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

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## **1. Methodological bases of the mechanism of ensuring the efficiency of agrarian enterprises' marketing activities**

Successful management of an agricultural enterprise depends on its joint effective activity, which is carried out in such a way as to ensure the possibility of achieving timely and full implementation of the set target strategic objectives based on the effective use of existing, hidden resources and reserves. Therefore, the definition of a systematic approach to assessing the effectiveness of agricultural enterprises in accordance with the needs of owners, shareholders, employees and ensuring on this basis a promising long-term future is an important task for agricultural enterprises. In addition, modern agrarian enterprises are increasingly dependent on the conditions dictated by the agrarian market, and effective marketing activities make it possible to firmly occupy positions in it.

The issue of ensuring the effectiveness of marketing activities of agricultural enterprises was dealt with by many scientists and practitioners: Butenko N.V., Vlasov V.I., Gerasimyak N.V., Kaletnik G.M., Kaplan R.S., Norton D.P., Sabluk P.T., Selezneva O.O., Shpykulyak O.G., Yatsyuk D.V., Yasheva G.A. and others. However, the issue of scientific and methodological foundations for assessing the efficiency of agricultural enterprises still remains insufficiently studied.

Consider the definition of the effectiveness of marketing activities based on scientific analysis of various literature sources. Efficiency as an economic concept is a comparison of the results of economic activity with the resources spent: labor, material, natural, financial, fixed capital, etc. The theory of efficiency develops methods for measuring the costs and results of the functioning of the national economy and its individual links [1, p. 64].

Efficiency as an economic category reflects the correlation between the results obtained and the resources spent on their achievement, and when measuring efficiency, resources can be represented either in a certain amount at their original (revalued) cost

(applied resources) or part of their cost in the form of production costs (production consumed resources) [2, p. 189].

Jean-Claude Larrachet proposes to consider efficiency as the achievement of the desired results at the lowest possible cost or obtaining the maximum possible output from a given amount of resources [3, p. 49].

Thus, efficiency is the indicator that is determined by the ratio between the achieved result and the resources used. Assessment of this ratio, in our opinion, requires principles, methods, criteria, indicators, the disclosure of which is the main task of the study of the complex economic category of the effectiveness of marketing activities of agricultural enterprises.

The principles are the main starting point aimed at determining the effectiveness of marketing activities in the context of a systematic approach to the management of agricultural enterprises. In the scientific literature, Selezniova O.O. proposes to distinguish the following marketing principles: focus on the consumer, marketing integration, adequacy of marketing research, strategic orientation, quality of marketing activities, marketing financing, marketing effectiveness in the formation of the reputation of an agricultural enterprise [4, p. 57].

According to Butenko N.V., the basic principles of ensuring effective marketing activities are [5, p. 28]:

- objectivity – the need to collect information that adequately reflects the real market situation through a clear systematization of the marketing research process and the prevention of possible errors;
- systematicity – conducting marketing research in accordance with the developed plans and necessary stages;
- complexity – implementation of a set of interrelated actions, some of which ensure the effectiveness of the following;
- continuity – marketing research is constantly carried out due to the dynamic change of factors of the marketing environment;
- efficiency – the ability to quickly and timely respond and adjust the process of marketing research or their direction.

Since we are considering the concept of the effectiveness of marketing activities of agricultural enterprises, we will pay attention to the principles of marketing activities of agricultural enterprises, which include: consistency, informativeness, development of clear and effective strategies and tactics of communication activities, etc [3, p. 49].

Agreeing with the above approaches and supplementing them in view of the conducted research, we propose to highlight the most important from the point of view of ensuring the effectiveness of agricultural enterprises: objectivity, systematicity, comprehensiveness, continuity, efficiency, consumer orientation, consistency, informativeness. This choice is explained by the need to ensure the comprehensiveness and objectivity of the research results.

The next stage of the study is the substantiation of evaluation methods, the use of which will contribute to the most complete definition of a complex economic study of agricultural marketing activities.

In the scientific literature it is customary to classify research methods into [6, p. 146]:

- depending on the nature of the indicators are divided into quantitative, qualitative and mixed;
- depending on the connection with the object of evaluation, methods of direct and indirect evaluation are distinguished;
- depending on the universality of application are divided into general and specific;
- depending on the research methodology, they are divided into methods of deterministic, factor or taxonomic analysis, fuzzy sets, comparison;
- depending on the method of generalization of the results, methods based on one or more evaluation indicators are distinguished.

