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MARKETING RESEARCH OF AGRICULTURAL ENTERPRISES: THEORETICAL AND PRACTICAL ASPECTS

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**Mazur K., Babyna O., Babyn I., Germaniuk N., Harbar Z.,
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Kvaterniuk A., Lohosha R.**

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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.

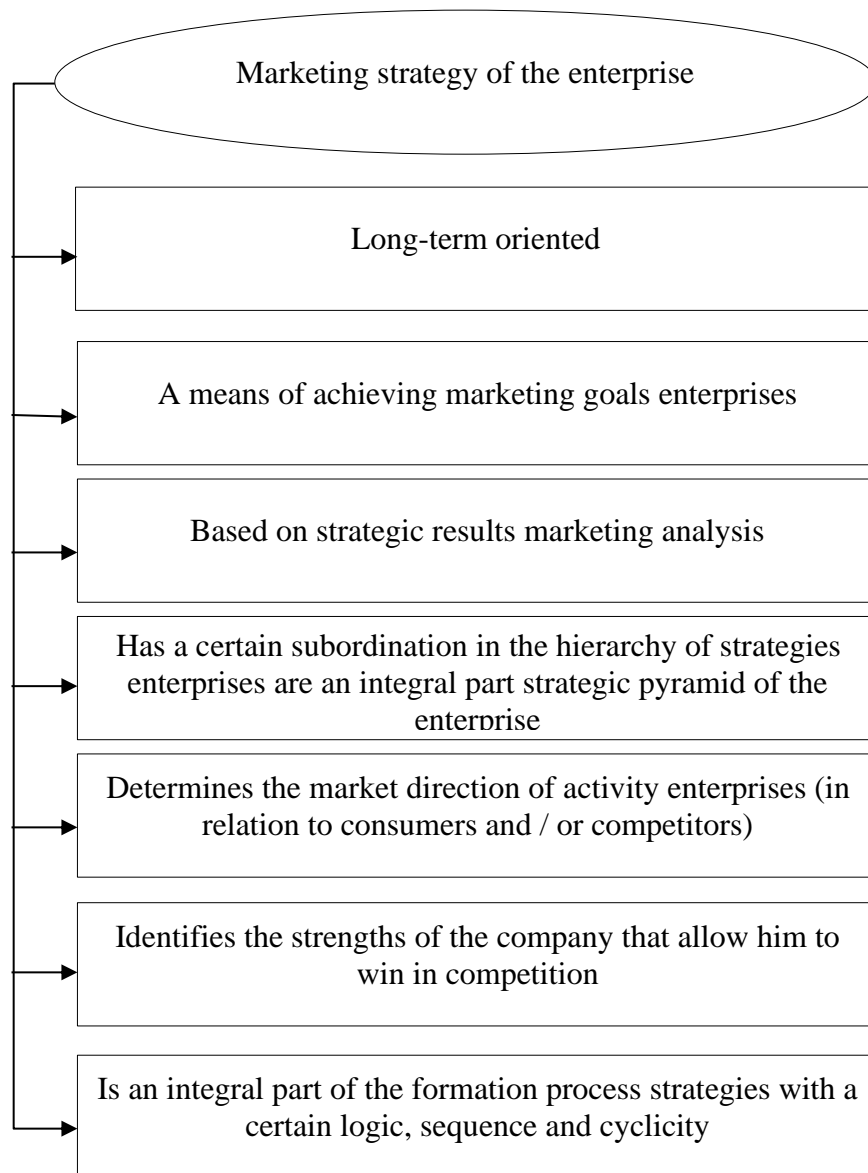


Fig. 1. Characteristic features of the marketing strategy of the enterprise [192]

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].

