. V. (2013) Rozvytok pidpriemnytskoi diialnosti u vyrobnytstvi biopalyva: teoretychnyi aspekt [Development of entrepreneurial activity in biofuel production: theoretical aspect]. *Ekonomika APK*. 6. pp. 126-129. [In Ukrainian].
129. Polska firma proponuie vykorystannia solomy v yakosti dzherela enerhii [The Polish firm proposes to use straw as an energy source]. (n.d.). Biowatt. Retrieved from: <http://www.biowatt.com.ua/novosti/polska-firma-proponuyevikorystannya-solomi-v-yakosti-dzherela-energiyi> [In Ukrainian].
130. Dehodiuk, S., Dehodiuk, E., Litvinova, O., & Kyrychenko, A. (2013). Stratehiia zastosuvannya solomystykh reshtok dlia udobrennia ta enerhetychnykh potreb v Ukraini [Strategy for the use of straw residues for fertilizers and energy needs in Ukraine]. *Visnyk Lvivskoho natsionalnoho ahrarnoho universytetu*, 17 (1), pp. 205-211 [In Ukrainian].
131. Ofitsiinyi sait Derzhavnoi sluzhby statystyky Ukrainy [The State Statistics Service of Ukraine]. Retrieved from <http://www.ukrstat.gov.ua>. [In Ukrainian].

132. Hontaruk, Ya.V. (2019). Perspektyvy rozvytku enerhozabezpechuiuchykh kooperatyviv na seli [Prospects for the development of energy supply cooperatives in rural areas]. *Ekonomika APK – Economics of agro-industrial complex*, 11, 105-114 [in Ukrainian].
133. Pryshlyak N. V., Tokarchuk D. M., Palamarenko Ya. V. (2020). Rekomendatsiyi z vyboru optymal'noyi syrovyny dlya vyrobnytstva biohazu na osnovi eksperymental'nykh danykh shchodo enerhetychnoyi tsinnosti vidkhodiv [Recommendations for the selection of optimal raw materials for biogas production based on experimental data on the energy value of waste]. *Investytsiyi: praktyka ta dosvid*. 24. pp. 58–66. <https://doi.org/10.32702/2306-6814.2020.24.58> [In Ukrainian].
134. Honcharuk I.V., Vovk V.Yu. (2020). Ponyatiynyy aparat katehoriyi sil's'kohospodars'ki vidkhody, yikh klasyfikatsiya ta perspektyvy podal'shoho vykorystannya dlya vyrobnytstva bioenerhiyi [Conceptual apparatus of the category of agricultural waste, their classification and prospects for further use for bioenergy production]. *Ekonomika, finansy, menedzhment: aktual'ni pytannya nauky i praktyky*. № 3 (53). pp. 23-38. <https://doi.org/10.37128/2411-4413-2020-3-2>. [In Ukrainian].
135. Zakon Ukrayiny «Pro vnesennya zmin do Zakonu Ukrayiny «Pro al'ternatyvni vydy palyva» shchodo rozvytku vyrobnytstva biometanu» N 5464 vid 05.05.2021 r. [Law of Ukraine "On Amendments to the Law of Ukraine" On Alternative Fuels "for the Development of Biomethane Production" No. 5464 of 05.05.2021] [http://w1.ts1.rada.gov.ua/pls/zweb2/webprots4\\_1?pf3511=71839](http://w1.ts1.rada.gov.ua/pls/zweb2/webprots4_1?pf3511=71839) (data zvernennya: 20.02.2022). [In Ukrainian].
136. Furman I.V., Ratushnyak N.O. (2021). Perspektyvy vyrobnytstva biopalyv v umovakh reformuvannya zemel'nykh vidnosyn [Prospects for the production of biofuels in terms of reforming land relations]. *Ekonomika, finansy, menedzhment: aktual'ni pytannya nauky i praktyky*. № 3 (57). pp. 53-68. <https://doi.org/10.37128/2411-4413-2021-3-4>. [In Ukrainian].