Therefore, paying attention to the methods of studying the effectiveness of marketing activities of agricultural enterprises, we can confidently assert their significant number, a partial description of which is given below.

The basic principles of marketing efficiency research are general scientific and analytical and prognostic methods, the information support of which are the results of

desk and field studies, as well as information from various sources (internal and external, own and paid, etc.) [7, p. 13]. The most important are market research and its structure, consumer and competitor research, research of representatives of related businesses, research of goods, their prices, sales and turnover, research of the system of sales promotion and advertising, as well as research of the internal environment of the enterprise.

Desk research is carried out on the basis of secondary data obtained from official printed sources of information, using methods of economic analysis in combination with elements of econometrics and mathematical statistics. This type of research allows you to get a general idea of market conditions, trends, capacity, availability, competitors' actions, etc.

Field research uses personal contacts, primary information, methods of economic analysis that allow you to quickly get acquainted with specific market requirements, sales methods, consumer behavior. These studies are conducted through surveys, observation and experimentation. Field studies are more expensive than desk research, but they provide an opportunity to obtain the necessary reliable information that will help to conduct an accurate analysis of the effectiveness of marketing activities of agricultural enterprises.

Ilchuk M.M. completes the assessment of the effectiveness of marketing activities of agricultural enterprises with economic and statistical methods of analysis, which include [8, p. 52]:

- correlation analysis, which allows to identify and evaluate the direction of the relationship between the parameters under study;
- regression analysis involves finding the most adequate equation describing the dependence of a value on a set of independent variables;
- discriminant analysis is used to determine the signs of difference between two or more categories of objects;
- factor analysis allows to identify a system of independent variables underlying a large set of interrelated variables;



- cluster analysis helps to divide a group of objects into several groups by a set of qualitative and quantitative characteristics;

- analysis of multivariate sets is designed to visualize the relative position of competing products or brands.

This approach is shared by Lohosha R.V., Mazur K.V., Krychkovsky V.Y. and emphasizes two groups of marketing research: quantitative and qualitative [7, p. 15].

According to Ivanov Y.B., financial method (analysis of marketing profitability (S. Goodman), estimation of the ratio of marginal profits to marginal costs (Feder, Scheg), vertical integration measures (Andersen, Weitz), sales analysis (McLean), prediction of deviations in the marketing budget (Hulbert, Toy), estimation of potential cash flows (Buzzell, Chassil) is not sufficient to determine the effectiveness of marketing activities, since non-financial factors that determine financial efficiency are left aside [9, p. 157]. Therefore, the scientist proposes to use marketing risk management methods to improve the efficiency of marketing activities of enterprises.

Thus, the study of the effectiveness of marketing activities of agricultural enterprises is based on such methods as:

- quantitative, qualitative and mixed;
- cabinet and field;
- economic and statistical.

The next stage of the study is to determine the criteria for the effectiveness of marketing activities of agricultural enterprises. According to the academic dictionary, a criterion is a basis for evaluating, defining or classifying something; a measure.

The effectiveness of marketing depends on 5 criteria [10, p. 69]

- development and implementation of an appropriate marketing strategy with special emphasis on product positioning

- development of more effective creativity;

- implementation of marketing strategy and tactical measures;

- effective management of external agencies, motivation, coordination of marketing activities;

- external factors – seasonality, regulatory authorities, etc.

According to Butenko N.V., there are the following criteria for assessing the marketing activities of enterprises [5, p. 76]

- improvement of marketing strategy;
- increase of competitiveness and authority of the enterprise;
- growth of income from products;
- increase in the proportion of new products in the range;
- achieving the goal of the plan, improving the competitive position of the sub-enterprise;
- increase in customer awareness;
- attracting new customers; improving the image of the enterprise;
- increasing the effectiveness of promotion activities;
- availability of systematic updated information base;
- ensuring the information needs of managers and specialists in individual marketing functions.

Telyetov O.S. proposes to apply a generalized criterion of the effectiveness of marketing services based on the calculation of the total annual economic effect of marketing activities. But, as Professor Ivanov Y.B. notes, this approach does not take into account the qualitative indicators of marketing activity [9, p. 157].

