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**MANAGEMENT OF MARKETING ACTIVITIES OF  
AGRICULTURAL FORMATIONS IN THE  
CONDITIONS OF EUROPEAN INTEGRATION**

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## **10. Ensuring competitiveness of agricultural enterprise supply chains in the context of the development of European integration processes**

The formation of the competitiveness of agricultural enterprises takes place in the conditions of deepening integration relations with European countries. Agricultural producers are faced with the problem of production of products that must meet the requirements of the European market, which implies the stability of production and compliance of its quality and safety with international standards. Measures taken in this direction at the state level led to a certain stabilization of domestic agricultural production. However, a number of issues on increasing the competitiveness of enterprises in the conditions of deepening European integration processes remain unresolved, namely: production of the main types of products that are competitive on the foreign market; providing the population with competitive products of domestic manufacturers, taking into account the volume of imports, creating a system of effective product sales and compliance of its quality with market requirements, etc. At the same time, one should adhere to the statement that only a competitive enterprise can produce competitive products.

In Ukraine, under certain conditions of existence and development of the market economy, the role of the efficiency of the enterprise of all forms of ownership as a component of the system of economic information and management is growing. Today, as noted by G.M. Kaletnik, Ukraine faces an urgent task of developing state agrarian policy mechanisms to increase the efficiency of using the existing potential of the agrarian sector of the economy. To this end, special attention should be focused on creating prerequisites for its institutional support, which, first of all, involves the development of rural areas, the formation of mechanisms for the interaction of the state and agrarian business, the development of the agricultural advisory system in the form of information and consultation assistance to agricultural producers and the rural population, the development small-scale agricultural production, agricultural cooperation to ensure the integration of personal farms of the population into the market mechanisms of the functioning of the agrarian sector of the economy [179] .

Under these conditions, enterprise management needs systematic information about the implementation of economic processes, their nature and scope, about the availability of material, labor, and financial resources and their use. An important attribute of a market economy is the competitiveness of an enterprise. The study of the competitiveness of the enterprise in the conditions of the economic situation in Ukraine allows to consider it as a comprehensive characteristic of the potential opportunities for securing competitive advantages in the perspective that is available for review (10–15 years). The sources of international competitive advantages are the progressive organizational, technological and socio-economic base of the enterprise, the ability to analyze and timely implement measures to strengthen international competitive advantages. In the Economic Code of Ukraine (Article 25), competition is understood as a competition between business entities, which ensures that, thanks to their own achievements, they gain certain economic advantages, as a result of which consumers and business entities get the opportunity to choose the necessary goods, and at the same time, individual entities Enterprises do not determine the terms of sale of goods on the market [172].

Tkachuk O.M. and Savrasova O.O. point out that today the problem of competitiveness management has become extremely important for modern entrepreneurs, because the global crisis has exacerbated the difficult situation in the competition between enterprises. In the absence of an adequate and timely assessment of the level of one's own competitive potential, identification and analysis of factors of direct influence on the competitive positions of the enterprise, its management makes it impossible to develop and implement a strategy for the existence and functioning of the organization [202]. In order to determine the competitive position of the firm in the market, it is necessary to identify the factors that affect the possibility of winning or losing in the competition. Their appropriate analysis helps identify strengths and weaknesses in the company's activities and the work of its competitors, develop measures and means by which the company could increase its competitiveness and ensure its success, increase its share in sales on a specific product market. The issue of competitiveness occupies one of the central places in the economic analysis of various



types of economic activity of various subjects. Since the competitiveness of an enterprise means its ability to achieve competitive advantages over other enterprises in a specific market. Responsibilities for managing competitiveness lie at all levels of management.

The object of competitiveness management is the technical and economic process, when its competitive advantages are formed during the creation of products, and the subject is the system of competitiveness as a tool for its management. In the process of competitive struggle, the participants pursue the same goal - maximizing profits at the expense of winning consumer preferences. However, the ways and means of achieving this general goal are different. Therefore, the winner in the competition is the one who achieved certain competitive advantages earlier than others and captured a stable segment of the market. But gaining advantages is only the beginning, it is much more difficult to hold on to the market while maintaining your original positions. Competitiveness characterizes indicators of cost price, profitability of production, productivity, profitability of production, labor productivity. Some authors add profitability, productivity, turnover, business activity, liquidity to them. Some scientists see the competitiveness of an enterprise in a relative characteristic that reflects the degree of difference in the development of a certain organization from its competitors in terms of the degree of satisfaction of consumer needs with its products, as well as the ability and dynamics of the organization's adaptation to the conditions of market competition [166].

The issue of competitiveness occupies one of the central places in the economic analysis of various types of economic activity of various subjects. Since the competitiveness of an enterprise means its ability to achieve competitive advantages over other enterprises in a specific market. Responsibilities for competitiveness management lie at all levels of management. The object of competitiveness management is the technical and economic process, when its competitive advantages are formed during the creation of products, and the subject is the system of competitiveness as a tool for its management. In the process of competitive struggle, the participants pursue the same goal - maximizing profits at the expense of winning

consumer preferences. However, the ways and means of achieving this general goal are different. Therefore, the winner in the competition is the one who achieved certain competitive advantages earlier than others and captured a stable segment of the market. But gaining advantages is only the beginning, it is much more difficult to hold on to the market while maintaining your original positions. According to G.V. Spassky, the competitiveness of an enterprise is the production of a competitive object that is able to withstand competition compared to similar objects on the given market; stability of financial activity [201].

Yankovy O.G. in turn, characterizes this category as the ability on a real scale of time and perspective to form and use a system of knowledge, abilities and skills to jointly create a product that is attractive to the consumer, ahead of current and possible competitors [207]. Competitiveness characterizes indicators of cost price, profitability of production, productivity, profitability of production, labor productivity. Some authors add profitability, productivity, turnover, business activity, liquidity to them. Some scientists see the competitiveness of an enterprise in a relative characteristic that reflects the degree of difference in the development of a certain organization from its competitors in terms of the degree of satisfaction of consumer needs with its products, as well as the ability and dynamics of the organization's adaptation to the conditions of market competition. Vitvitskyi V.V. believes that the competitiveness of the enterprise is the ability to effectively dispose of own and loan resources in the conditions of a competitive market, that is, the main attention is paid to the financial side of the enterprise [171]. There are two most significant definitions (over the last decade) of the competitiveness of enterprises. These are, first of all: the ability of the enterprise to maintain a stable position on the market, operate profitably, be attractive to investors, earn a good image (image) among consumers and various business entities and, secondly: the ability of the enterprise, through the introduction of innovations in the production of products or the provision of services, to attract consumers with better quality characteristics of manufactured products at a lower price; the presence of differences between this enterprise and the enterprises of competitors in terms of the level of efficiency of economic activity, the forms of which are manifested in the ability

to adapt to the conditions of the economic situation and to satisfy needs with their goods and services [174].

The modern interpretation of economic competition has its own characteristics:

- the civilized nature of the struggle based on the competition of business entities;
- similarity or interchangeability of goods of competing enterprises;
- the identity or proximity of the needs of consumers, in relation to which the competitor is fighting;
- management of own competitive advantages;
- commonality, similarity of the goal for which rivalry arises;
- limited opportunities of each of the competing parties to influence the conditions of circulation of goods on the market as a result of independent actions of other parties. The essence of competition can also be understood through the functions it performs (Fig. 1).

An entrepreneur must understand the needs of consumers and offer products that would meet these needs. Therefore, with the help of the regulation function, the factors of production under the influence of the price are directed to those industries where they are most needed.

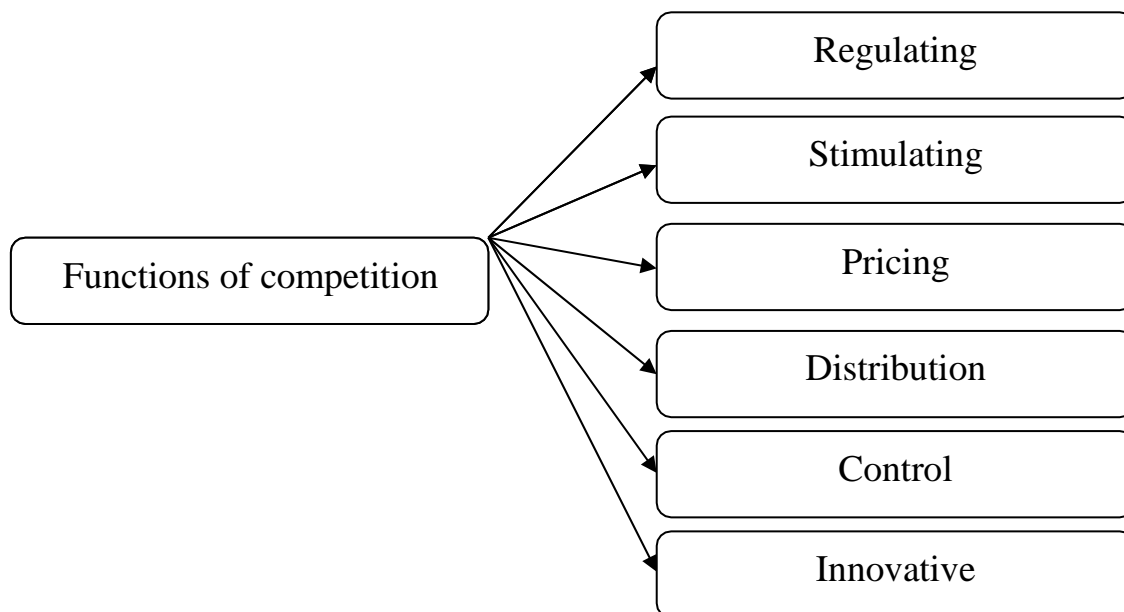


Fig. 1. Functions of competition as an economic category [197]

An entrepreneur must understand the needs of consumers and offer products that would meet these needs. Therefore, with the help of the regulation function, the factors of production under the influence of the price are directed to those industries where they are most needed. Stimulating function (or motivation function) makes enterprises strive for higher productivity. For an entrepreneur, competition is at the same time a chance and a risk, that is, enterprises that offer higher quality products or produce them with lower costs receive profit and, on the contrary, receive punishment in the form of losses, if they do not take into account the wishes of consumers or violate the rules of competition with their competitors in the market.

Thanks to the pricing function, competition affects the level of individual costs for the production of any product, reducing them to the socially necessary, which, in turn, determine the balanced market price of the product. Thanks to the distribution function, competition distributes income among business entities in accordance with their effective contribution, which corresponds to the main principle of competition - reward based on results. With the help of the control function, competition acts as a force that opposes the emergence of sustainable economic power of individual market subjects. That is, competition limits and controls the economic power of each enterprise. For example, if a monopolist can set the only possible price, then competition gives the buyer the opportunity to choose among several sellers. Another important function of competition is innovation. In order to obtain additional income without increasing the price of products, it is necessary to constantly improve the technological base of production, introduce the latest technologies and progressive forms of organization of the production process, thereby reducing production costs. Those who carry out such activities receive additional income. At the same time, those entrepreneurs who will not be able to implement such measures will be pushed out of the market.

Therefore, competition acts as a force that ensures scientific, technical and economic progress. In conclusion, it can be noted that the main task and the main function of competition is to conquer the market, to win over its competitors in the fight for the consumer, to ensure the receipt of a stable profit. In addition, the essence of competition is expressed by certain forces that encourage it to develop, regardless of

whether it operates only on the domestic market or on the foreign market as well.

Thus, according to M. Porter's theory of competition, there are 5 driving forces of competition:

1. Irresistible entry into the market and industry of new competitors.
2. The threat of the appearance on the market of substitute goods produced using a different technology.
3. Limited properties of buyers.
4. Inexhaustible possibilities of manufacturers.
5. Constant competition between existing and new enterprises. Each type of

competition characterizes the state of the market, the number of participants and their interests. Usually, the functioning of the market depends on competition and, on the contrary, competitive relations arise thanks to the market, and this allows us to single out such forms of competition (Table 1).

Thus, functional competition is characteristic of enterprises that offer substitute goods on the market and thus satisfy the additional needs of buyers. Subject or formal competition is inherent in competing enterprises that will produce goods of the same assortment. Under the conditions of specific competition, competitors are considered to be all producers who participate in the struggle for consumers. Different scientists have different views on the category "competitiveness": "Competitiveness in its most general form is the possession of properties that create advantages for the subject of economic competition." In the "Great Economic Dictionary" (edited by A.N. Azrilyan) a fairly general interpretation is given: "Competitiveness is a property of a product on a par with similar goods, services or competing subjects of market relations" [207].