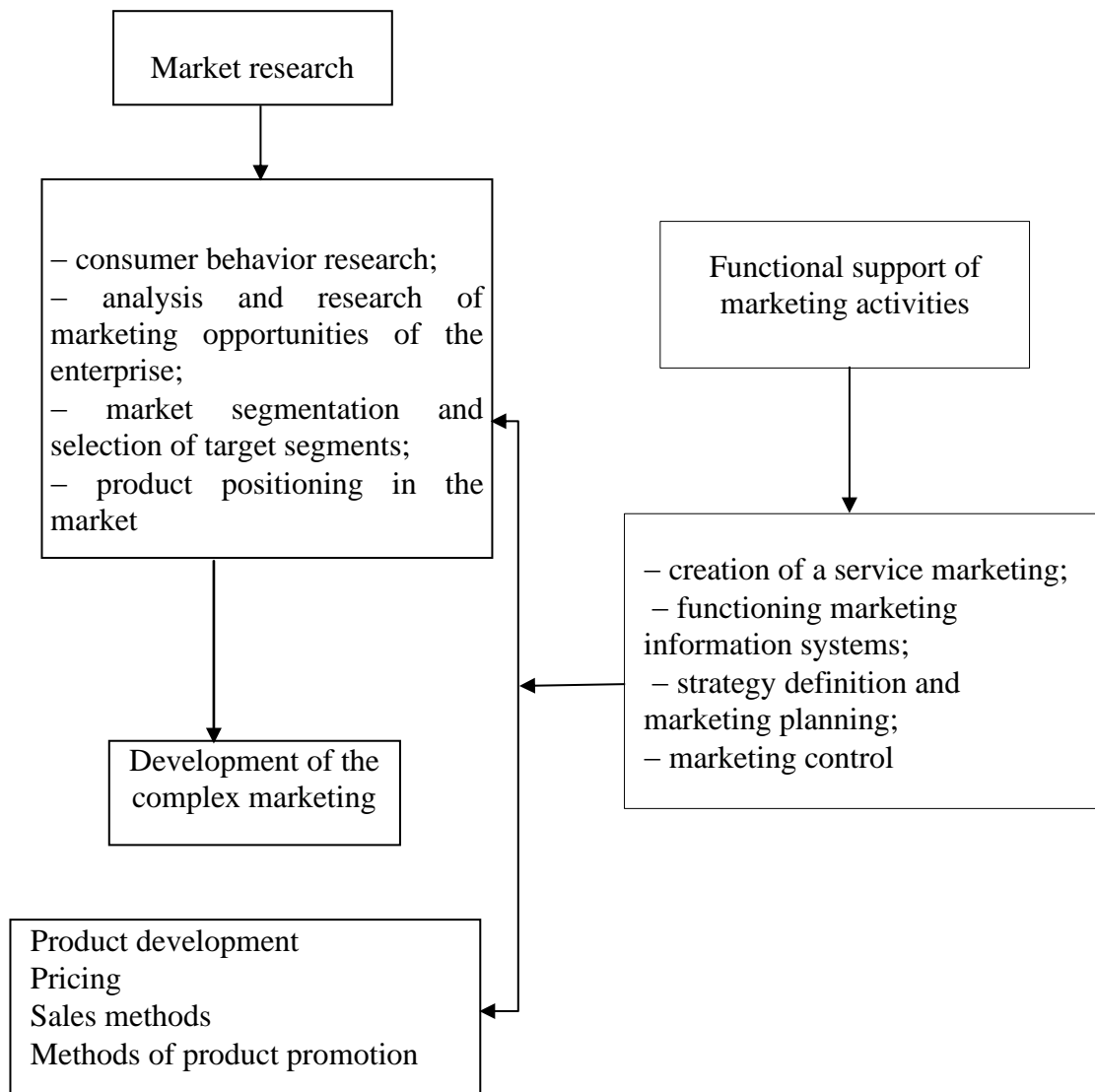


Fig. 2. Model of marketing activities of the enterprise [172]

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).