Most scientists understand the criteria for assessing the effectiveness of marketing activities as the level of sales, timeliness, level of aggregation of marketing activities and contingency planning.

To evaluate marketing technologies, a «balanced scorecard» has been developed. The balanced scorecard contains four main criteria for the effectiveness of marketing activities: finance, internal business processes, customers and the market, and enterprise personnel [11, p. 65].

The next stage of the study will be to determine the indicators for assessing the effectiveness of marketing activities of agricultural enterprises.

From the point of view of short-term results, marketing efficiency is measured by indicators related to income, and from the point of view of the long-term perspective - by indicators related to brand and consumer capital.

Pavlenko A.F. and Voichak A.V. consider control to be a component of effective marketing activity of an enterprise and propose to evaluate it by such indicators as: market growth, market share, marketing productivity, order dynamics, average order size, structure and dynamics of consumers (customers), quality of customer service, efficiency of advertising costs, price advantage, discount ratio, speed and duration of inventory turnover, sales ratio of new goods [12, p. 127].

Yatsyuk D.V. partially agrees with the above-mentioned indicators, but emphasizes that the effectiveness of marketing activities requires comparison of marketing costs with the profit received, which characterizes the final financial results of the enterprise [13, p. 662]. According to the scientist, the best criterion for marketing efficiency is not profit maximization, but maximization of the owner's benefits depending on the degree of implementation of the planned activities and achievement of the desired results. And as indicators of efficiency according to the criterion of distribution of funds (capital) Yatsyuk D.V. puts forward the amount of net profit aimed at paying dividends to the owners of the enterprise, and for the employees of the enterprise – it is the amount of net profit aimed at forming reserve capital, etc.

Lavrova Y.V. shares and supplements this classification, according to which the effectiveness of marketing activities of enterprises should be characterized by the following indicators [14, p. 45]:

1. The proportion of marketing staff reflects the share of employees performing marketing functions in the total number of employees of the enterprise. Since at domestic industrial enterprises the marketing function is often reduced to the sale of finished products, and in marketing departments more than half of the employees are engaged in sales activities, in practice this indicator is usually somewhat overestimated.

2. The share of marketing personnel costs is the share of wages received by marketing department employees in the total wage fund of the enterprise.

3. Profitability of promotion and sales costs characterizes the effectiveness of sales costs and is calculated as the ratio of the amount of profit from sales to the amount of promotion and sales costs.

4. Profitability of marketing costs is the ratio of the amount of profit from sales of products and the total amount of marketing costs and illustrates the effectiveness of marketing activities implemented by the enterprise.

5. Overstocking ratio is calculated as the ratio of changes in the balance of finished goods and the volume of sales of the enterprise. In the case when the value of this indicator is positive and continues to grow, the company has an increase in the balance of finished unsold products. And vice versa, when this indicator decreases or becomes negative, the company is reducing the balance of finished goods.

Let us consider in detail the indicators related to the balanced scorecard according to the theory of Kaplan R.S. and Norton D.P.

The block «Finance» should contain indicators that will determine whether the company is fulfilling its marketing goals, whether it is moving towards the successful implementation of marketing technologies. These can be indicators that characterize the process of selling goods of a trading enterprise, namely: sales growth, revenue from the sale of goods (services) per 1 m<sup>2</sup> of retail space, the level of turnover costs to revenue from the sale of goods, the level of gross income to revenue from the sale of goods, market share, etc.

The «Customers and Market» block is a tool for assessing the «target segment», the lack of a clear focus on which does not allow the company to distinguish itself from competitors. These can be the following indicators: the number of segments covered, the purchase completion rate, the share of regular customers, the customer satisfaction index, etc.

The block «Business processes» should contain indicators that allow to assess the rationality of the functioning of specific internal processes necessary to serve the customers of the trading enterprise and determine the consumer value. Such indicators may be: the level of prices for goods, the level of trade service of customers, the effectiveness of advertising measures, the coefficient of stability of the range of goods, etc.

The «Personnel» block should include indicators that will help to conduct a «personnel analysis». In particular, these are: the degree of satisfaction of employees

with working conditions, skills and qualifications of salespeople, productivity of one salesperson, staff turnover rate, level of education of employees, the coefficient of costs for training of salespeople, the number of proposals for marketing activities, etc.