Table 1

Forms of competition

Forms of competition	General characteristics	Examples
Functional	It arises in a situation when the product produced by a certain enterprise, together with the goods of other enterprises, satisfies a specific need of the consumer. Similar products are called generic competitors	The consumer's need is rest after work. Means to satisfy the need: books, sports equipment, music records

Continuation of table 1

Subject (formal)	It is a consequence of the similarity of manufactured goods. It is conducted for different brands of the same product, produced by different enterprises	Similar goods of various enterprises - sportswear, clothing for active recreation and youth clothing - trade brands Adidas, Reebok, Columbia
Species (common)	It arises between certain types of goods that generally satisfy the same need; at the same time, there is at least one parameter by which they differ	Cars of the same class, but with different equipment

Source: [190]

The differences and diversity of the author's positions regarding the definition of the concept of competitiveness are related to:

- equating the competitiveness of the enterprise with the competitiveness of products or services;
- the scope of consideration of competitiveness: on the regional, national or world market (enterprise, industry, country);
- replacing one concept with another (competitive status, competitive level);
- a characteristic of any component of the enterprise's competitiveness: the competitiveness of production and labor potential [167].

Despite different approaches to defining its essence, researchers note the comparative and temporal (dynamic) nature of this indicator:

- comparative nature means that competitiveness is not a phenomenon inherent to a specific object;
- it does not follow from its inner nature, but is manifested only under the conditions of comparison of this object with others; it can be estimated by comparing the most significant indicators of enterprise activity; the result of this comparison is the determination of the level of competitiveness;
- temporal nature (dynamics) means that the level of competitiveness of the enterprise achieved in a separate period of time cannot be considered as a long-term characteristic of its market position, regardless of the efficiency of its activity; the opposition of other business entities, the determination and activity of their competitive

strategies can lead to the loss of the achieved position and a decrease in the level of competitiveness [167].

The analysis of numerous definitions of the category "competitiveness" made it possible to distinguish the classification of this concept according to the following characteristics (table 2) [193]. The concept of "competitiveness" is applied to various objects and taking into account their characteristics. The competitiveness of the industry is determined by the presence in it of technical, economic and organizational conditions for the creation, production and sale (with costs not higher than international) of high-quality products that meet the requirements of specific groups of consumers. The competitiveness of the industry is understood as the efficiency of the work of individual branches of the national economy, which is evaluated, in addition to traditional criteria, by indicators that characterize and describe the degree of vitality and dynamism of the industry under various options for the development of the economy of this country and the world as a whole. The competitiveness of the industry is the ability not only to win in competition, but also to take an active part in it. The competitiveness of a product reflects its ability to more fully meet the needs of customers compared to similar products on the market.

Table 2

Classification of competitiveness

Sign	Types of competitiveness
Territorial and geographical sphere	<ul style="list-style-type: none"> <li>• International</li> <li>• Domestic</li> <li>• Regional</li> </ul>
The level of competing objects	<ul style="list-style-type: none"> <li>• Industries (complex of industries)</li> <li>• Enterprises</li> <li>• Goods</li> </ul>
Fixation in time	<ul style="list-style-type: none"> <li>• On a specific date in the past</li> <li>• Current</li> <li>• Predictive</li> </ul>

Source: [193]

It is determined by competitive advantages: product quality, its technical level, consumer properties, prices set by sellers of goods; advantages in warranty and post-warranty service, advertising, image of the manufacturer, as well as the market situation, fluctuations in demand. A high level of product competitiveness indicates the feasibility

of its production and the possibility of profitable sales [175]. The majority of scientists from this issue propose to combine "product competitiveness" and "enterprise competitiveness" into one concept, but this statement will not be entirely true, because the buyer does not always know which manufacturer this product belongs to, and even if he knows the name of the enterprise, then this name does not always mean something.

The competitiveness of products and the competitiveness of the enterprise - the manufacturer of products are related to each other as a part and a whole. The company's ability to compete on a certain commodity market directly depends on the competitiveness of the product and the set of economic methods of the firm's activity, which affect the results of the competitive struggle. Let's take a closer look at the concept of enterprise competitiveness, since it is enterprises that compete with each other, wage a continuous competitive struggle for customers and for their place in both domestic and foreign markets. Different scientists define the essence of the concept of enterprise competitiveness in different ways, therefore there is no single, generally accepted definition of this concept.

Pasichnyk I.Yu. grouped the definition of enterprise competitiveness into three groups:

- to the first group, she included definitions based on the internal and external activities of the enterprise;

- definitions based on the product component were assigned to the second group, i.e. the concept of the competitiveness of the enterprise is determined by the competitiveness of the enterprise's products;

- the third group includes definitions that combine both the product component and the component of the production activity of the enterprise [196].

It should be noted that competition has both negative and positive features. For a long time in our country, the emphasis was mainly on the negative consequences of competition: the displacement of small producers by large capital, the ruin of some and the enrichment of others, the strengthening of social injustice, a significant increase in the property differentiation of the population, worsening unemployment, inflation, etc. In the conditions of the administrative-command system, there was almost no



competition in business practice. In general, the factors of competitiveness of enterprises can be divided into external and internal. External are the economic factors of the environment that appear in the spheres of production, circulation and consumption. Internal - factors of the enterprise itself, affecting the market [199].

In the environment of the functioning of agricultural enterprises, it is advisable to distinguish not external and internal factors of competitiveness, but those that are created (managed) and those that are taken into account (unmanaged) (Figure 2). The economic and financial factors of the enterprise's competitiveness are of particular importance. Their presence is a prerequisite for the emergence of all other internal elements of the enterprise's competitiveness. They are determined, on the one hand, by the rates of profitability and profitability of products and invested capital, and on the other, by the availability of initial and current investments and the company's financial policy.

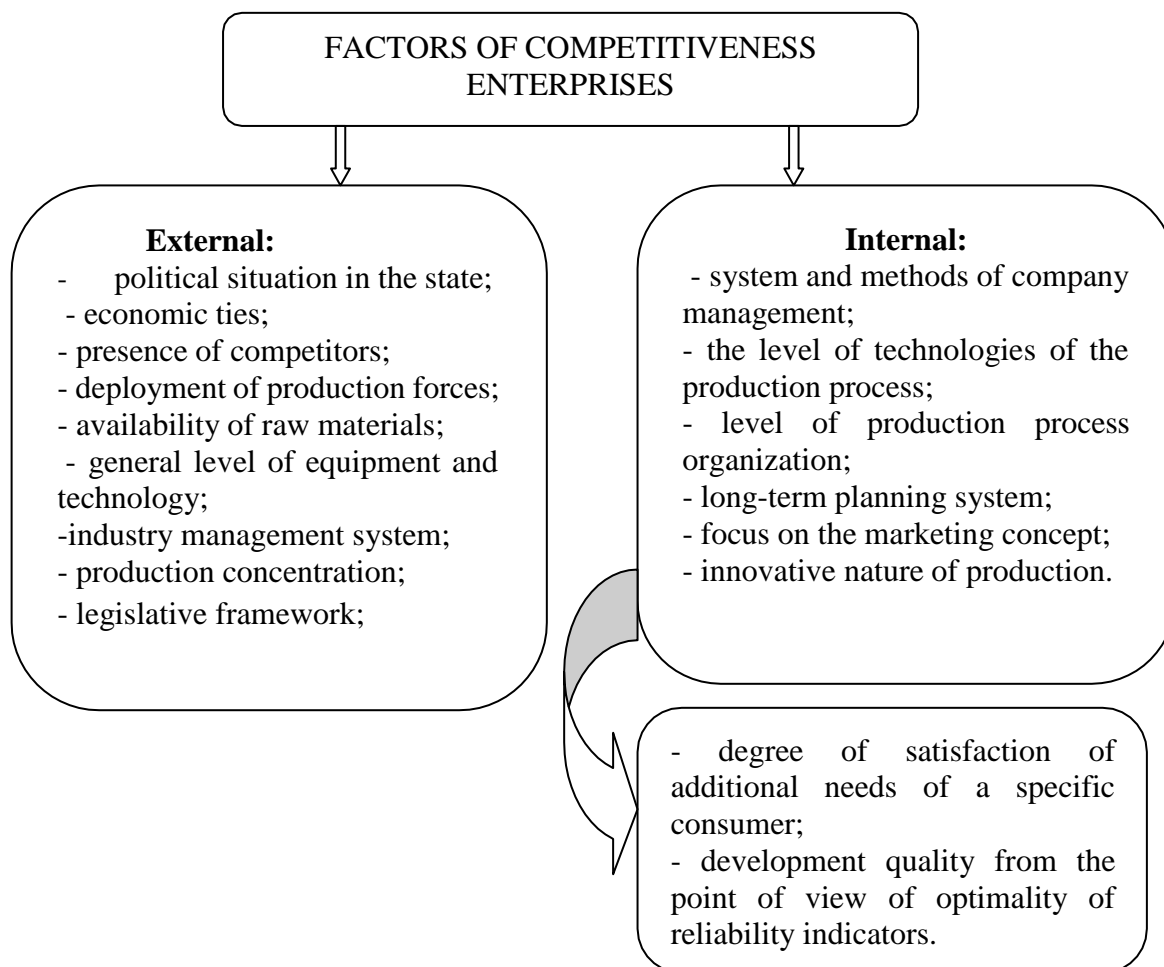


Fig. 2. The main factors of enterprise competitiveness [199]

A separate economic factor affecting the competitiveness of the enterprise is the price of the product. Price competition involves offering products at reduced prices or with a lower cost of service or consumption, which can be used as a means of penetrating markets, as a barrier against the entry of new competitors into the market, as a response to the actions of competitors. Determining the price as a factor of the competitiveness of a banking product, one should use an expanded understanding of it, when, from the bank's point of view, the price is a form of manifestation of its value, which is established taking into account the cost price, the planned rate of profit and market factors, from the consumer's point of view, the price is a measure of utility of this product taking into account the cost of its consumption [184].

The assessment of the competitiveness of the enterprise in a specific market or its segment is based on a thorough analysis of the firm's technological, production, financial and sales capabilities. It is designed to identify the company's potential opportunities and actions that must be taken to ensure a high level of competitive advantage. The high competitiveness of the enterprise is a guarantor of obtaining a high profit in market conditions. At the same time, the enterprise aims to achieve such a level of competitiveness that would help it survive for a long period. Competitiveness management involves taking a number of measures to systematically improve products, constantly searching for new sales channels, new groups of buyers, ways to improve service, and advertising.

Today, a difficult situation has developed on the world markets, which is connected with the increasing limitation of food and natural resources, the constant increase in food prices, that is, the food security of the countries of the world is deteriorating. For Ukraine, joining the World Trade Organization and strengthening European integration relations led to an increase in competitive pressure on agricultural producers of other countries. The level of competitiveness of domestic agricultural producers on the international market is relatively low due to the unsatisfactory state of material and technical support, the use of outdated consumable technologies, the unsettled crediting mechanism, and the lack of experience in most enterprises to conduct a tough competitive struggle. In addition, the current state of development of

agriculture in Ukraine does not correspond to its potential opportunities and the needs of the population. In the country, the increase in food prices will be felt very acutely, since a significant share of the population's income is spent on food products.

At the same time, domestic agricultural enterprises can use the favorable natural and climatic potential as a competitive advantage. Modern socio-economic conditions form a new agrarian paradigm, which is based on the competitiveness of the agrarian sphere and, accordingly, significantly adjusts the agrarian policy of the economically developed countries of the world, namely:

- agriculture is recognized not as a problem, but a competitive industry;
- price disparity corresponds to changes in productivity, the behavior of adjacent industries is not monopolistic;
- the goals of agrarian policy should not be aimed at maintaining a decent level of farm incomes, but at increasing the efficiency and competitiveness of agricultural production by promoting the activation of market regulators;
- the instruments of agrarian policy should not be collateral and intervention operations, not target prices and direct payments to producers, not supply control and demand stimulation, but compensatory payments that do not affect production decisions, as well as programs to increase the mobility of labor resources;
- the world market is recognized as an effective mechanism, states should proceed by reducing import restrictions and eliminating export subsidies [199].