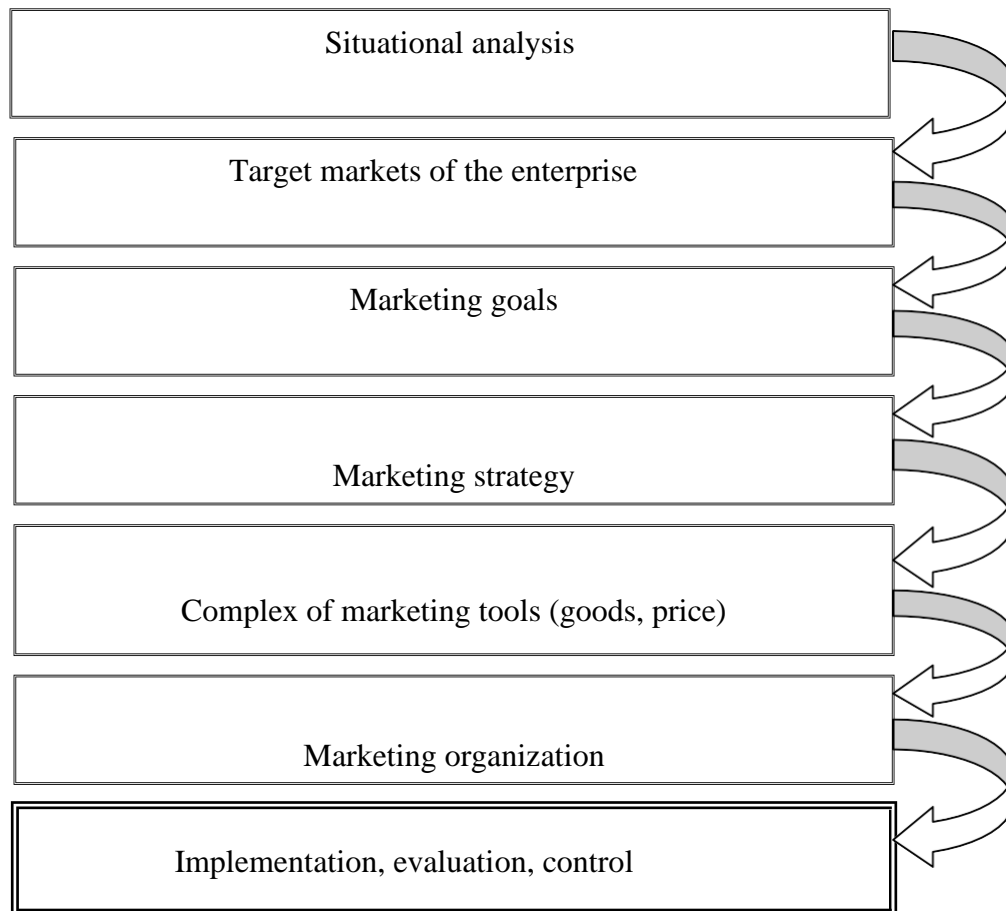


Fig. 3. Content and sequence of marketing program development [177]

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].

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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.

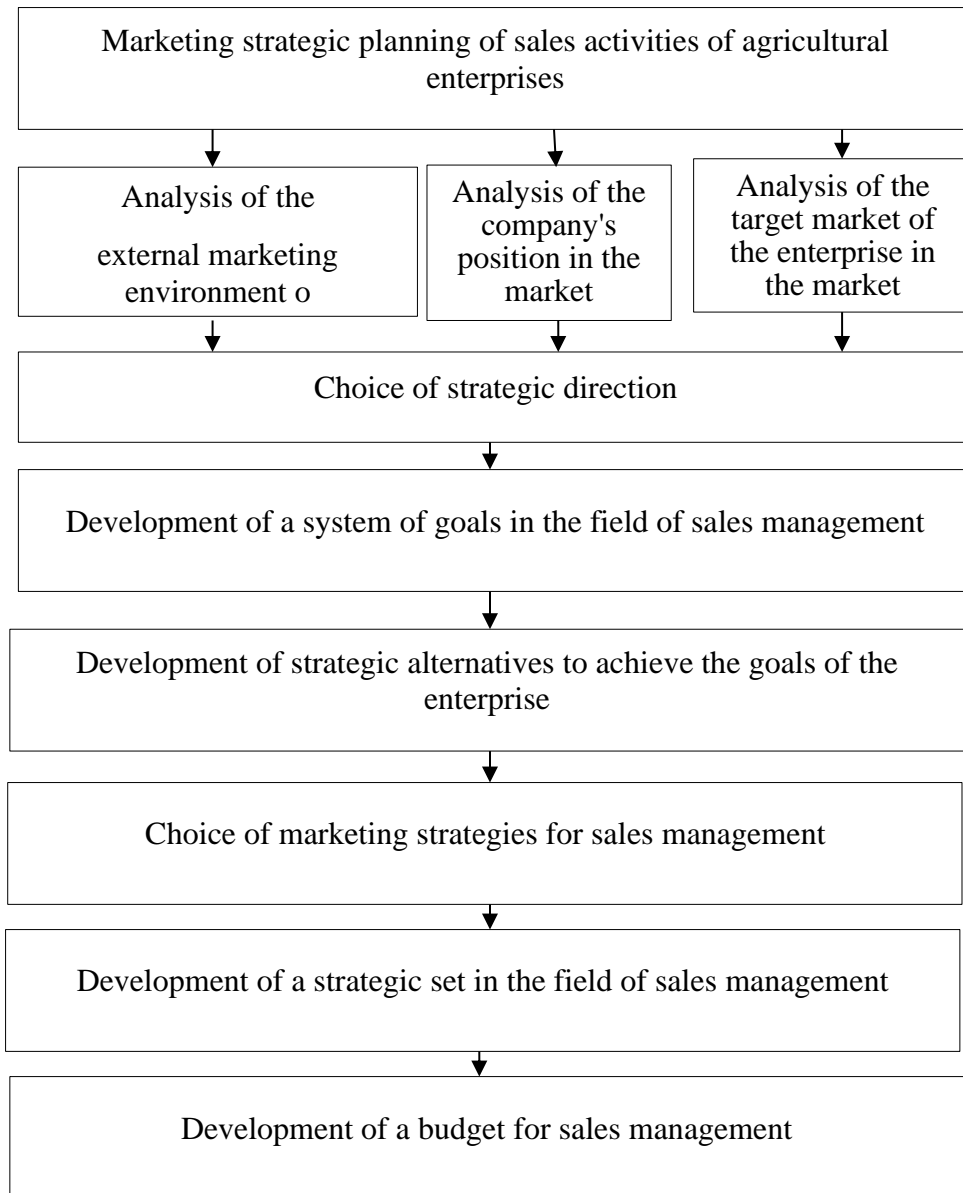


Fig. 4. Model of marketing strategic planning of sales activities of the enterprise [181, p.124]

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).