After the formation of the list of indicators, it is necessary to establish their normative values, which are recommended to be developed taking into account market indicators, the study of competitors' indicators and the capabilities of the enterprise based on SWOT analysis [15, p. 167].

The effectiveness of marketing activities of any organization is largely determined by the functioning of the marketing system, whose employees, of course, do not create products, but, carrying out certain organizational and commercial activities for the production of goods, preserving its quality, providing commodity infrastructure, are an integral part of the production staff.

According to the approach of the foreign author J. Lenskold, the effectiveness of marketing activities is associated with the return on investment in marketing or return on marketing investments. Assumptions that affect the value of return on marketing investment are regularly adjusted with changes in the competitive environment, customer needs and marketing channel costs.

Therefore, the main task of marketing specialists is to substantiate the conditions for applying a particular indicator to assess the effectiveness of marketing activities, depending on the chosen criterion of such effectiveness.

Thus, the results of the research allow us to identify the main criteria for assessing the effectiveness of marketing activities for agricultural enterprises

- development and implementation of an appropriate marketing strategy (level of achievement of marketing goals);
- development of a more effective approach to the internal business processes of the agricultural enterprise;
- implementation of marketing strategy and tactical measures in agricultural markets;
- efficiency of personnel management of the enterprise;
- efficiency of marketing investments.

Based on these criteria, we present indicators for assessing the effectiveness of marketing activities of agricultural enterprises [11, p. 68]:

- level of sales of agricultural products: sales growth, level of turnover costs to revenue from the sale of agricultural products, level of gross income to revenue from the sale of agricultural products, market share, etc;

- rationality of functioning of specific internal processes necessary to serve customers of agricultural enterprises and determine consumer value (level of prices for agricultural products, level of customer service, effectiveness of promotional activities, coefficient of assortment stability);

- a tool for assessing target consumers in the market: the number of segments covered, the dynamics of orders, the average size of orders, the structure and dynamics of agricultural producers;

- personnel analysis: the degree of satisfaction of employees with working conditions, skills and qualifications of agricultural sales specialists, labor productivity of one agricultural sales specialist, staff turnover rate, level of education of employees, the coefficient of costs for advanced training of salespeople);

- profitability of marketing investments, profitability of promotion and sales costs, speed and duration of inventory turnover, sales ratio of new agricultural products.

The above criteria and indicators for assessing the effectiveness of marketing activities require the existence of an information system of marketing activities of agricultural enterprises, which is based on comprehensive research and effective marketing activities of agricultural enterprises, primarily on the basis of objective and reliable information. «Who owns the information – he owns the world», said – Nathan Rothschild [16]. Nowadays, marketers have a growing need for information for decision-making, but it is not so easy to collect useful information for agricultural enterprises. Scientists such as Belyavtsev M.I., Bronnikova T.S., Butenko N.V., Grigorchuk T.V., Yezhova L.F., Kozhemyakina T.V., Makarenko M.V., Chernyavsky O.G. believe that any enterprise should have a marketing information

system. An enterprise that works with a well-established marketing information system has high competitive advantages.

In fact, information plays a very important role in making any decisions. It concerns every day every person, and even more so the enterprise or the country's economy. Let's explore the marketing information system.

The system is understood as a set of interrelated elements that interact with the environment as a whole and separated from it, or an order caused by the correct, systematic arrangement and interconnection of parts of something. Therefore, ensuring the effectiveness of marketing activities can be defined as a system of purposeful actions of the enterprise to find a sustainable advantage over competitors by meeting the needs of consumers.

Effective marketing information helps to correctly determine the areas of attraction, obtain information about the capacity of the agricultural market, gain competitive advantages, reduce risk, determine consumer attitudes towards goods and services, monitor the external and internal environment, coordinate strategy, evaluate activities, increase confidence in the firm, reinforce intuition, and increase efficiency [17].

The importance of ensuring the effectiveness of marketing activities in agricultural enterprises is due to increased competitive pressure in the agricultural market. The problem of managing and ensuring the effectiveness of marketing activities at these enterprises requires a joint solution both in terms of practice and science. In the conditions of development of the modern Ukrainian economy, such a common solution can be the creation and testing of an organizational and economic mechanism for ensuring the effectiveness of marketing activities. Therefore, the question arises of clarifying the essence of such a mechanism and identifying the features of its functioning at agricultural enterprises.