Increasing the efficiency of agricultural enterprises is determined to a large extent by ensuring the conditions of competition, namely the transparency of the functioning of commodity markets, the promotion of concerted actions of domestic business entities aimed at increasing their competitiveness on international commodity markets, provided that elimination or exchange is not allowed. competition in the relevant internal product markets.

Market competition is characterized by an economic struggle between producers, suppliers and consumers of goods for the most favorable conditions of their production, sale or consumption. This is at the same time a method of choosing the optimal economic solution between them. The economic feasibility of choosing the

right solution is confirmed by the state of market equilibrium between supply and demand in a specific market. In the conditions of developed market relations, competition encourages the search for new, more perfect organizational forms of business, to the development and implementation of achievements of scientific and technical progress. When the market of agricultural products is considered comprehensively, according to the researchers, i.e. "as a market of sellers and buyers and as a structured phenomenon according to its separate segments (subsystems), which have their own market infrastructure, the specificity of the dominant type of agricultural products in such a segment (food market), the different relationship between sellers and buyers and the specifics of the levers of state regulation, then such a point of view is hardly fair" [167].

Indeed, because the main reason is that the vast majority of agricultural commodity producers do not engage in procurement and processing of agricultural products (if they do, then in small volumes), but sell them to business entities — agricultural product processing enterprises or intermediaries. The gap in such numbers often increases in local markets until the appearance of monopolistic buyers. Due to their relatively small number, processing enterprises have strong market power, dictating to agricultural producers the terms of sale and sale of products, first of all, they set prices for them. An effective competitive environment in the conditions of a market economy contributes to the effective allocation of resources, which corresponds to the interests of consumers.

Market forces encourage the reduction of production costs, the introduction of intensive technologies, the production of fundamentally new types of products, and the improvement of marketing strategies. However, the uncontrolled action of market factors can lead to devastating consequences. Today, the problems of food security of the population are intensifying in Ukraine. An increase in the volume of imported goods is observed even in the main types of agricultural products - grain, sugar, meat, fruit and others.

Therefore, important tasks are the development of mechanisms for regulating the system of agrarian markets and support of domestic agrarian enterprises producers

of agricultural products. In the formation of competitive advantages of agricultural enterprises, the efficiency of the use of economic resources plays a decisive role. Competitive advantages are a list of factors characteristic of a certain industry that give it advantages over other industries, as well as some enterprises of the industry over others. These factors are not constant, they change depending on the specifics of industries, market segments served, as well as the time and stage of the "life cycle" of the industry and enterprise. Each industry has its own specific requirements for a combination of competitive advantages, but for the development of an enterprise in any industry, each of them can become a tool for winning the competition [206].

Thus, for agricultural enterprises, the consequences of technological and managerial miscalculations are a lag in indicators of crop productivity and animal productivity. For example, the yield per cow in Ukraine is 3,793 kg, in Germany – 6,107 kg, in Great Britain – 6,794 kg, in the United States – 9,343 kg. Meat production per 100 hectares (in slaughter weight) in Ukraine in 2019 was 51.7 tons, the USA – 105 tons, Germany – 227 tons, Great Britain – 191 tons. Therefore, the degree of economic survival and adaptation of agricultural market subjects to increased global requirements will determine the level of competitiveness of products, which is a variable in qualitative and quantitative characteristics. Quality parameters of products (sales price, cost price), which are taken into account when competing with competitors, are the main criterion for the buyer.

This is especially important in connection with the expansion of the scope of implementation of new energy-saving technologies for the production of agricultural products, the quality of which in Ukraine, as evidenced by research results, is significantly deteriorating. The competitiveness of products based on their qualitative characteristics, firstly, increases the competitiveness of the enterprise as a market entity, secondly, it ensures higher production profitability, promotes the exit of market entities to the foreign market, and more fully satisfies the needs of society [193].

Among the manifestations of the success of agricultural producers in competitive conditions, it is possible to note the receipt of adequate profit from agricultural activities without the need to find additional earnings, adherence to the rural way of

life, the ability to withstand difficult market and weather conditions, the presence of a stable tendency to increase the amount of sales, assets and land use area, as well as the possibility of transferring property to descendants. The ability to enter the international market is determined by internal factors (the nature and uniqueness of the company's competitive advantage - product properties, high level of technological processes, a well-known brand, organizational structure, availability of resources), the specifics of the industry (competitive structure, initial market size and growth prospects, quality and costs of means of production, marketing infrastructure, input and output barriers), as well as the characteristics of the enterprise and the country (political, economic and socio-cultural characteristics – government policy, legal norms, standards and control practices, local tastes and preferences, geographical location).

The determining factors of competitiveness in the international market are the supply of economic resources (means of production, technologies, investments in human capital, management skills), product characteristics, company strategies and industry structure, control over distribution channels, infrastructure and availability external effects, legal environment, trade policy. Achieving the target settings of the state's modernization agrarian policy is accompanied by both incremental (related to the "adjustment" of existing institutions to the new institutional environment, which can be manifested in a change in some attributes of the institution, their adjustment, a change in the scope of the institution's application or their subordination to other norms) and discrete ( leading to significant transformations of the institutional environment, the formation of new institutions) by institutional changes. Moreover, the subjects of institutional changes should be all parties interested in the modernization of the agricultural sector (Figure 3) [200].

Agricultural enterprises producing agricultural products are the most vulnerable link of the food chain in the agricultural market. Economic pressure is exerted on them both by enterprises of the processing industry, retail trade, and enterprises that supply means of production. In part, this problem can be solved by developing the cooperative movement and improving the methods of state regulation of food markets and subsidy mechanisms. In the conditions of a developed market economy, the sphere of direct

and direct management by the state of economic processes in the agrarian sphere, including the processes of innovative development, has a significantly smaller scale and its role is reduced more to the creation and maintenance of conditions for the effective development of all subjects of the agrarian sector. At the same time, the implementation of the function of forecasting becomes especially important as the need to ensure the stable position of agricultural entities in the constantly changing market environment for the near and distant periods.

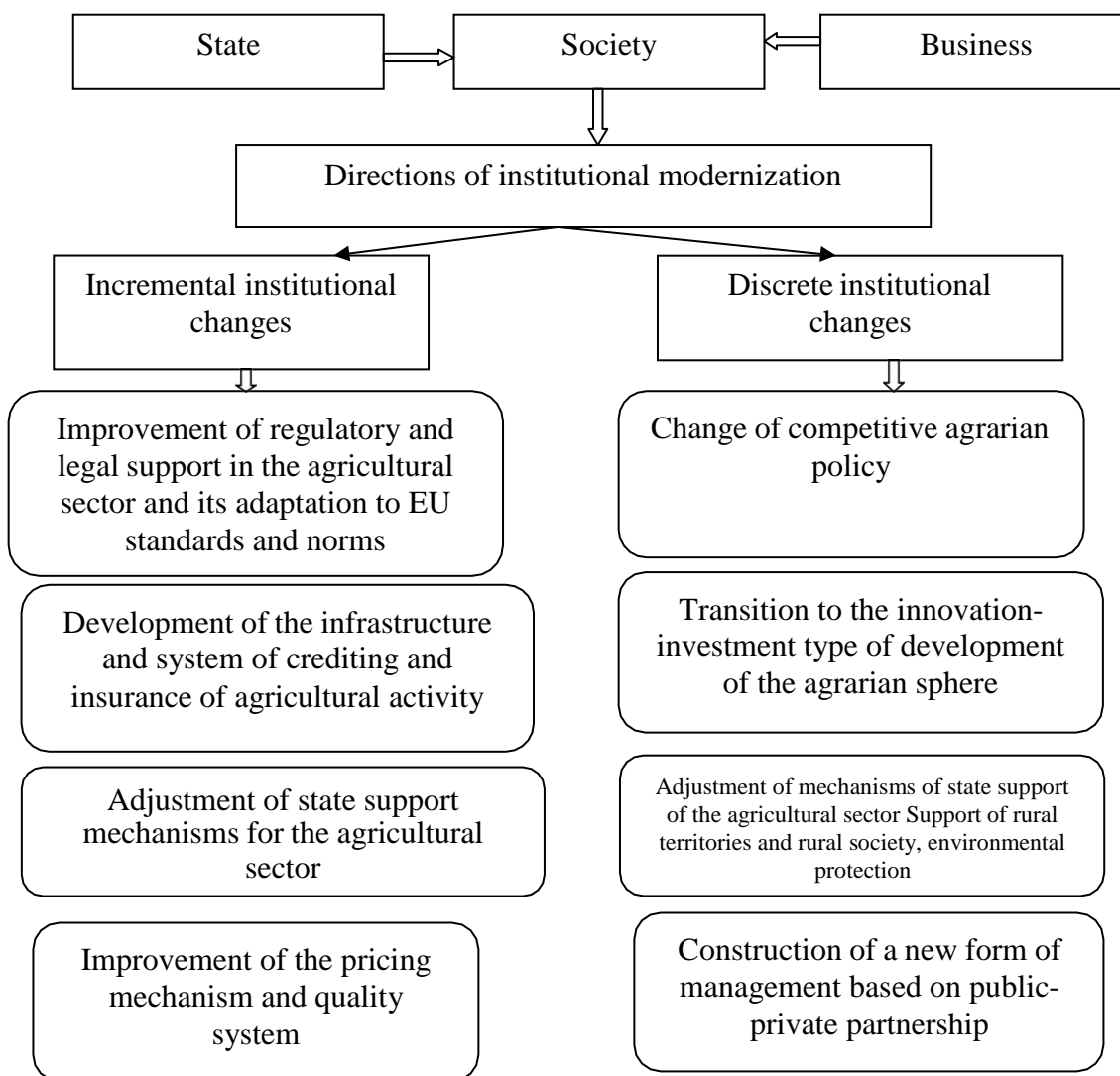


Fig. 3. Directions of institutional modernization in the agricultural sector [200]

At the current, very complex and very responsible stage of the development of the agricultural sector of the Ukrainian economy, the state must not only act as an

institutional innovator, which constitutes the direction of socio-economic transformations in the agrarian sphere through a change in the strategy of agrarian policy, but also be an effective player in the agro-food market, comprehensively supporting ( at the expense of budget resources and on the basis of PPP) development of entrepreneurship and innovative and social infrastructure in the sector.

Accordingly, the main efforts of institutional and innovative modernization of the agrarian sector of the economy, having as a priority the creation of competitive domestic production and the development of all spheres of agrarian relations, should be aimed at:

- the construction of a sustainable institutional system with open competitive access to resources, which will affect the reduction of the level of uncertainty of the economic environment and, thereby, will simplify the interactions of all participants in the agrarian sphere, make them transparent and understandable;

- improvement of the system of land relations and protection of property rights, which will contribute to increasing the investment attractiveness of agricultural production, rational use of agricultural lands and will determine priority measures for their protection;

- ensuring the functionality and efficiency of the infrastructure of the agricultural sector and creating equal economic conditions for access to it for various organizational and legal forms of management;

- the development of innovative processing enterprises, which, due to the introduction of new technologies, will make monopoly impossible and create competition for intermediaries;

- deregulation of agribusiness activity, which involves the elimination of excessive state regulation, simplification of the conditions for conducting agrarian business, promotion of investments and initiatives in the agrarian sector;

- implementation of long-term specialized (non-transferable to other sectors with equal return) investments, primarily investments in the improvement of scientific and technological and scientific and technical base and innovative infrastructure;

- construction of an innovative model of economic development, which will



provide incentives to change the economic behavior of subjects of agrarian management;

- stimulation and support of agricultural science and innovation clusters aimed at the production of export-oriented products;

- harmonization of the interests of owners, hired workers and rural communities, which will contribute to the formation of socially responsible behavior among all participants in the agrarian sphere;

- sustainable economic development of rural areas and preservation of natural resources, which will be reflected in the quality of life of the rural population [178].