137. Mazur K.V., Hontaruk Y.V. (2020). Tendenciyi ta umovy efektyvnogo funkcionuvannya syrovynnoyi bazy pidpryyemstv APK. [Trends and conditions of effective functioning of the raw material base of agro-industrial enterprises]. *The scientific heritage*. N 49 R. 5. p. 29-39. [In Poland].
138. Mazur K.V., Hontaruk Ya.V. (2022). Perspektyvy rozvytku biopalyva v osobystykh selianskykh hospodarstvakh [Prospects for the development of biofuels in private farms]. *Pidpryyemnytstvo ta innovatsii*. Vypusk 23. pp. 32–36.
139. Balabanova L.V., Mitrokhina Y.P. *Management of sales policy : textbook. manual* Kyiv, 2011. 240 p.
140. Belousova O.S., Klimenko O.L., Leshchina K.V. *Evaluation of the effectiveness of sales activities in the framework of marketing policy of industrial enterprise distribution. State and regions. Ser .: Economics and Entrepreneurship*. 2011. Vip. 4. pp. 78–81.

141. Bogoslavets G.M., Trubey O.M. Problems and prospects for the development of wholesale enterprises in Ukraine. Scientific Bulletin of Kherson State University. Ser. Economic sciences. 2014. Vip. 5 (2). Pp. 28–32.
142. Gamaliy V.F., Romanchuk S.A., Fabrika I.V. Modern problems of sales policy of Ukrainian enterprises. URL: [http://www.kntu.kr.ua/doc/zb\\_22\(2\)\\_ekon/stat\\_20\\_1/02.pdf](http://www.kntu.kr.ua/doc/zb_22(2)_ekon/stat_20_1/02.pdf) (access date: 05.04.2022).
143. Glazkova K.O. Problems of sales policy of modern Ukrainian enterprises. Bulletin of the KNUTD. 2014. № 3. S. 102–107.
144. Jobber D., Lancaster J. Sales and sales management: textbook. allowance. for universities. Moscow, 2002. 622 p.
145. Economic encyclopedia: in 3 volumes / S.V. Mocherny (ed.) [Etc.]. Kyiv, 2000. T. 1. 864 p.
146. Zayats V.V., Tsvetkova A.B. Features of the marketing complex in retail trade. Marketing in Russia and abroad. 2014. № 7. S. 81–90.
147. Lyapunov A.D. Formation and optimization of the sales system based on system analysis. URL: <http://economics.open-mechanics.com/articles/195.pdf> (access date: 05.04.2022).
148. Kravchenko M.S. Analysis of the current state of development of the trade sector of Ukraine. Bulletin of the Azov State Technical University: Coll. scientific works of PDTU. Ser. Economic sciences. 2016. Vip. 31. T. 2. S. 139–145.
149. Ogerchuk Yu.V. Contradictions in views on the place of sale in marketing. Bulletin of the National University "Lviv Polytechnic". № 448. 2002. S. 308–313.
150. Wholesale trade in Ukraine: monograph / Mazaraki A.A. etc. Kyiv, 2016. 208 p.
151. Bondarenko V.M., Tyagunova Z.A. The main directions of improving the sales policy of enterprises. Trade, commerce, entrepreneurship. 2015. Vip. 18. pp. 47–50.
152. Krasnyak O.P. Formation of sales policy of enterprises. Colloquium-journal. 2020. № 21 (73). Vip. 2. pp. 33–38.
153. Khrutsky V.E., Korneeva I.V. Modern marketing: a desktop book on market research. Ed. 3rd, reworked. and ext. Moscow, 2005. 559 p.
154. Yamkova O.M. The content of the formation of sales policy of industrial enterprises. Economics and management. 2012. № 2. S. 52–59. URL: [http://nbuv.gov.ua/UJRN/econupr\\_2012\\_2\\_12](http://nbuv.gov.ua/UJRN/econupr_2012_2_12) (access date: 07.04.2022).
155. Lancaster D., Jobber D. Sales organization / trans. with English L.V. Измайловой. Moscow, 2003. 384 p.
156. Tkachenko V.V. Marketing sales policy of the enterprise. Problems of market economy formation: interdepartmental scientific collection. № 9. 2001. S. 245–252.