Marketing activity is an important aspect for the effective functioning, increasing their own financial capabilities and competitiveness of agricultural enterprises. In the current economy, in order to save their own financial sources, such

enterprises should independently structure scientific and methodological approaches and calculations for effective marketing activities.

To achieve the necessary direction of development of agricultural enterprises, it is necessary to pay attention to the state of interaction of indicators of the effectiveness of their marketing activities. Mathematical methods and models are one of the effective tools for research, analysis and forecasting of any economic system, phenomenon or process.

For objective decision-making and selection of the most effective marketing solution we will use the method of hierarchy analysis (MHA). This method of analysis was developed by the famous American mathematician Thomas Saaty in the late 1970s. The method consists in decomposing the problem into simpler components and gradual prioritization of the evaluated components using pairwise comparisons [18, p. 7].

This method occupies a special place among the developed approaches to determining the optimal management decision in conditions of multicriteria and is successfully used to solve many practical problems at different levels of planning.

The hierarchy analysis method (MHA) is a large interdisciplinary branch of science that has a clear mathematical basis and numerous applications for decision making by prioritizing alternative proposals. Decision-making is the choice of effective measures or means in terms of the mechanism of action in conditions characterized by the balance of power in a certain system to achieve complex priorities. When analyzing the factors influencing the implementation of the planned activities, the impact factors are assessed. The obtained level of influence of each factor is an integral assessment of a set of factors combined into a hierarchy [19, p. 38].

The hierarchy analysis method is the optimal method due to its advantages: versatility in analyzing complex problems and systems, the ability to take into account expert opinions, ease of use. When using this method, the choice of priority solutions is made by pairwise comparisons.

Let us apply the Saaty method in ranking the efficiency indicators of marketing activities of agricultural enterprises. The first stage of the hierarchy analysis method



begins with the decomposition and presentation of the scientific problem in a hierarchical form. Marketing specialists are faced with the questions: «To what extent does one indicator prevail over another? Which of the elements is more important? Which of the indicators is the most attractive? Which indicator is more significant?». To answer these questions, that is, to determine the predominance of indicators of the effectiveness of marketing activities of agricultural enterprises, the Saaty scale of pairwise comparisons is used. Based on this scale, we can obtain the results of the evaluation of indicators in quantitative terms.

Let us make a hierarchical model of identification of alternative indicators of ensuring the effectiveness of marketing activities of agricultural enterprises (Table 1).

*Table 1.*

**Thomas Saaty's scale of pairwise comparisons**

<b>Relative importance (points)</b>	<b>Definition</b>	<b>Explanation (level of importance)</b>
1	Equal importance	Both indicators contribute equally
3	One indicator is slightly more important than the other	Experience allows us to put one indicator slightly higher than the other
5	Significant advantage of the indicator	Experience allows to establish the unconditional superiority of one over the other
7	Significant advantage of the indicator	One indicator is so much more important than the other that it is practically significant
9	Absolute superiority of one over the other	The obvious advantage is confirmed by the majority
2, 4, 6,8	Intermediate estimates between adjacent statements	Compromise solution
Inverse values of the numbers above	If when comparing one indicator with the second one of the above numbers (1-9) is obtained, then when comparing the second with the first we will have the inverse value	

MHA is a systematic procedure of hierarchical representation of the elements that determine the essence of the question by the following types of hierarchies: dominant in the form of an inverted tree; cholarchy, which has a limited connection; medullary, starting from simple and ending with complex.

Based on the created model, we apply dominant hierarchies starting from the top through intermediate levels and ending with the lowest level, which is usually a list of alternatives. The top is the management goal, and the intermediate levels, in turn, are

the criteria, the results of which feed into the next levels. A complete hierarchy is a hierarchy in which each element of a given level acts as a criterion for all elements of a lower level. According to the law of hierarchical continuity, the elements of the lower level should be paired in relation to the elements of the next level and so on to the next level [20, p. 723].

The next step of the hierarchy analysis method is to prioritize the criteria by comparing the elements of the hierarchy of the second level from the top in relation to the focus of the problem (efficiency of marketing activities of agricultural enterprises).