Therefore, the development of international markets has a direct positive effect on the domestic situation and incomes of the subjects of agrarian entrepreneurship. To do this, it is necessary to achieve consistency of foreign trade and agrarian vectors of economic policy, which contributes to strengthening their effectiveness. After all, under conditions of weakening of the economic capabilities of agrarian enterprises, programs to stimulate foreign economic activity will be ineffective. At the same time, state programs for entering foreign markets and providing export credit guarantees can contribute to the growth of market potential. Successful development of foreign markets is the basis for improving the investment climate, sustainable economic growth and long-term prospects for the development of the agrarian sector of the economy. The successful functioning of subjects of economic relations in the conditions of markets with relatively intense indicators of competition, their potential to strengthen their market positions is determined, first of all, by the price and quality parameters of the products that these subjects produce. However, it should be noted that effective organization of such processes as business planning, procurement, production, storage, and sales is a necessary condition for the proper level of competitiveness of enterprise products.

In today's business environment, the key success factors are speed, efficiency and transparency. Effective management of technological and work processes, designed to strengthen the position of the enterprise, allowing to benefit from all functional spaces: from the sphere of supply (in the context of increasing profitability

by optimizing regulatory indicators and outsourcing working capital) to fighting for consumers by introducing effective methods of distribution logistics. Globalization of the markets of raw materials and products of high added value, the developed system of global redistribution of the product of scientific and technical evolution (equipment, technologies and other intangible assets) requires from the subjects of the business environment a holistic approach to the planning and optimization of logistics networks. Undoubtedly, client management must develop and integrate accordingly. This means that managers today face the non-trivial task of finding ways to effectively combine the necessary operational changes aimed at reducing costs with the established preferences of their customers, who are generally skeptical of unpredictable changes [174].

As for the constructive approach to defining the concept of supply chain, it is based on the principles of separating the system from the environment by:

a) decomposition of the supply chain into a set of constituent elements, determination of system-forming inter-element connections and relationships that ensure the integrity of such a set;

b) a generalized presentation of the supply chain, according to which only its individual elements are distinguished, which are considered essential for solving the problem of its formation (supply, production, distribution) and which have different functional and administrative subordination.

The supply chain covers all organizations and activities related to the movement and transformation of goods, starting from the stage of raw materials and starting materials and ending with the delivery of finished products to the final consumer, as well as information flows related to all this. Materials and information move up and down the supply chain. According to this definition, the supply chain includes information systems management, sourcing, purchasing, production scheduling, order processing, inventory management, warehousing, customer service, as well as post-sale disposal of packaging and materials [188].

Kudenko and others give the following definition of the supply chain:

a) according to the objective approach, the supply chain is a connected structure of business units, which is united by the relationship "suppliers - focal (main) enterprise - consumers" in the process of creating and selling goods, which have value for the end consumer, in accordance with market requirements;

b) according to the process approach, the supply chain is a sequence of flows and processes that take place between various counterparties (links) of the chain and are combined to meet consumer requirements for goods and services. As evidenced by the analysis of the most common interpretations of the term "supply chain", almost all of them come from the concept of flow and flow process.

On this basis, when considering supply chains, it is possible to distinguish two fundamental features of a systemic nature: first, the supply chain must involve movement; secondly, the supply chain must have the subject of such movement [187]. Yatsiv I. expands the idea of this concept, formulating it as follows: "... it is a form of goods movement, the basis of which is the shipment of goods to the buyer according to one document. With the interaction of a limited number of linearly ordered participants in the movement of goods, which carry out the delivery of products to the consumer, a supply chain or logistics chain arises. The number of links, that is, the length of the chain, determines the number of intermediaries between the original supplier and the final consumer. Therefore, supply in the context of the study of supply chains should be considered as a certain set of functions and operations aimed at solving a number of important tasks of the interaction of market relations subjects - from reducing non-production costs and optimizing the use of resources to achieving strategic compliance with the requirements of consumers of a certain market segment.

The relationship between the strategy of the enterprise (leader of the network of enterprises) and the strategy of the supply chain can be schematically depicted as in

Figure 4. In the case of general consumer goods, it acts in distribution, not in production. When analyzing supply chains, and especially global supply chains, it is important to consider two phenomena:

1. General price pressure, which forces supply chain leaders to continuously focus on reducing prices, even when the competitive strategy is directed primarily to

quality or delivery time;

2. Concentration of profit in one link of the value chain.

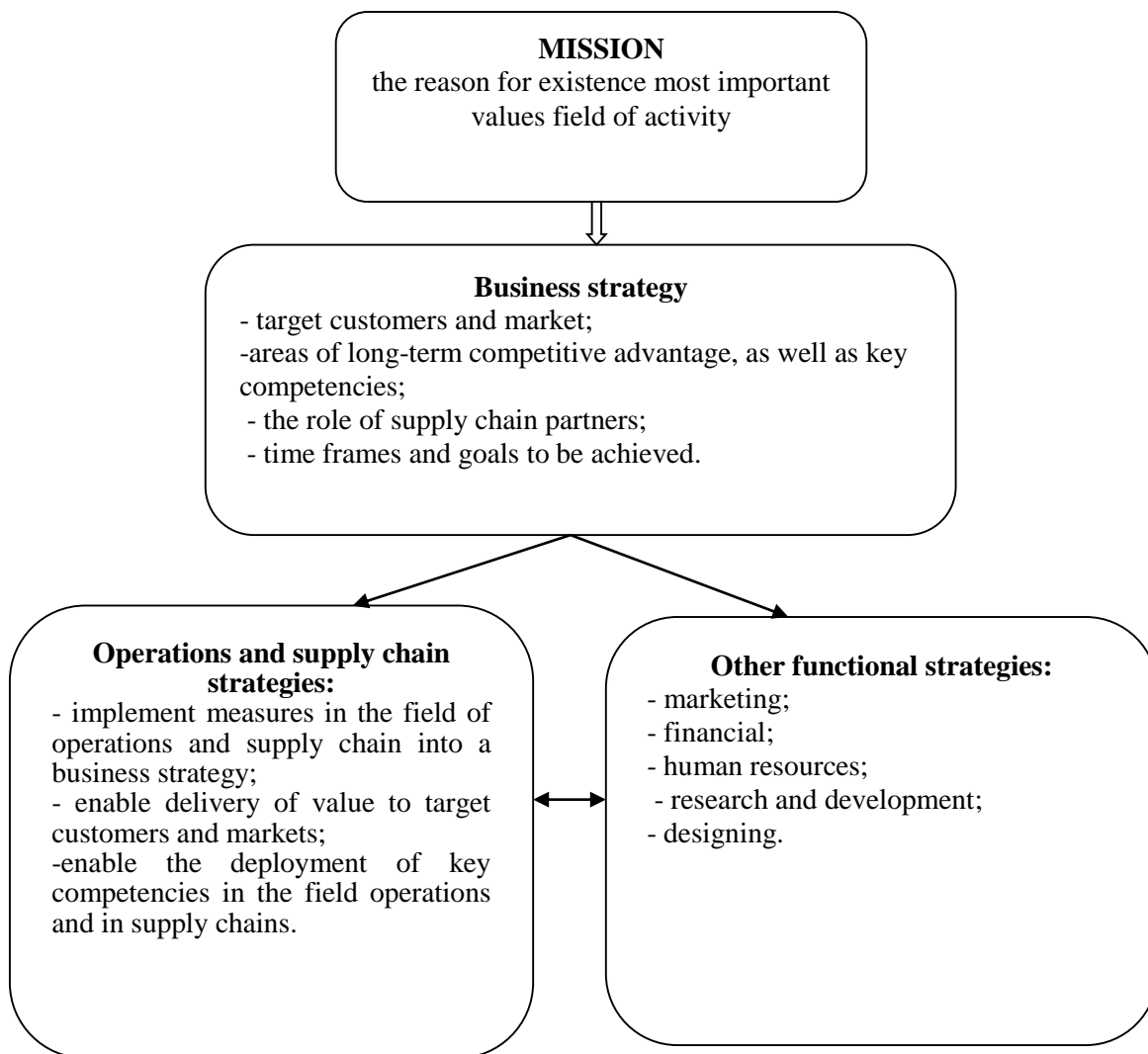


Fig. 4. Supply chain strategy in enterprise strategy

The search for compromises between conflicting goals precedes the development of balanced project implementation measures. Their essence should not contradict the principle: the best is the enemy of the good. Managers who are responsible for making decisions about the implementation of program elements should take into account all the pros and cons. Today, understanding the fact that the weakest link in the chain determines the level of overall success in the market is of fundamental importance for companies participating in the supply chain. "The productivity of supply chains directly determines the productivity of the enterprise,"

notes D. Lambert [205]. Technically, this can be explained using the example of the principle of compensation in planning. Traditionally, he explained the peculiarities of the internal environment of the enterprise only.

Today, the concept has expanded to include internal and external supply chains. Obviously, this situation requires increased attention to the possibilities of collaboration between enterprises participating in supply chains in order to move the "bottleneck" to a higher level of quality of the functions performed within the framework of an individual chain. All modern integrated supply chains are end-customer oriented and demand-driven. They will differ only in the degree of adaptation to changes in demand (in particular, the turning point) and in what attributes and to what extent they are used in competition. The strategy of the chain must be coordinated with the strategy of the corporation or other network of enterprises and with the strategy of the leader of the chain. Using the formulated list of factors affecting the formation of supply chains, it is possible to build a general model of factors that determine supply chain strategies (Figure 5).

As a result, all enterprises are faced with the need for constant and effective planning and accurate control of material and information flows, starting with procurement and ending with implementation. As an illustration, sales plans are often made with the use of inadequate forecast expectations and with the omission of an assessment of their feasibility, as a result, enterprises fall into the situation of the need to manage excess stocks or cost-stimulating "bottlenecks". In addition, production and purchasing activities are often unable to flexibly respond to fluctuations in demand. As a result, companies exit with worse-than-expected results and accumulate excess capacity.

Therefore, more and more often managers have to look for answers to the following questions:

how to create a consistent balance between logistics space (storage, production and transportation capabilities, etc.) and demand space, taking into account production schedules, costs and service level;

how and at what point in time the logistics space should be increased or

decreased [167].

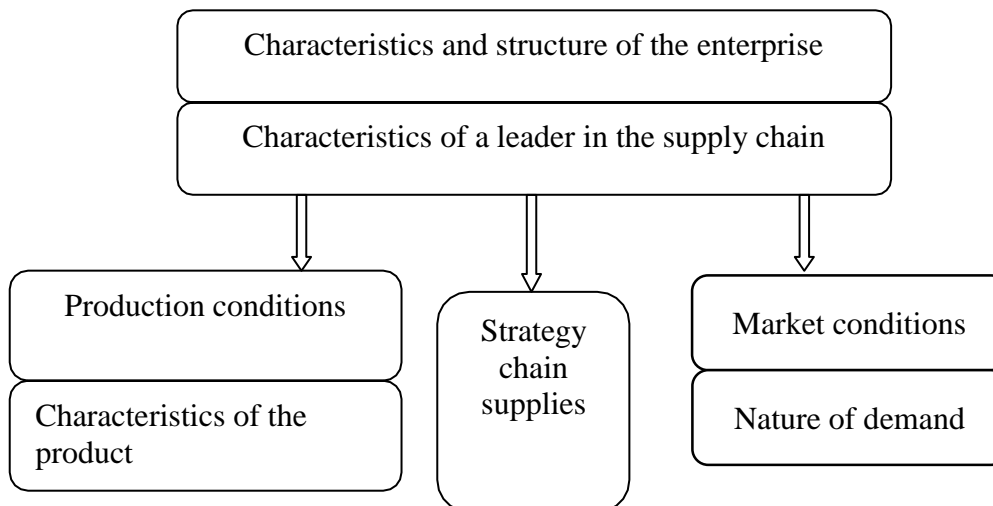


Fig. 5. Factors affecting the choice of supply chain strategy [205]

Advanced organizations strategically solve these issues, organizing the planning process with an overview of the characteristics of their partners and relationships with them. Thus, the tactics of long-term improvement of consistency and transparency of business process management, aimed at identifying and eliminating "bottlenecks" and delays, are being implemented. The main challenge in this context is the fact of the need for economically justified and flexible integration of data regarding partners (suppliers, logistics providers, distributors, etc.) into their own planning systems for procurement, production, sales, transportation and, accordingly, the creation of unified, consensus-based plans [ 175].

In the conditions of globalization, several fundamentally different forms of strategic partnership in the supply chain may be appropriate (Figure 6). The impact of a process-oriented vision of enterprise success cannot be revealed otherwise than through the observation of the practice of operational activity. This is confirmed by scientific studies that study the factors that have a significant impact on the company's success and demonstrate the fact that success in the market is directly and closely dependent on the observation and improvement of key business processes.