157. Mescon Michael H., Albert M., Hedoury F. Fundamentals of management: textbook. allowance / trans. with English MA. Mayorova. Moscow, 2000. 704 p.
158. Terentyeva N.V. Management of sales activities in the enterprise management system. URL: <http://www.economy.nayka.com.ua/> (access date: 07.04.2022).
159. Tulchinskaya S.O., Lebedeva Y.E. Factors influencing the policy of the enterprise. Effective policy. 2016. № 9. URL: <http://www.economy.nayka.com.ua/?op=1&z=5140> (access date: 05.04.2022).
160. Krasnyak O., Amons S. Strategic directions of increasing the competitiveness of agricultural enterprises. Colloquium-journal. 2021. № 1 (88). Część 1. P. 27–32.
161. Ratushnyak O.G., Klopskaya V.D. Sales strategy of enterprise management. URL: <http://ir.lib.vntu.edu.ua/bitstream/handle> (access date: 05.04.2022).
162. Gamaliy V.F., Romanchuk S.A., Fabrika I.V. Modern problems of sales policy of Ukrainian enterprises. URL: [http://www.kntu.kr.ua/doc/zb\\_22\(2\)\\_ekon/stat\\_20\\_1/02.pdf](http://www.kntu.kr.ua/doc/zb_22(2)_ekon/stat_20_1/02.pdf) (access date: 07.04.2022).
163. Kotler F. Marketing Management: Ex Press Course. 2nd ed. / trans. with English under ed. S.G. Bozhuk. SPb .: Piter, 2006. 464 s.
164. Winkelmann P. Marketing and sales. Fundamentals of market-oriented company management: textbook. allowance. / trans. with him. 2006. 668 p.
165. Mark Johnston, Greg Marshall, excerpt from the book "Sales Management" URL: <http://www.management.com.ua/marketing/mark323.html> (access date: 07.04.2022).
166. Azaryan O.M. Marketing: principles and functions: textbook. manual. 2nd ed., revised. and ext. Kyiv: NMTSVO of the Ministry of Education and Science of Ukraine, SPF «Studcenter», 2001. 288 p.
167. Arestenko V.V. Methods and models for assessing the competitiveness of agricultural enterprises. Current economic problems. 2008. № 10. S. 10 (15).
168. Balabanova L.V., Kholod V.V., Balabanova I.V. Marketing enterprise: textbook. way. Kyiv: Center for Educational Literature, 2012. 612 p.
169. Balabanova L.V., Mitrokhina Y.P. Management of sales policy: textbook. way. Kyiv: Center for Educational Literature, 2011. 240 p.
170. Balabanova L.V., Kholod V.V. Strategic marketing management of enterprise competitiveness: a textbook. Kyiv: VD "Professional", 2006. 448 p.
171. Belovodskaya O.A. Marketing management: textbook. way. Belovodskaya OA Kyiv: Knowledge, 2010. 332 p.
172. Bliznyuk S.V. Marketing in Ukraine: problems of formation and development: textbook. settlement / Bliznyuk S.V. Kyiv: Condor, 2009. 384 p.
173. Borisenko M.A. Industrial Marketing: textbook. manual Kharkiv: Ed. KhNEU, 2010. 292 p.

174. Bunchikov O.N. Formation and effectiveness of marketing services. *Agricultural science*. 2007. №4. Pp. 87 ( 96).
175. Gaidotsky P.I., Buzovsky S.A. *Fundamentals of marketing at the enterprise of agro-industrial complex*. Kyiv: KNEU, 2007. 316 p.
176. Garkavenko S.S. *Marketing: a textbook*. Kyiv: Libra, 2014. 712 p.
177. Gerasimyak N.V. Theoretical and methodological approaches to assessing the effectiveness of marketing activities of industrial enterprises. URL: <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd>
178. Girchenko T.D., Dubovik O.V. *Marketing: a textbook*. Kyiv: Center for Educational Literature, 2007. 255 p.
179. Gurzhiy N.M. Methodical bases of quality assessment, strategic marketing programs. *Economic sciences. Accounting and Finance Series*. 2012. Vip. 9 (33). Part 1. URL: [http://www.nbu.gov.ua/old\\_jrn/soc\\_gum/en\\_oif/2012\\_9\\_1/43.pdf](http://www.nbu.gov.ua/old_jrn/soc_gum/en_oif/2012_9_1/43.pdf)
180. *Economic Encyclopedia (in three volumes)*. Vol. 2. Resp. editor SV Mocherny. Kyiv: Publishing Center "Academy", 2001. 848 p.