In order to create a matrix of pairwise comparisons for each element of the second level, we will select the criteria that are, in our opinion, the most generalized indicators for these levels:

- level of sales of agricultural products: sales growth; level of gross income to sales revenue;

- rationality of functioning of specific internal processes necessary for customer service and determination of consumer value: level of customer service; effectiveness of promotional activities;

- tool for assessing target consumers in the market: dynamics of orders; structure and dynamics of orders of agricultural products;

- personnel analysis: the degree of satisfaction of employees with working conditions; skills and qualifications of specialists in the sale of agricultural products;

- profitability of marketing activities: profitability of marketing investments.

Based on these criteria, we form a matrix of advantages and determine their priorities in terms of the overall goal.

The issue of ensuring the effectiveness of marketing activities at agricultural enterprises through the organizational and economic mechanism remains insufficiently studied.

A significant contribution to the development of theoretical and practical issues on the scientific substantiation of the essence and structure of the organizational and economic mechanism of enterprise management was made by Vlasov V.I.,

Markova N.S., Putyatin Y.O., Pushkar O.M., Tridid O.M., Tulchinskaya S.O. and others.

Let us find out the action of the organizational and economic mechanism as a set of interrelated elements of marketing activities of agricultural enterprises.

Consider the very concept of mechanism as an economic category. The mechanism is a means of enterprise development under the influence of the external environment [21, p. 49]. Therefore, Kulman A. defines the economic mechanism as the relationship of economic phenomena and processes, and also distinguishes between a closed-type mechanism and an open-type mechanism (depending on the scope). At the same time, the author does not distinguish between the concepts of «economic mechanism» and «market mechanism». Pedchenko N.S. proposes to define the following key elements of the mechanism: method, instrument, legal support, information support, levers, institutions [22, p. 42].

We agree with the above approaches to the definition of «mechanism» as the interconnection of elements that give the object progressive development through the influence of the external environment. We also note that the set of such elements will depend on the type of mechanism of the object to which its action will be directed.

Having defined the author's vision of the concept of «mechanism», we offer its definition in terms of shading its organizational and economic variety. In the economic literature there is no unambiguous interpretation of the organizational and economic mechanism of the enterprise, which is often identified by scientists as an economic mechanism. However, modern analysis of scientific approaches to the interpretation of these concepts shows that «economic mechanism» is a broader concept than "organizational and economic mechanism". In view of this, the definition of the structure of the organizational and economic mechanism of the enterprise, which is a component of the economic mechanism, remains relevant.

Moskalenko V.P., Shipunova O.V. see the structure of the economic mechanism as a set of mechanisms based on certain management methods. In turn, Polozova T.V., Ovsyuchenko Y.V. propose to consider the determination of the place of the organizational and economic mechanism in the space of the economic mechanism of

the enterprise through the allocation of economic, social and legal mechanism [23, p. 64].

We propose to consider the system of interrelations among such mechanisms as economic, organizational, economic and development management at different levels. This model for any economic entities, enterprises of various industries, in which only the elements of the internal mechanism of development management among the subsystems, as well as the economic management mechanism will be different.

Let us distinguish two equivalent components of the organizational and economic mechanism: economic and organizational. This will highlight the directions and responsibilities in ensuring the effective operation of agricultural enterprises.

In the scientific literature it is stated that "economic mechanism" is a set of methods, which is composed of economic methods, forms, tools and levers of influence on economic relations and stages occurring in the enterprise.

Scientists propose to consider the economic mechanism as a structure of the functional-target scheme of the relationship of functional subsystems, support subsystems and economic aspects, the totality of which is to ensure the achievement of the enterprise's goals. At the same time, the functional subsystems are: planning, forecasting, regulation, remuneration, pricing, analysis and accounting; the support subsystem includes internal economic relations, rules and regulations, legal support, information support; economic levers include prices, tariffs, interest rates, economic incentives, benefits and sanctions.

Tridid O.M. divides the economic mechanism into economic, organizational and economic, organizational and managerial [24, p. 117]. The organizational component of the mechanism is understood as the allocation of legislative and managerial methods of organization of the agricultural sector.

Polozova T.V., Ovsyuchenko Y.V. define the organizational and economic mechanism of enterprises' activity as a set of organizational, financial and economic methods, ways, forms, tools and levers according to their own forms of management action, aimed at economic and organizational links of the management system and provide regulation of organizational, technical, production and technological, financial

and economic processes. The main purpose of such a mechanism is the final result of the enterprise, the formation and strengthening of organizational and economic potential and gaining competitive advantages [23, p. 64].