In this context, it is worth noting that from the point of view of increasing the intensity of competition, as a result of growing globalization, economic crises, etc., the subjects of the business environment seek to benefit from every potential opportunity

to increase their economic sustainability and, ultimately, to optimize the value creation process. However, these efforts will inevitably be accompanied by a characteristic problem: optimization in a separate area (for example, by reducing inventories) will have only a limited effect, if the movement in a certain direction (for example, increasing/decreasing purchase volumes) is not properly coordinated and adapted to changing market conditions.

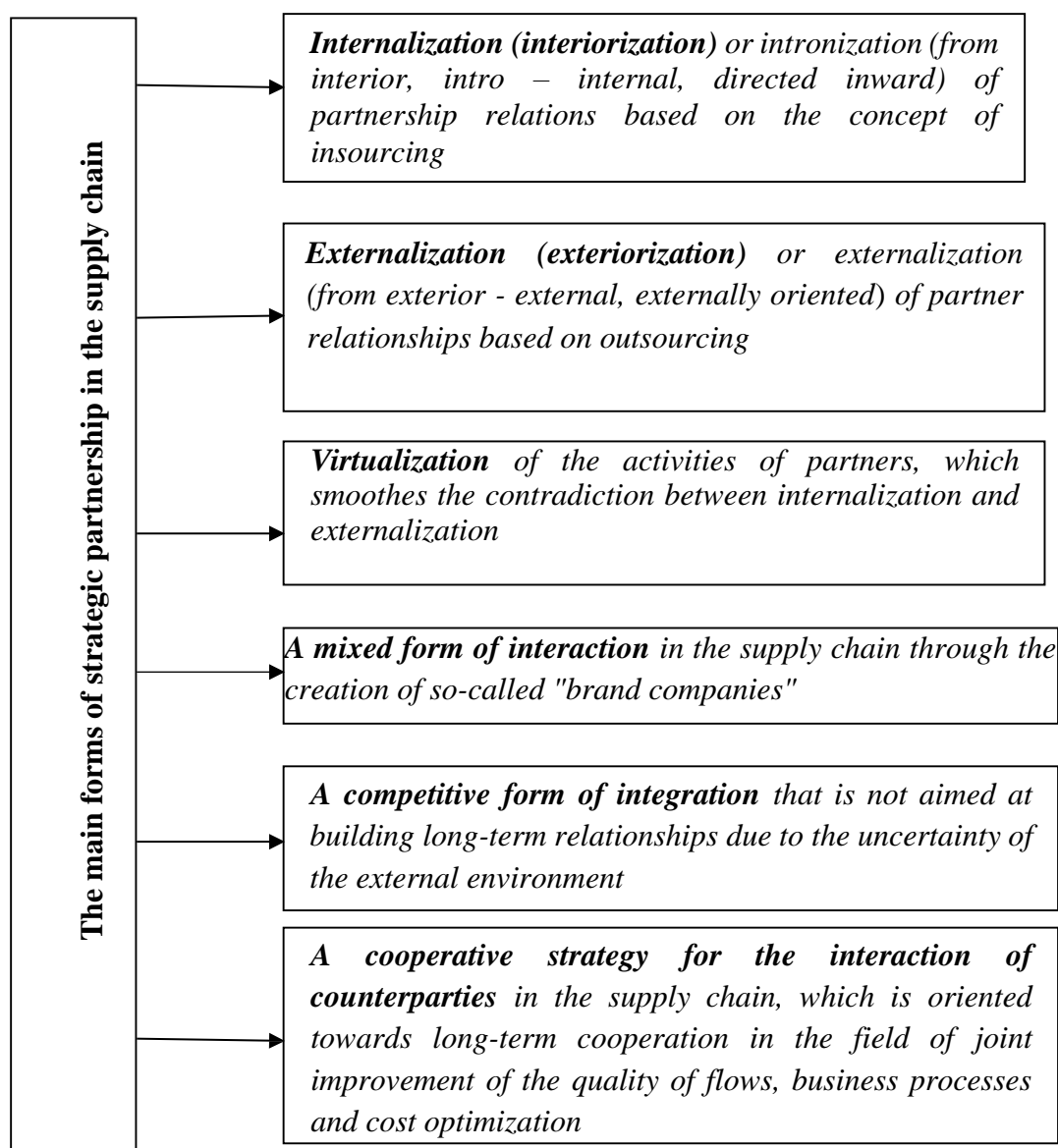


Fig. 6. Basic forms of strategic partnership in the supply chain [185]

As a result, the overall flows of materials and information must be examined in the context of a means of real efficiency improvement. This conclusion proves the need to identify and eliminate the weakest links in supply chains [188]. As a rule, two

obstacles stand in the way of the practical implementation of the above-mentioned management strategy: firstly, the need to organize interdepartmental activities - isolated analysis and optimization are ineffective, instead, it is necessary to establish coordination of local analogues; secondly, measures of operational improvement and cost reduction fall under the category of conflicting goals and therefore should be considered simultaneously. In this context, the higher-level goal is to achieve a balance between stocks, production and transport capacities (supply side) and consumer needs (demand side). In other words, the main objective is to determine where and when the supply side should be reduced or increased in order to satisfy the demand side as clearly and promptly as possible.

Appropriate control and coordination of the supply chain in the form of work, material and information flows can be simplified and called "supply chain management" ("Supply Chain Management"(SCM)). This should help the company compete successfully with competitors' supply chains. Relatively recent trends in the formation of business processes have led to the creation of numerous so-called virtual networks, in which the construction of a virtual enterprise is a coordination center, or, in other words, a temporary merger of the key competencies of the involved enterprises [168].

An object functioning in this way is perceived by the client as a single block. At the same time, a merger of legal and organizational structures is not characteristic of a virtual enterprise. The linear, traditional supply chain model has been transformed. The real-time exchange of information and the interactive capabilities of the Internet have changed the business environment, as customers and other businesses now have better access to alternative goods and services. Thus, the new distribution channels created offer new ways to optimize value creation processes and at the same time make relationships more transparent.

The winners in these virtual value networks will be those who have faster access to information and resources, and at the same time are able to generate appropriate competitive and supply strategies. Palamarchuk I.V. says that only in the recent past has business recognized the important impact supply chain management can have in



achieving competitive advantage [195]. As a result, a growing number of companies have begun to introduce positions that are new to the corporate governance industry, such as the chief supply officer (CSCO) or director of supply chain, who often reports directly to the chief executive officer (CEO) or president. Also, starting in 2003, a special website began to function, and in 2004, the first issue of a corresponding magazine, which is intended specifically for managers in the field of supply chain management, called Chief Supply Chain Officer Insights ([www.cscoinsights.com](http://www.cscoinsights.com)) was published. In the future, a similar example was followed by the founders of such magazines devoted to logistics and SCM as: Supply Chain Technology News, Logistics Today and Material Handling Management and Industry Week. In Ukraine, trends in this topic are covered in the magazines "Distribution and Logistics". The Eyefortransport agency also organizes an annual conference dedicated to the problems and prospects of the development of supply chain management, known as the Main Forum of Supply Chain Managers ([www.eft.com](http://www.eft.com)). Therefore, the management of supply chains in the management system of enterprises acquires a priority value, which is due to the impact on business structures of the processes of transformation of the business environment.

Among them: a change in the conditions of competition caused by the globalization of the world markets of raw materials, finished products, and information; virtualization of the economy caused by the rapid development of IT technologies.

The development of the agricultural sector involves the implementation of a systemic approach based on the combination of production, distribution and storage of certain types of agricultural products. It is logistics that acts as a powerful tool for increasing the efficiency of activities, as it allows optimizing the movement of agricultural products from the producer to the consumer. And its competitiveness and, accordingly, the financial results of the enterprise depend on the quality and efficiency of product transportation. Under modern conditions, managers of agricultural enterprises face more and more difficult tasks. First of all, there is a need to achieve stability at all stages - from production to storage and transportation of products. It was found that consumer demands for product quality are growing significantly. This forms

the objective prerequisites for the development of an effective sales system, which will ensure the rapid movement of products from the producer to the consumer, the improvement of the wholesale and retail trade process, which allows selling agricultural products without intermediaries and studying consumer demand, is urgent. The agricultural sector remains a significant basis of the state's economy, agriculture is characterized by positive growth dynamics. Today, enterprises pay considerable attention to modern agricultural technologies, as well as modern agricultural machinery. The possibilities of transporting products remain limited due to the lack of a sufficient number of motor vehicles.

The overall cost of activity depends on the uninterrupted and rhythmic operation of transport. About 40% of the total amount of petroleum products is used in the transportation of goods and loading and unloading operations in agricultural enterprises, the delivery of plant and animal products for processing and sale, and the servicing of processing industry enterprises. Every fourth employee is involved in the performance of transport works. Costs for transporting goods and carrying out loading and unloading work make up 18–22% of the total amount of costs for the production and sale of agricultural products. As the level of agricultural intensity increases, the share of transport costs will increase. Therefore, the reduction of transport costs is a significant reserve for reducing the cost of agricultural products [173].

The desire of enterprises to reduce operating costs contributed to the development of logistics, improvement of the connections between enterprises and territorial production complexes based on the optimization of logistics (material, information, and financial) flows. The task of logistics is the organization and management of logistics flows that connect agricultural enterprises as partners, as well as internal logistics flows that ensure the interaction of all spheres of activity and functioning of the industry. It was found that technical losses of grain due to inefficient logistics system (transportation, storage) reach 15% of the annual harvest. In general, losses of agricultural products due to insufficiently developed, uncoordinated, unaware, inefficient logistics reach up to 1/3 of the annual production volume (Figure 7). The logistics approach is based on the idea of end-to-end management of material

flows, service maintenance and warehouse operation, which is the basis of logistics activities. The three functional divisions of the logistics system (supply, production, sales) are supplemented by a product processing division. This addition does not change the logistics cost structure, which, as in classic logistics systems, includes transportation costs and inventory costs.

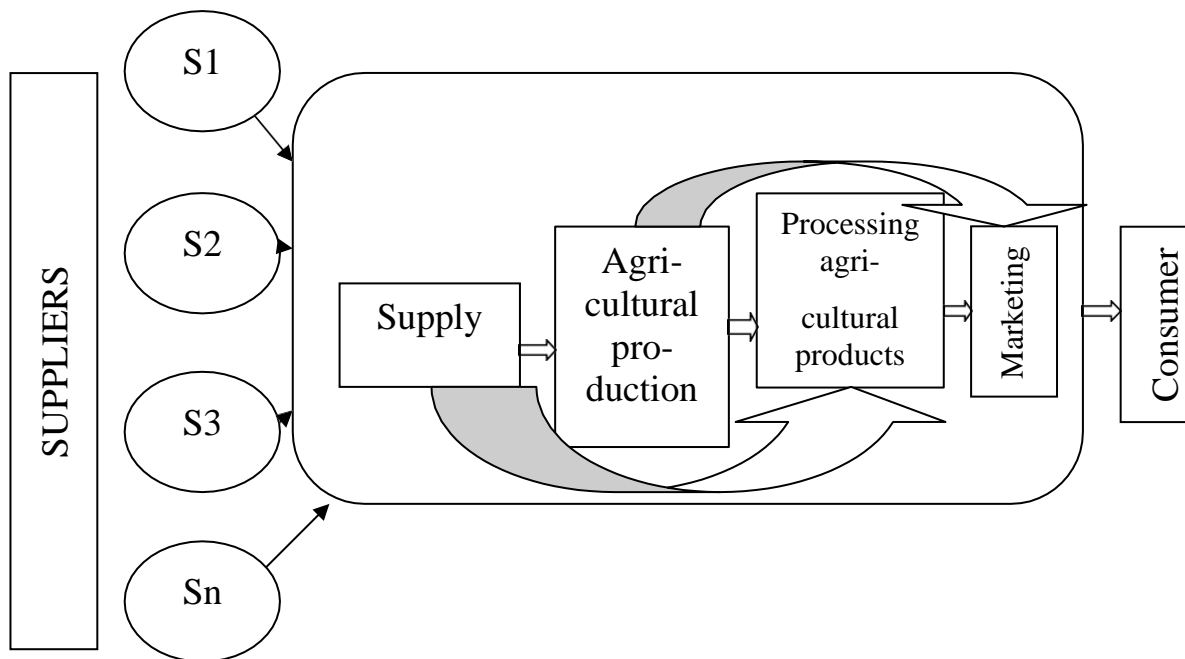


Fig. 7. Components of the logistics system of an agricultural enterprise [173]

The logistics approach requires considering them in aggregate for the purpose of integrated optimization of the logistics system. The expediency of this approach is demonstrated by agricultural companies: "Nibulon" LLC, "Cargill" LLC and "Syngenta" LLC, each of which has its own corporate logistics system with relevant departments. Logistics includes the principles and methods that make it possible to plan, control and manage operations that occur in the process of transporting agricultural products to the consumer in accordance with requirements. In order to ensure the main tasks of agricultural enterprises (continuous production, supply of high-quality and safe products), there is an increasing need to use the advantages of marketing, logistics and the formation of logistics systems. Today, the relationship between logistics and marketing is the best option for a management system. With the help of logistics systems, it is possible to reduce the costs of transportation, storage and

shorten the time for the delivery of agricultural products from the producer to the consumer.