181. Ivanechko N.R. The process of forming a marketing strategy. *Bulletin of Dnipropetrovsk University*. 2013. №10 / 1. T.22. Pp. 123(131).
182. Kaletnik G.M., Goncharuk I.V., Yemchyk T.V., Lutkovskaya S.M. *Agrarian policy and land relations: a textbook*. Vinnytsia: VNAU, 2020.307 p.
183. Karpov V.A., Kucherenko V.R. *Marketing: forecasting market conditions: textbook*. / Karpov V.A., Kyiv: Knowledge, 2011. 284 p.
184. Sour V.M. etc. *Logistics: theory and practice: textbook*. way. Kyiv: Center for Educational Literature, 2010. 360 p.
185. Kitchenko O.M. Features of strategic marketing planning in industrial enterprises. *Bulletin of socio-economic research*. 2014. Vip. 3 (54). Pp. 115 ( 119).
186. Kolodiy G.S. Taking into account the peculiarities of marketing activities in the development of marketing programs of industrial enterprises. URL: <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=7&cad>
187. Kolodiy G.S. Development of a marketing program using information technology. *Institutional vector of economic development* Vol. 2 (1). URL: [http://www.nbu.gov.ua/old\\_jrn/Soc\\_Gum/iver/2012\\_2\\_1/article/17\\_164-167.pdf](http://www.nbu.gov.ua/old_jrn/Soc_Gum/iver/2012_2_1/article/17_164-167.pdf)
188. Korzh M.V. Marketing program in general marketing management at aviation enterprises. *Bulletin of the National Aviation University*. 2013. № 2 (55). Pp. 231 – 237.
189. Kotler F. *Fundamentals of Marketing: Per. with English* / Kotler F. Moscow: Progress, 2007. 867p.

190. Kubai O.G., Denega Y.V. Diversification of activities as a factor balanced development of agricultural enterprises. Investments: practice and experience. 2021. № 21. P.85 ( 92).
191. Kudenko N.V. Discussion problems of the essence and content of the marketing strategy of the enterprise. Bulletin of Lviv Polytechnic National University «Logistics». 2014. № 499. S. 72 ( 78).
192. Kudenko N.V. Strategic marketing. Kyiv: KNEU, 2008.150 p.
193. Kurbatskaya L.M., Kadyrus I.G., Ilchenko T.V., Zakharchenko Yu. V. Development of strategy for the formation and implementation of marketing activities in the production and marketing activities of agricultural enterprises. Agrosvit. 2015. № 24. S. 20(26).
194. Mazur K.V., Kubai O.G. Management of an agricultural enterprise: textbook. manual. Vinnytsia: WORKS, 2020. 284 p.
195. Marketing: textbook. / V. Rudelius, O.M. Azaryan, N.O. Babenko and others. 4 species. Kyiv: Training and Methodological Center «Consortium for Improving Management Education in Ukraine», 2014. 648 p.
196. Marketing: textbook. manual. For ed. prof. Starostina A.O. Kyiv: Interservice, 2018. 216 p.
197. Marketing: bachelor's course: textbook / for general. ed. Doctor of Economics, Prof. S.M. Ilyashenko. Sumy: VTD «University Book», 2009. 1134 p.
198. Marketing: textbook. way. / N. Ivanechko, T. Borisova, Y. Protsyshyn [etc.]; for ed. NR Ivanechko. Ternopil: ZUNU, 2021. 180 p.
199. Marketing communications: educational and methodical manual / way. IV King; MES of Ukraine, Uman State Pedagogical University Pavel Tychyna University. Uman: Vizavi, 2018. 191 p.