The organizational and economic mechanism is characterized as an organizational system, which is a set of methods, principles, rules and techniques that ensure the implementation of organizational and economic tasks. This mechanism serves to ensure the optimal level of activity of the organizational and economic component of the enterprise.

Lysenko Y. and Yegorov P. understand the organizational and economic mechanism as a system of determining goals and incentives that transforms the material and spiritual needs of consumers in the work process into the action of the means of production and their effectiveness, which should ensure the satisfaction of consumers' needs and their solvency [24, p. 118].

Malytskyi A.A. proposes to consider the organizational and economic mechanism as a complex of components of the support system, functional system and target system. These systems, according to the scientist, are a set of organizational and economic levers that act on the economic and organizational indicators of enterprise profitability for effective management and achievement of competitive advantages [25].

Sokotun G.O. understands the organizational and economic mechanism as an arsenal of means of influencing the activities of an enterprise with a complex chain of connections. The author defines the main criteria that characterize the effectiveness of the management mechanism: orientation of the enterprise structure with all its competitive differences to the end users of goods in the market, the possibility of timely adjustment of financial indicators and integration of economic activity in order to adapt to uncertainties, compliance with strategic goals and objectives, simplicity of the organizational structure, compliance with the scale and complexity of its organizational structure of the enterprise, the profile of activity [26, p. 193].

The system of ensuring the organizational and economic mechanism contains the following subsystems: legal, resource, regulatory and methodological, scientific,

technical, information management support. The organizational and economic mechanism of the enterprise consists of the following functional subsystems: planning, organization, motivation, control and regulation.

Savina S.S. divides the organizational and economic mechanism of the enterprise into the following subsystems: forecasting and planning of development; motivation, organization, control; information support [27, p. 164].

The organizational and economic mechanism of management consists of the following elements: subjects and objects of management; sequence of stages of implementation and use of the management system; management functions; a set of principles and methods that ensure effective management of the enterprise.

Selezniova O.O. shares this opinion, defining the main tools of the organizational and economic mechanism of management of a retail trade enterprise in the form of management functions, principles, methods, forms and procedures that cover the tasks of the business entity and take into account its specialization and modern conditions of functioning in the market environment [28].

Thus, the organizational and economic mechanism for ensuring the effectiveness of marketing activities is part of the management system of agricultural enterprises.

The target function of the organizational and economic mechanism is the profit from the production and sale of products that are competitive; high level of profitability and liquidity based on management methods, which include decision-making and their implementation, including monitoring their implementation and evaluation of the enterprise's performance [29, p. 46].

Having disclosed the target nature of the formation of the organizational and economic mechanism, we propose to pay attention to the principles that should be followed in order for the proposed mechanism to ensure efficiency. Therefore, the system of functional organizational and economic mechanism of ensuring the efficiency of enterprises is based on such principles as decentralization, compactness, intensity, reduction of intermediate links, cooperation with public authorities, flexibility, openness, adequacy. In our opinion, the organizational and economic

mechanism of ensuring the efficiency of enterprises is a system of elements of organization, systematization of income and economic principles aimed at obtaining the expected financial resources for the implementation of expansion in production.

Savina S.S. to the principles of organizational and economic mechanism of the enterprise, in addition to the above, also includes complexity, stability, continuity and innovation orientation [27, p. 165].

Scientists Solovyov V.P. and Savchenko O.V. propose to form such a mechanism on the basis of a system of principles: consistency, integrity, adaptability, adaptability, balance [30].

Thus, in our opinion, the basic principles of the organizational and economic mechanism of marketing efficiency for agricultural enterprises will be the following: decentralization, compactness, intensity, reduction of intermediate links, interaction of self-regulation with state regulation, flexibility, openness, adequacy to the socio-economic situation, complexity, stability, continuity and innovation, systematic, integrity, adaptability, adaptability, balance.

The organizational and economic mechanism does not exist as a closed system, but is a dynamic and open system that includes a combination of internal and external factors, since an agricultural enterprise and its marketing activities can be inhibited or limited by various influences and factors. So, let us define the main functions of the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises:

- realization of the potential of agricultural enterprises;
- ensuring competition and cooperation between agricultural enterprises when entering the path of economic growth;
- ensuring the balance of relations of agricultural enterprises with customers and consumers of agricultural products and with suppliers;
- creation of clear incentives for staff in creating effective marketing activities of enterprises;
- creation of a system of marketing information of agricultural enterprises;
- ensuring the regulatory framework of agricultural enterprises.