However, the problem is that the implementation of logistics systems at agricultural enterprises is at an initial stage. The fact is that it is very difficult for enterprise managers to navigate existing logistics concepts and choose the optimal one for themselves. Logistics from the point of view of business is an integral management tool that contributes to the achievement of strategic, tactical or operational goals of the business organization due to effective, from the point of view of reducing total costs and meeting the requirements of end users for the quality of products and services, management of material and service flows, as well as associated flows information and financial means [173].

One of the main functional areas suitable for the application of logistics tools is the main operational activity of agricultural enterprises, to which the tools of production (internal production) logistics can be applied in order to optimize the size of agricultural enterprises. The application of the logistic approach contributes to the solution of one of the main tasks - the reduction of total costs per unit of the final product - and represents the entire volume of products created over a certain period of time and entered into production consumption. The use of scientifically based logistics methods makes it possible to reduce the level of costs by 20%, product stocks by 30–70%, and reduce the time of delivery of goods by 20–50% [170].

Effective logistics management is one of the important factors in realizing the competitive potential of agricultural enterprises. Theoretical, methodological and applied developments of business logistics are actively implemented in the operational and strategic activities of organizations in all sectors of the economy. The need for the development and implementation of logistics information systems, which would allow to organically combine all logistics subsystems into a single entity, is becoming more and more tangible. This is due to the fact that information at the current level of development is an independent production factor, the potential of which opens wide prospects for strengthening the competitiveness of the enterprise. At the same time, the information logistics system presupposes the creation of a computer network,

databases, communications, a set of measures for making management decisions (table 3) [170].

Table 3

Areas of resource cost savings in the logistics system agricultural enterprises

Types of streams	Stages of flows in the logistics cycle			
	Supply	Production	Storage	Distribution
Material flows	Saving of material costs due to the use of feed of own production		Cost savings due to optimization of warehouse costs	
	Savings due to optimal procurement of resources	Savings due to reduction of equipment downtime, improvement of technological processes		
	Cost savings due to reduction of resource losses, reduction of stocks			
Information flows	Cost savings by reducing order processing time:			
	Due to the timely receipt and provision of reliable information of suppliers	Due to the optimal organization of the production process	Due to the reduction of maintenance costs of warehouse processes	By reducing transaction costs
Energy flows	<ul style="list-style-type: none"> <li>– Saving energy costs due to:</li> <li>– rationalization of the use of energy resources for the production and sale of the company's products;</li> <li>– reduction of direct energy consumption;</li> <li>– ensuring the specified levels of technological characteristics, technological processes;</li> <li>– effective use of technical and component logistics systems of enterprises;</li> <li>– reducing the energy intensity of the transport process</li> </ul>			
	Cost savings due to:		Saving energy costs due to stabilization of output energy flows	
Personnel flows	Savings due to: reduction of profit costs due to irrational use of personnel; optimization of costs for recruitment, training, placement, retraining, professional and qualification growth of personnel, payment and stimulation of personnel			
Financial flows	Resource savings due to: reduction of costs associated with inventory reduction; reduction in the amount of working capital while accelerating the speed of the movement of funds			

Most often, the main criterion for such efficiency is the minimization of logistics costs. That is why an important component of increasing the economic efficiency of the logistics system is the definition and implementation of savings reserves or optimization of resource costs. The purpose of this project includes a number of goals: to increase the access of agricultural producers to new marketing channels and logistics

channels; to develop new and optimize existing sales channels for agricultural products; introduce and develop marketing and supply chain management skills; contribute to increasing market transparency and balancing the interests of all participants in marketing channels; to increase the competitiveness of agricultural enterprises in matters of supply, quality and price of products; provide assistance in the development of procurement and marketing strategies aimed at meeting the specific needs of enterprises; to help in the preparation of legislative and regulatory acts aimed at improving agricultural marketing in accordance with the practice and experience of EU countries and international standards [203].

It should be noted that increasing the efficiency of activity involves taking into account costs, saving them and optimizing them at all stages of material, financial, informational, energy and personnel flows. To improve the functioning of logistics systems in Ukraine, there is a "Tacic" program, which is financed by the European Union and provides for the improvement of logistics systems. The purpose of the project is to: increase income and improve the social and economic well-being of the rural population; activation of the privatization process, promotion of agricultural products to foreign markets.

Consequently, the logistics systems of agricultural enterprises have certain limitations, namely: an increase in the volume of product flows in all geographical directions, with incomplete use of the potential of transport corridors and the capabilities of logistics systems, taking into account global integration trends in the field of logistics; domestic agrarian business works without taking into account world experience in the field of logistics, as a result of which there is a constant increase in transport components in the cost of production and a decrease in the competitiveness of products; insufficient attention is paid to the creation of a logistics system of goods movement, taking into account the capacities of the transport complex. In order to ensure the access of agricultural enterprises to marketing channels, as well as independence in the processes of optimizing sales markets, it will be appropriate to form regional logistics systems, which is an important task, the solution of which will contribute to increasing the efficiency of agricultural enterprises [191]. The formation

of logistics systems at agricultural enterprises is a requirement of the time and contributes to the solution of an important issue, which is to reduce the costs of activity. That is why the activation of the logistics function encourages the realization of opportunities not only for production, but also for storage and transportation of agricultural products. The functioning of the logistics system is possible provided that the required amount of information is obtained, the system of information flows needs to be improved.

The development of logistics systems at agricultural enterprises contributes to the growth of financial potential and will contribute to further development. The strategic goal of food security is the reliable supply of the country's population with agricultural products, raw materials and food. The guarantee of achieving food security is the stability of mainly domestic sources of food and raw materials, as well as the availability of necessary stocks, including reserve funds. Physical and economic availability is based on achieving a certain balance between the production of food products, their sale and consumption. And the amount of food consumption depends on consumer incomes, price dynamics, and the physical availability of food on the market [192].

In the conditions of an unstable economic environment, managing the competitiveness of an agricultural enterprise means not only the process of producing products of appropriate quality, not only the use of one or another pricing strategy, but also requires taking into account changes in market conditions and analyzing their impact on agricultural producers, on the level of their market potential.

Currently, there is a difficult situation regarding ensuring the compliance of agricultural production with the variety of market requirements. When there are many requirements, agricultural producers independently assess the importance of such parameters as quality, price, speed of delivery and marketing flexibility and are forced to find solutions to satisfy them. Sometimes it occurs the situation with requirements, the implementation of which is ineffective for an agricultural enterprise, for example, the supply of ecologically clean products at a low price, the minimum price with an expanded product range and high speed of delivery. The agrarian enterprise has to solve

these issues through the formation of an effective management system that will ensure the compliance of agricultural production with marketing requirements and increase their competitiveness.

Therefore, the choice of a competitive strategy consists in finding an effective way to meet market requirements by an agricultural enterprise. It is impossible to define a generalizing strategy for all enterprises. Each enterprise, even of one branch, is unique, as it depends on its position on the market, its potential, the dynamics of development, the behavior of competitors, the characteristics of the products produced, the state of the economy, the social environment, and many other factors [176].

When choosing a competitive strategy, one should take into account the feasibility factors of its application, namely:

- long-term prospects of the industry;
- opportunities to restore the case, the market and one's position on it;
- opportunities to use the financial funds received by the company as a result of implementation in a more promising direction.

At the same time, we note that the main actions regarding the choice of strategy will depend on the level of management efficiency in the organization and the organization of the enterprise's functioning itself. In economic literature, general strategies are understood as the basic management plan of an enterprise, aimed at establishing its functioning and development in the long term, by implementing product, commodity, resource and functional strategies necessary to achieve strategic goals [183].

They consider such a concept as the strategic set of the enterprise, which should include actions aimed at the development, integration and use of the main resources of the enterprise - its assets, skills and competences. Since the competitive strategy of an agricultural enterprise is much broader than the strategy of product quality management, in addition to solving the problem of production high-quality agricultural products, it is necessary to solve a set of economic tasks focused on market research.

This determines the formation of a competitive strategy of an agricultural enterprise based on interrelated components, namely product quality; characteristics of



an agrarian enterprise - a producer of goods and characteristics of the market. Product quality is characterized by such parameters as physical properties, internal features, nutrient content, as well as compliance with sanitary and safety regulations, cost characteristics (sale price, cost price).

The quality of products will be affected by the level of utilization of production potential, organization of production, level of labor productivity, natural and climatic conditions, etc. Quality parameters of products, which are taken into account when competing against competitors, are the main criterion for the buyer. The characteristics of an agricultural producer are indirectly manifested in the quality of products and are determined by the technical level of production (level of equipment, qualification of personnel, etc.).

The competitiveness of products based on their qualitative characteristics, in turn, increases the competitiveness of the enterprise as a market entity, and secondly, it ensures higher production profitability, promotes the exit of market entities to the foreign market, and more fully satisfies the needs of society. The vast majority of scientists distinguish three main types of short supply chains, which are based on certain forms of communication between the consumer and the producer (Figure 8).

Face-to-face: the consumer directly buys the product directly from the manufacturer. Authenticity and trust are established through personal interaction. Some scientists include the sale of products through the Internet as this type of chain, although it is quite problematic to establish to what extent Internet trading can reproduce the experience of buying directly from the person who produced the products. Examples of face-to-face sales are sales directly to farms, farm owners, through farm shops, at farmers' markets, and roadside sales.

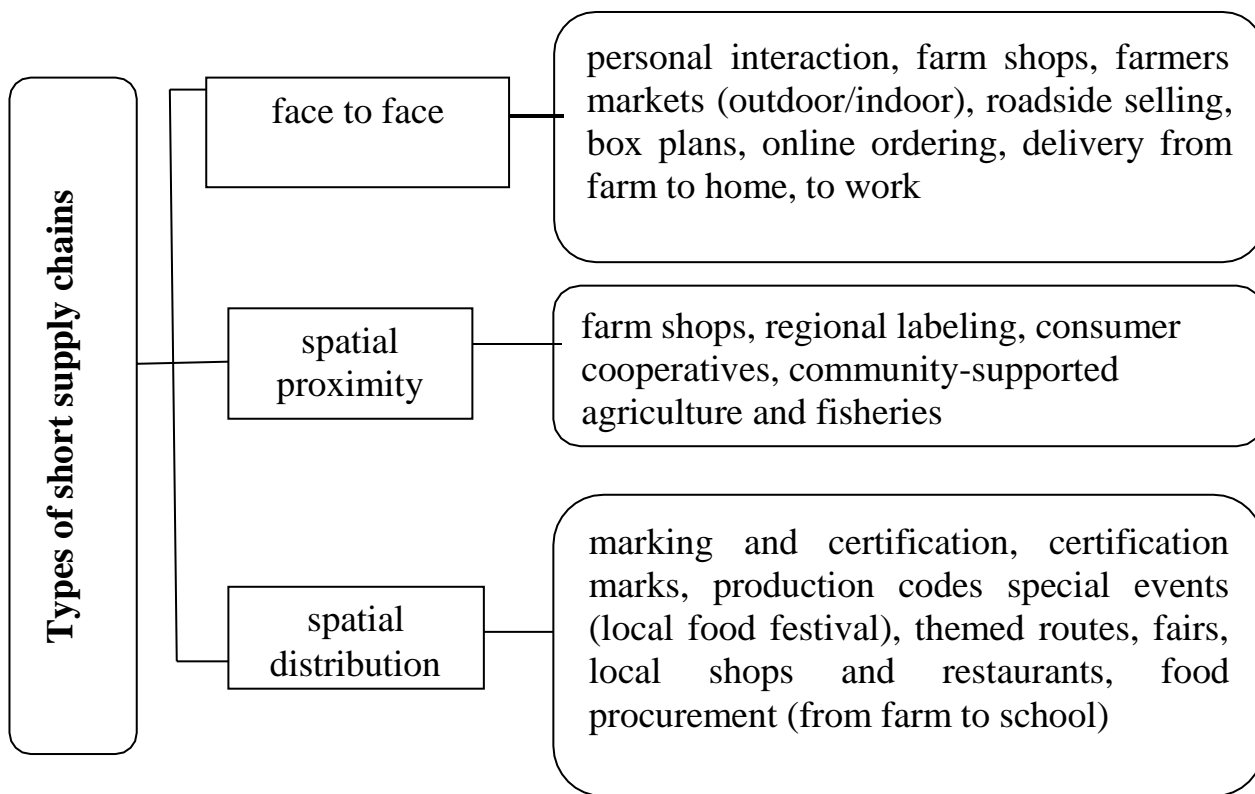


Fig. 8. Types of short supply chains [169].