200. Martinenko D.O. The mechanism of marketing planning in enterprises. Economics and entrepreneurship. 2014. № 2 (77). C.109(112).
201. Martinenko D.O. Planning as a systemic process of forming a promising direction of marketing. Economics and entrepreneurship. 2014. № 1 (76). P.81(84).
202. Solovyov I.O. Agromarketing: system methodology, implementation of the concept: Monograph. Kherson: Oldi-plus, 2008. 344 p.
203. Perevozova I.V. Strategic marketing: textbook. way. Ivano-Frankivsk: IFNTUNG, 2017. 256 p.
204. Petrakov M.I. Marketing: lecture notes. Kyiv: AST, 2011.160 p.
205. Petrunya Y.E. Marketing: textbook. way. Kyiv: Knowledge, 2010. 351 p.

206. Romat E.V., Gavrilechko Y.V. Marketing in public administration: a monograph. Kyiv: KNTEU, 2018. 288 p. Solomyanyuk NM Theoretical foundations of the marketing planning process. URL: <http://www.economy.nayka.com.ua/?op=1&z=2231>
207. Fedorchenko A.V., Okuneva O.V. Internal marketing of the enterprise: theory, methods, practice: monograph. Kyiv: KNEU, 2015. 230 p.
208. Khrupovich S.E. Economic evaluation and modeling of the sales management system of enterprises: a monograph. Ternopil: TNTU Publishing House, 2011. 160 p. URL: <http://elartu.tntu.edu.ua/handle/lib/21085>
209. Tsibulska E.I. Competitiveness of the enterprise: textbook. way. Kharkiv: NGO Publishing House, 2018. 320 p.
210. Shkanova O. Marketing product policy: textbook. way. Kyiv: Naukova Dumka, 2007. 160 p.
211. Yanishin J.S., Kashuba Y.P. Improving the organization of sales management in the agricultural enterprise. Economics of agro-industrial complex. 2013. № 9. P. 67.
212. Balabanova L.V., Gurzhiy N.M. Management of marketing activities of the enterprise. Donetsk National University of Economics and Trade. Donetsk: DonNUET, 2014. 184 p.
213. Derevyanko S. A new word in marketing. What is a marketing audit? Ukrainian investment newspaper. 2010. № 15. 14 p.
214. Dudyak R. Marketing principles of functioning of agricultural enterprises in market conditions. Lviv : Visnyk of Lviv National Agrarian University. Ser. : Agrarian Economics, 2013. № 20 (1). Pp. 399–405.
215. Fuller D. Sustainable Marketing: Managerial – Ecological Issues. Sage: Thousand Oaks. GB : CA, 2002. 295 p.
216. Kolesnyk T.V. The main trends of marketing research in the agricultural sector of market transformation. Slovak international scientific journal. 2020. № 43, Vol. 2. Pp. 28–37.
217. Kotler P. Fundamentals of Marketing. Moscow : Williams, 2001. 944 p.
218. Krasnyak O.P., Amons S.E. Agromarketing in the enterprise management system: theoretical aspect. Colloquium-journal. Poland: Warszawa, 2020. № 32 (84), Część 3. Pp. 9–14.
219. Logosha R.V., Mazur K.V., Krychkovsky V.Y. Marketing research of the market of vegetable products in Ukraine: monograph. Vinnytsia: LLC «WORKS», 2021. 344 p.
220. Polonsky M. Environmental Marketing: Strategies, Practice, Theory, and Research. Mintu–Wimsatt : Routledge, 1995. 415 p.

221. Sadchenko E.V. Ecological marketing: concepts, theory, practice and prospects. Odessa : Institute of Market Problems and Economic and Ecological Research of the National Academy of Sciences of Ukraine, 2001. 146 p.
222. Skrynkovsky R.M. PS-marketing: social foundations and management system. Kyiv : Economics. Finances. Law: information-analyst. magazine. 2013. № 8/1. Pp. 12–26.
223. Vichevich A.M., Vaidanich T.V., Didovich I.I. Ecological marketing: textbook. manual. Lviv : UkrDLTU, 2002. 248 p.
224. Yanishyn Y.S., Kashuba Y.P. Marketing as a management system for production and marketing activities of agricultural enterprises. Kyiv : Economics of agro-industrial complex, 2014. № 3. 61 p.