When adapting the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises, we propose to take into account the author's allocation of such elements as principles, methods, criteria, indicators for assessing the effectiveness of marketing activities and the marketing information system as a condition for ensuring the effectiveness of such an assessment.

Based on the research of scientists, we distinguish the following components of the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises: elements of the organizational and economic mechanism of an agricultural enterprise are aimed at ensuring effective management of marketing activities of agricultural enterprises. Accordingly, the first direction includes levers, principles, methods, relations, regulatory support and marketing information system, when the other is aimed at achieving the goal through the interaction of objects and subjects.

Such a mechanism will ensure the efficiency of marketing activities of agricultural enterprises in relations with suppliers, consumers of agricultural products, investors and competitors.

After analyzing the research, we will build an organizational and economic mechanism to ensure the effectiveness of marketing activities of agricultural enterprises.

Relations with third parties, in our opinion, are an important component of the organizational and economic mechanism of agricultural enterprises. The concept of economic relations is interpreted as relations that are objectively formed between people who participate in social labor in the production, distribution, exchange and consumption of means.

For agricultural enterprises, we have identified several types of relations, each of which is responsible for separate goals and aimed at the effectiveness of this mechanism [31-32]:

- relations with customers of agricultural products: sales; fulfillment of orders; quality control of service; merchandising; accounting for the movement of advertising



services; cash flow control; marketing activities; complexity of service; long-term cooperation

- relations with investors;

- relations with competitors: monitoring of prices, range of agricultural products; monitoring of customers; dynamics of market coverage; cooperation;

- relations with consumers of agricultural products: quality control of services; control of the image of the enterprise; reliability of services; interest; definition of the target audience;

- relations with suppliers: search, order and purchase of goods and services (rental, transport, certification, banking, insurance); planning and control of the implementation of terms, volumes of prices and quality of supply of products, payments for it.

Thus, the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises is an element of a comprehensive management mechanism that provides for the formation and strengthening of the enterprise's potential through the impact on the organizational parameters of the system and the economic elements of the enterprise's production activities. This can be done through the interaction of these elements of the organizational and economic mechanism of the enterprise and effective management of the marketing activities of agricultural enterprises, with the help of which the goals of the agricultural enterprise are effectively realized, which are used simultaneously to effectively perform certain tasks in the field of more complete satisfaction of social, collective and individual needs, aimed at ensuring the progressive development of enterprises in this industry.

**Conclusions.** The theoretical and methodological foundations of the mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises are proposed. The scientific and methodological foundations for assessing the effectiveness of marketing activities of agricultural enterprises are determined, which consist in the correlation of principles (objectivity, systematicity, comprehensiveness, continuity, efficiency, consumer orientation, consistency, informativeness), methods (quantitative, qualitative and mixed; desk and field; economic and statistical), criteria

(development and implementation of an appropriate marketing strategy; development of a more effective approach to internal business processes of the enterprise; implementation of marketing strategies; development of a more effective approach to the internal business processes of the enterprise; implementation of marketing strategies); rationality of functioning of specific internal processes necessary for servicing customers of agricultural enterprises and determining consumer value; tool for assessing target consumers in the market; personnel analysis; profitability of marketing investments, profitability of promotion and sales costs, speed and duration of inventory turnover, sales ratio of new agricultural products), the disclosure of which is the main task of researching the complex economic category of the effectiveness of marketing activities of agricultural enterprises.

To conduct a comprehensive assessment of the level of efficiency of marketing activities of agricultural enterprises, marketing specialists must comprehensively possess information about the marketing environment of the enterprise. The marketing information system consisting of four subsystems is developed: subsystem of internal reporting of the enterprise; subsystem of analysis of marketing information; subsystem of formation of methods and methodologies of researches; subsystem of collection of external current marketing information.

Two equivalent components of the organizational and economic mechanism are allocated: economic and organizational. This allowed to determine the directions and responsibilities in ensuring the effective operation of agricultural enterprises.

It is determined that the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises is an element of a comprehensive management mechanism that provides for the formation and strengthening of the potential of an agricultural enterprise through the influence on the organizational parameters of the system and the economic elements of the production activity of the enterprise.

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