Spatial proximity: products are sold in the same region where they are produced, and consumers receive information about the "local" nature of the product at the point of sale. This category overlaps with the face-to-face category and includes the same trading premises as above. In addition, this category may include retail specialists (bakeries, butchers, grocers) that sell "local" products, as well as tourism and hospitality industries that sell local products (restaurants, pubs, hotels, etc.) .

This category may also include food provision in the public sector, such as hospitals, schools, universities, homeless shelters, prisons, etc., which sell or purchase local food. This type can also include the distribution of local food products in supermarkets - a trend that is certainly growing in the UK and France, although there is currently no certainty about the possibility of such a practice spreading in Ukraine. Spatially extended: information about the place and production processes is communicated to consumers who are outside the region of production and who may not have personal experience of eating in that region. All types of retail space are

potentially suitable for this type of short supply chain. Product information is provided through packaging and brand promotion, the use of certification and legislation to protect products with a clear geographical origin. The main examples are PDO (Protection of Designated Origin) or PGI (Protected Geographical Indications) [169].

Thus, the legally introduced system solves the problem of defining "local" products in a slightly different way: not from the point of view of the specific geographical location of the manufacturer, but from the point of view of the compliance of the place of production with the established criteria. That is, the consumer can rely not on whether the product was produced within a certain radius of the point of sale (as in a local food system), but on the fact that it was produced in a separate area defined by the presence of a unique combination of soils, topography, climate and local skills and of knowledge. Thus, products registered under such schemes can be sold not only on the local market - they can be exported. The European Rural Development Network in its report on short supply chains [182].

Identified three types of short supply chains based on their individual or collective organization and initiators (producers and consumers): direct sales by individuals, collective direct sales, producer-consumer partnerships. Direct sales are the simplest form of short supply chains and involve direct interaction between farmer and consumer. They can take place directly on the farm or, for example, at farmers' markets. Food can also be delivered to homes, especially in urban and suburban areas. Online shopping is another form of direct selling. That is, direct sales are identical in terms of face-to-face sales.

Manufacturers may also cooperate to sell their products jointly to individuals or groups of consumers – this is collective direct selling. Such sales can be organized on the farm or at local outlets. Local food festivals or fairs are also good opportunities for farmer groups to showcase and sell their produce. In most European countries, producer organizations participate in local public procurement to supply local food to schools and other public catering organizations. Short supply chains can also be found in the form of partnerships between producers and consumers, where written agreements are made between the partners. Examples of such partnerships in

community-supported agriculture are AMAP in France, RECIPROCO in Portugal, GAS in Italy, SoLaWi in Germany [177]. Another approach is to classify food chains into two broad categories: – traditional short supply chains, which tend to be farm-based, in rural areas, and are likely to take the form of on-farm sales through farm shops, roadside markets or farmers' markets. They tend to be used by farming families and often use traditional and artisanal methods; – non-traditional short supply chains are more complex systems composed of collaborative networks of producers, consumers and institutions, but they often seek to support traditional agricultural practices through new models and social innovations. Forms of sale include: delivery schemes; farm shops located in urban settlements; collective farming systems, usually located either in the city or on the outskirts of the city. They can be considered as local food chains managed and supported primarily by urban residents [185]. According to a report prepared by the Union of Spanish Farmers EHNE [172], short supply chains can be classified based on the level of compromise (low, medium and high) that can be accepted by producers and consumers in nine categories (table 4) [205] .

Short food supply chains classified based on the level of trade-off accepted by producers and consumers. The main products sold through short supply chains are fresh fruit and vegetables, animal products, fresh and prepared (mainly meat) and dairy products. Most short supply chains are characterized by full or partial organic production, but they are not always certified. Some member states have developed national labeling schemes, such as FARMA in the UK, a nationwide farmers' market label. Labels can also be regional or local. In terms of size, short supply chains can be divided into two main groups: on the one hand, there are a large number of small schemes (less than 10 producers and no more than 10 workers/volunteers), including micro-enterprises (one producer directly selling its own products); on the other hand, there are several large systems involving many farmers (more than 100), especially in North-West Europe [167].

Table 4

Short food supply chains classified based on the level of trade-off accepted by producers and consumers

		Manufacturers		
		Low	Medium	High
Consumers	Level of compromise			
	Low	Supermarket organic products	The store buys directly from manufacturers	Sale on farms and in farm shops
	Average	Consumers' Cooperative		Box diagrams
	High	A consumer cooperative run by consumers		A consumer cooperative run by consumers and producers

For the manufacturer, the priority areas of activity are increasing the competitiveness of agricultural products, which consists in: - increasing the efficiency of agricultural enterprises due to technological re-equipment; - improvement of the economic and financial conditions for the functioning of agricultural enterprises, which includes the simplification of access to financial resources, the system of state support and improvement of taxation; - bringing standards for agricultural and food products to world standards, implementing international standards, etc. The development of various forms and types of short supply chains allow solving the task of improving nutrition at the local level and obtaining additional positive influence for the formation of a model of sustainable development of rural areas.

In the conditions of modern economic instability, which is accompanied by a global financial and economic crisis, the use of a strategic approach in increasing the competitiveness of agricultural enterprises acquires special importance. Increasing competition on the world market, including the market for agricultural products, requires enterprises to pay more attention to ensuring a high level of their competitiveness. Currently, the leading company's position in the market is achieved not only by increasing production efficiency and saving on production costs, but also on the basis of competitive advantages achieved by introducing marketing into the company's activities. The main focus is on the differentiation of products and the use

of the latest technologies in agricultural production, which requires agricultural enterprises to form and improve their development strategy, and apply the marketing concept of management. The problem of increasing competitiveness is solved by enterprises with the help of the introduction of progressive forms and methods of strategic management. At the same time, the strategy is considered as a means of achieving the set goals [186].

Formed development strategies for agricultural enterprises based on the marketing mechanism make it possible to assess the level of their competitiveness. The adoption of a new marketing strategy for ensuring the competitiveness of an agricultural enterprise requires clear organizational preparation and in-depth research, analysis and summarization of conclusions by factors and their indicators using methods and models of competitiveness assessment. Many models for determining the competitiveness of agricultural enterprises are based on a general indicator: the level of competitiveness (competitiveness coefficient), which is determined by the ratio of revenues to costs of the enterprise. The ratio coefficient characterizes the ability of the enterprise to survive and must exceed one, which means the profitable activity of the subject of competition. The main methodological approaches to the formation of a marketing mechanism for managing the competitiveness of an agricultural enterprise include [206]:

- formation of corporate culture;
- improvement of the organizational structure of enterprise management;
- implementation of a logistics system for managing production resources and product sales;
- improvement of cost accounting for production of products;
- improvement of the method of formation of costs for the production of products in the enterprise; - improvement and enrichment of the normative base of the enterprise;
- forming a paradigm of scientific and technical progress and a quality system;
- formation of environmental policy at the enterprise;
- implementation of new management approaches; - implementation of an innovative mechanism of enterprise development, etc. For a comprehensive assessment

of the competitiveness of an agricultural enterprise, it is necessary to use the following structural components (Figure 9): competitiveness of the enterprise's products on the market, logistics of product promotion, marketing communications, market segmentation, financial support of activities, investment and innovation support, management system, product differentiation.

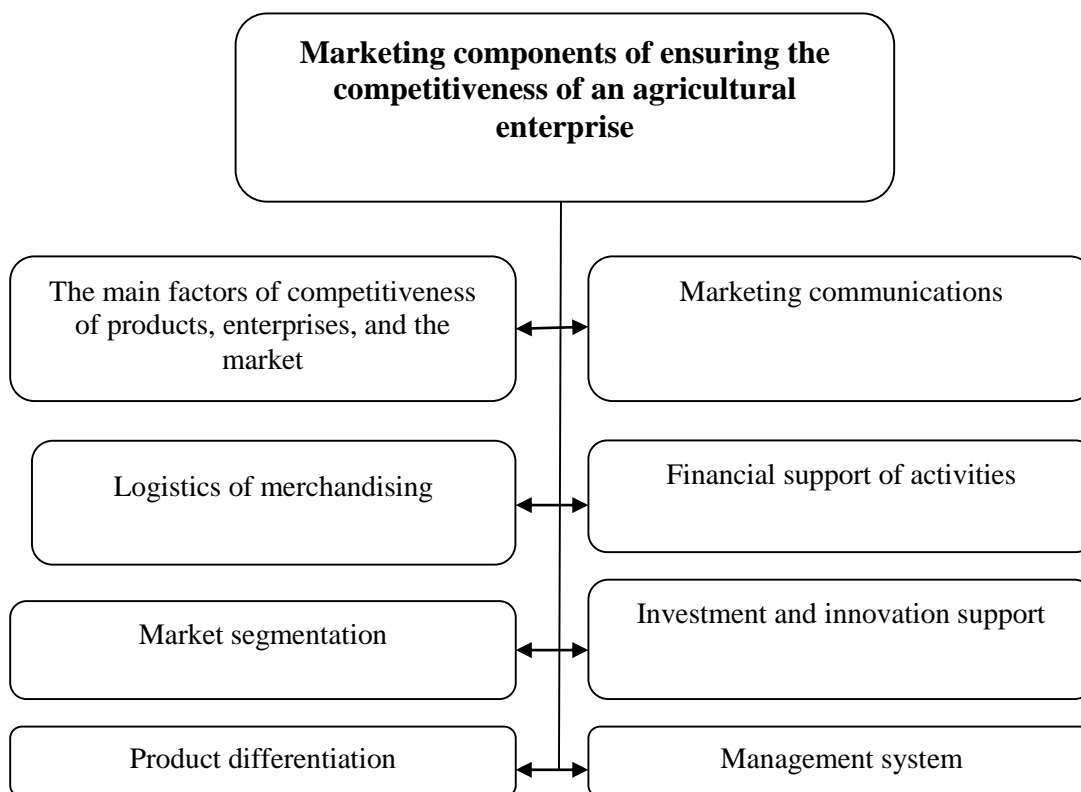


Fig. 9. Structural components of the marketing mechanism for ensuring the competitiveness of an agrarian enterprise

The marketing strategy is considered as a system of management and organizational and technical measures aimed at organizing the efficient production of high-quality agricultural products in order to ensure profitable management of the enterprise and stable competitive status in the market. The successful functioning of enterprises determines the need for their constant competitive struggle and the formation of certain competitive advantages. The nature of these advantages depends on the market environment and the potential capabilities of the enterprise.

The competitiveness of the enterprise is mostly manifested through the following characteristics:

- the enterprise's ability to effectively distribute its own resources, achieving more stable and long-term functioning on the market than competitors;

- a set of characteristics, properties, resources, values that the enterprise possesses and which provide it with competitive advantages over other business entities;

- more effective management of processes related to the production of high-quality products that have value for the buyer. To ensure the effectiveness of the developed marketing strategy and its compliance with the set goals and long-term interests of the enterprise, we have proposed a method of controlling the strategic planning process, which is based on structural filtering of external and internal factors of adverse influence, which ensures effective management of the strategy development process at all stages. The technique involves the use of four structural and logical filters (Figure 10) [185].