225. McKitterick, John B. (1957). “What is the Marketing Management Concept?” in Frank M/ Bass (Editor), “The Frontiers of Marketing Thought and Action”. Chicago: American Marketing Association. P. 71 – 82 [in English].
226. Blythe, J. (2003). Fundamentals of Marketing. Textbook. Kyiv: Znannia-Press, 493 p. [in Ukrainian].
227. Economic Encyclopedia (2002): in 3 volumes / ed. Qty: S.V. Mocherny (ed.) [Etc.]. Vol.2. Kyiv: Publishing Center «Academy». 848 p. [in Ukrainian].
228. Ostrovsky, P.I. (2006). Agricultural marketing. Textbook. Kyiv: Center for Educational Literature. 516 p. [in Ukrainian].
229. Lohosha, R., Semchuk, I. (2021). Concepts of marketing and marketing development in agricultural enterprise management system. P. 189 – 213. Management of enterprises of the agro-industrial complex of the economy in the conditions of globalization transformations: Furman I., etc. International Science Group. Boston : Primedia eLaunch. 355 p. Available at : DOI – 10.46299/ 978-1-68564-510-6 [in Ukrainian].
230. Andriychuk, V.G. (2002). Economics of agricultural enterprises. Textbook. 2nd view. Kyiv: KNEU. 624 p. [in Ukrainian].
231. Levina-Kostyuk, M.O. (2017). Strategic management of marketing activities of agribusiness entities. The dissertation for the degree of Cand. economy. science for special. 08.00.04 – economics and management of enterprises (by type of economic activity). ONAU. 207 p. [in Ukrainian].
232. Buryak, P.Y. (2005). Marketing: textbook. manual. Kyiv: VD «Professional». 235 p. [in Ukrainian].
233. Logosha, R.V., Polova, O.L. (2018). Features of formation of marketing strategies of agricultural enterprises. International scientific journal «Internauka». №11 [in Ukrainian].



234. Logosha, R.V., Mazur, K.V., Krychkovsky, V.Y. (2021). Marketing research of the market of vegetable products in Ukraine: monograph / Vinnytsia: LLC «TVORU». 344 p. [in Ukrainian].
235. Lohosha, R. V., Semchuk, I. A. (2021). Concepts of development in the management system of an agricultural enterprise. Colloquium-journal. 2021. № 12 (99). P. 40 – 49 [in Ukrainian].
236. Logosha, R.V., Tsikhanovskaya, V.M. (2017). Marketing research of world agricultural markets Bulletin of Odessa National University. Economy. Volume 22. Issue 7 (60). P. 42 – 51. [in Ukrainian].
237. Gogulya, O.P. Formation of a management system for marketing activities of agricultural enterprises. URL: <http://elibrary.nubip.edu.ua> [in Ukrainian].
238. Artimonova, I.V. (2009). Principles and directions of introduction of the modern concept of marketing in practical activity of agricultural commodity producers. Bulletin of BNAU. Bila Tserkva/ Issue. 63. p. 136 – 140. [in Ukrainian].
239. Logosha, R. V. (2017). Formation of the post-industrial market of vegetable products in Ukraine: monograph. Vinnytsia: CJSC «Vinnytsia Regional Printing House». 2017. 515 p. [in Ukrainian].
240. Logosha, R.V., Semchuk, I.A. (2020). Identification of marketing models of interaction of agricultural enterprises for biofuel production. Economics of agro-industrial complex. № 12 (314). P. 45 – 54. [in Ukrainian].
241. Kaletnik, G. M., Oliinichuk, S. T., Skoruk, O. P., Klimchuk, O. V., Yatskovsky, V. I., Tokarchuk, D. M., Zdor, I. A. (2012). Alternative energy of Ukraine: features of functioning and prospects of development: a collective monograph / ed. prof. Kaletnika G. M.. Vinnytsia: «Edelweiss and K». 250 p. [in Ukrainian].