It can be seen from the figure that the filters are placed in a logical sequence, which ensures the inclusion of all necessary components in the strategy and the support of the mission's compliance with the company's strategic goals. In the conditions of a reduction in state support, agriculture needs to develop strategies for the interaction of agricultural commodity producers with each other in order to form competitive advantages based on synergy (through cooperation and integration), as well as with enterprises that provide them with material and technical resources, and with processing enterprises.

When making strategic decisions regarding the formation of the product portfolio of an agricultural enterprise, it is advisable to carry out a qualitative assessment of lands, determine their fertility, zonal features, the possibility of purchasing the necessary amounts of mineral fertilizers and other resources, forms and methods of state support for strategically important types of agricultural products. Increasing the competitiveness of an agricultural enterprise is a process that requires certain countermeasures, requires management and, in particular, the formation of



marketing strategies. The changes concern all major organizational components, including personnel structure, employment, qualifications, technology, equipment, products, and sales markets.

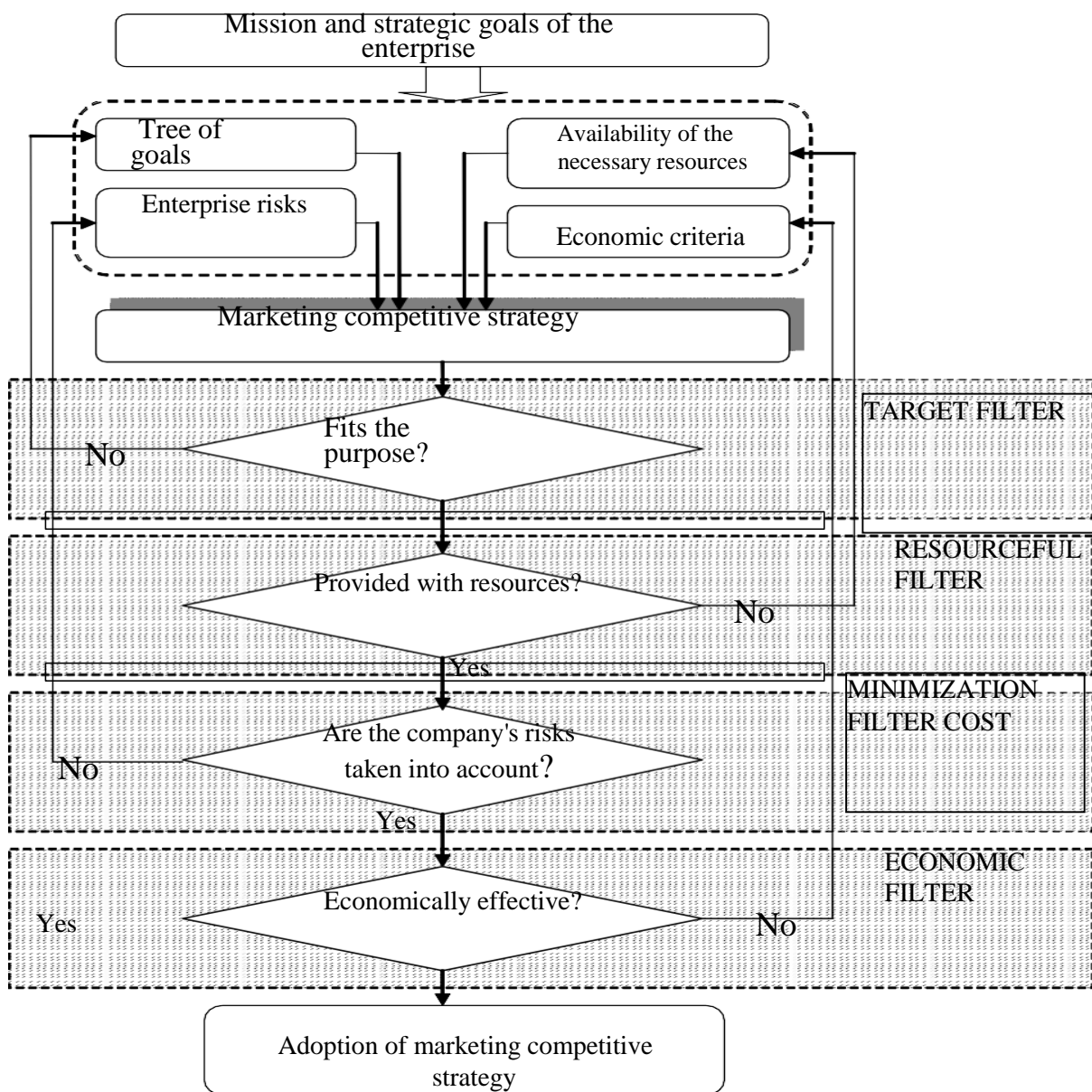


Fig. 10. Formation of a competitive marketing strategy of an agrarian enterprise

The starting point for increasing competitiveness is the development of a marketing strategy, taking into account all aspects of promoting and countering such an increase. The selection and justification of the strategic management of the small business agricultural enterprise will be carried out on the basis of the marketing complex. The classic marketing complex includes product, price, place and promotion. Despite the fact that the agricultural product is standard, the priority direction of

activity of agricultural enterprises of small business may be the choice of differentiation strategy [189]. This strategy involves the company's creation of such advantages that would significantly distinguish it from its competitors (Figure 11).

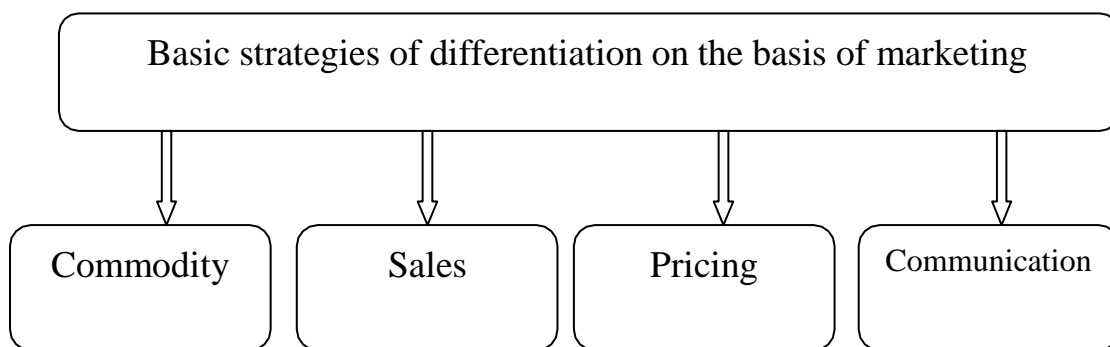


Fig. 11. The main strategies of differentiation on the basis of marketing

The methodology for developing a differentiation strategy within the marketing complex can be implemented according to the following scheme: Implementation of differentiation strategies and control over their implementation in the activities of small business agricultural enterprises. The main factor of the product differentiation strategy is product quality, which is measured by both the main and additional properties of consumer and cost parameters of product competitiveness. During the formation of the product policy of an agricultural enterprise of a small business, in addition to choosing a strategy, its implementation will be important, which is possible taking into account the following key points: definition of the target segment; planning and ensuring the conditions of storage and sale of agricultural products, taking into account market requirements and the factor of seasonality [194].

A study of the price policy of agricultural enterprises of small businesses revealed that the formation of the final price of their products is significantly influenced by the factor of seasonality, therefore the selection of price strategies in agricultural business must be carried out taking into account seasonality [168]. The factor of seasonality in agricultural business is given a special place, therefore, when determining marketing strategies, an agricultural enterprise of a small business is obliged to take it into account. Taking seasonality into account when choosing a pricing strategy will ensure a stable profit for a small business agricultural enterprise.

We suggested that small business agricultural enterprises change their pricing strategies depending on the season (table 5). During the formation of price policy by small business agricultural enterprises, it is advisable to choose price adjustment strategies. For most Ukrainian small business agricultural enterprises, managing the sale of agricultural products is the biggest problem, so in fact they sell a significant part of the produced products at minimum prices to intermediaries who receive high profits due to the use of effective distribution strategies. Differentiation strategies for the sale of agricultural products depend on their differentiation and seasonality.

Table 5

Selection of price strategies of an agricultural enterprise taking into account the seasonality factor

Winter	The strategy of "showy brilliance"	The strategy of "inflated price"	The strategy of "quality price matching"
Autumn	The strategy of "showy brilliance»	Strategy "price penetration"	Strategy of "price advantages"
Spring	The strategy of "showy brilliance"	The strategy of the "golden mean"	"Quality price match" strategy
Summer	The "poor price match" strategy	Strategy "price penetration"	Strategy "price conquest of the consumer"
	low	average	high
	Quality		

Different marketing strategies are effective for different types of agricultural products, similarly, different marketing strategies will be applied in different periods of the season, because the peculiarity of this product is that it is the first necessity, but its cultivation is seasonal. The selection and justification of effective sales differentiation strategies for small business agricultural enterprises is shown in Table 6 [204].

Agricultural enterprises of small and medium-sized businesses are not sufficiently equipped with conditions for storing products, as a result, they lose

competitive advantages in the market. Marketing strategies for agricultural products can be conventionally divided into the following according to economic profitability: marketing strategies focused on high profit and marketing strategies focused on obtaining an average stable profit.

However, agricultural enterprises do not have the opportunity to ensure such conditions for choosing a sales strategy focused on high profit, therefore it is advisable for them to choose a sales strategy focused on obtaining an average stable profit, since there is enough potential for the implementation of this strategy in the farm economy. In the conditions of ever-increasing competition, agricultural producers are forced to look for new ways to enter the market and maintain existing ones. Sales is closely related to the marketing tool - promotion. With regard to small and medium-sized agricultural businesses, it is more appropriate to choose a strategy of pushing, because in order to choose a strategy of coercion, it is necessary to carry out branding, which requires significant capital investments [192].

Taking into account the fact that in small and medium-sized businesses, the minimum amount of expenses for the promotion of agricultural products is allocated, we offer the optimal, in our opinion, means of the main elements of the communication policy:

1. Advertising (creation of your own website; business cards; firewalls and billboards, for example with an image of the harvest "from the field" and the signature "made in Ukraine" or "support the domestic producer" and the address of the production facilities).

2. Stimulation of sales (discounts for the purchase of agricultural products in large batches, according to the "more is cheaper" principle; discounts for the purchase of a certain volume of additional products to the main product at a discount of up to 10%; discounts for regular partners and consumers; free delivery of goods, for example by volume more than 5 tons).

Table 6

Selection and justification of effective sales differentiation strategies agricultural products of an agricultural enterprise

Sales differentiation strategies	Types of strategies	Characteristic
Marketing strategies depending on the season	Intensive sales strategy	Ensuring active sales of agricultural products in the period from July to October through various distribution channels
	Moderate sales strategy	Ensuring sales through the search for the most profitable distribution channels during the period of lack of production and slightly lower demand
Sales strategies depending on the distribution channel	Attractive sales strategy	Ensuring the sale of the most high-quality and attractive agricultural products during the period of reduced supply and demand in the winter and spring periods
	Strategies of active direct deliveries	Provision of active direct sales to consumers in large and medium batches at reasonable prices (cereals, technical goods, vegetables, etc.)

3. Personal selling (telephone communication with potential resellers; communication with consumers regarding the quality of agricultural products and possible advantages during their purchase (population, wholesale and retail markets, etc.). According to the results of research and identified problems in marketing management, as well as the development of strategies for differentiating the components of the marketing complex based on the analysis of the activities of small and medium-sized agricultural enterprises using the BKG method, it is recommended to choose the following marketing strategies (table 7).

Table 7

Recommended strategies within the marketing mix for agricultural enterprise

Differentiation strategies within the marketing mix			
Product differentiation	Price differentiation	Sales differentiation	Communication differentiation
Innovation strategies in product manufacturing and product innovation strategy	A decrease in the average selling price	Intensive sales strategy	Promotion strategies (active sales promotion)
Agricultural enterprise			

The implementation of the proposed marketing strategy will enable a small business enterprise to improve its performance more than twice, and the profit will increase in the planned year. Such a result will be ensured both by taking into account the existing trends in the development of the enterprise and the proposed marketing growth strategy (since the enterprise operates in promising sales markets, has certain specific advantages and is able to effectively use the necessary success factors), which involves increasing sales volumes, market share and profit of the enterprise by intensification of its available resources.

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