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PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

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Pidlubnyi V., Trapaidze S.**

**PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN
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ABSTRACT

The agro-industrial sector is one of the locomotives of the national economy of Ukraine: the industry was growing steadily until the beginning of the full-scale war, the annual growth was 5-6%, the share of agricultural production in the GDP was 10%, and together with the processing of agricultural products – 16%. Agriculture was one of the leaders in world production of some types of food, providing trade volumes equivalent to 6% of global calorie consumption. Ukraine was the leader in international trade in sunflower oil (first place in the world), rapeseed and barley (third and fourth places, respectively) and other products. Trade in agricultural products and foodstuffs brought Ukraine about 22 billion dollars annually. USA and accounted for 41% of all exports. However, the invasion of the Russian Federation into Ukraine led to corresponding negative changes in the functioning of enterprises in the agrarian sector of the economy.

It should be noted that there have been significant changes in the economic relations between agricultural producers and processing enterprises, suppliers, and intermediaries: the system of stable relations with the processing sphere was destroyed, and the state order for agricultural products was canceled. Agricultural enterprises faced serious problems during the sale of produced products and the purchase of the necessary means of production. They were forced to independently engage in planning, pricing, study of external and internal markets, tastes and preferences of consumers, evaluation of competitors' advantages, etc. That is, there is an urgent need to introduce a new management concept that will help adapt to market conditions and ensure the competitiveness of their products on the domestic and foreign markets.

In modern enterprises, one of the most effective tools for influencing the result is the management of marketing activities. Considering the current situation in the country, it becomes necessary to improve the activities of enterprises, and in particular the marketing component to increase the competitive characteristics of their goods or services.

Despite the war and large-scale destruction, agriculture is unlikely to lose its status as one of the leading branches of the Ukrainian economy. However, today's conditions require agrarian enterprises to direct their development to the future with an orientation towards meeting the needs of consumers by more effective means than competitors. It is due to successful marketing that the necessary conditions for the sustainable development of an enterprise in the agrarian sector are created.

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

**PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN
ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW**

TABLE OF CONTENTS

1.	<p>Lohosha R.¹</p> <p>MECHANISMS OF STRATEGIC MANAGEMENT OF MARKETING ACTIVITIES OF AGRIBUSINESS ENTITIES UNDER MARTIAL LAW</p> <p>¹ Head of the Department of Agricultural Management and Marketing Vinnitsa National Agrarian University</p>	7
2.	<p>Mazur K.¹, Aliksieieva O.²</p> <p>DEVELOPMENT OF ECOLOGICAL MARKETING IN THE SPHERE OF PRODUCTION OF BIOFERTILIZERS</p> <p>¹ Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University ² Vinnytsia National Agrarian University</p>	30
3.	<p>Babyna O.¹, Babyn I.²</p> <p>PROSPECTS AND ASSESSMENT OF THE DEVELOPMENT OF MARKETING ACTIVITY OF AGRICULTURAL ENTERPRISES OF UKRAINE</p> <p>¹ Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Vinnytsia, Ukraine ² Department of machinery and equipment for agricultural production of Vinnytsia National Agrarian University, Vinnytsia, Ukraine</p>	49
4.	<p>Belkin I.¹</p> <p>MARKETING ACTIVITIES OF UKRAINIAN COMPANIES IN TODAY'S CONDITIONS</p> <p>¹ Department of Agricultural Management and Marketing, Vinnytsia National Agrarian University, Vinnytsia, Ukraine</p>	86
5.	<p>Germaniuk N.¹</p> <p>FEATURES OF ORGANIZATIONAL SUPPORT OF MANAGEMENT OF COMPETITIVENESS OF AN ENTERPRISE</p> <p>¹ Department of Agricultural Management and Marketing, Vinnitsa National Agrarian University</p>	121
6.	<p>Gontaruk Y.¹</p> <p>MANAGEMENT OF THE PROCESSING AND SALE OF SOLID HOUSEHOLD WASTE AS A DIRECTION OF ENSURING ECOLOGICALLY EFFECTIVE DEVELOPMENT OF TERRITORIAL COMMUNITIES</p> <p>¹ Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	153

**PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN
ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW**

7.	<p>Harbar Z.¹, Kubai O.¹</p> <p>FEATURES OF SALES SYSTEM MANAGEMENT IN ENTERPRISES OF AGRICULTURE</p> <p>¹ Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	177
8.	<p>Koval O.¹</p> <p>FORMATION OF A MARKETING STRATEGY FOR THE SALE OF PRODUCTS OF AN AGRICULTURAL ENTERPRISE</p> <p>¹ Vinnytsia National Agrarian University</p>	202
9.	<p>Pidlubnyi V.¹</p> <p>MANAGEMENT OF MARKETING INFORMATION CYBER SECURITY IN THE CONDITIONS OF MARTIAL LAW</p> <p>¹ Department of Computer Science and Economic Cybernetics, Vinnitsa National Agrarian University</p>	210
10.	<p>Trapaidze S.¹</p> <p>DIRECTIONS FOR IMPROVING MARKETING MANAGEMENT OF AGRO-INDUSTRIAL PRODUCTION IN THE REGION</p> <p>¹ Department of Agricultural Management and Marketing, Vinnitsa National Agrarian University</p>	227
	REFERENCES	243

3. Prospects and assessment of the development of marketing activity of agricultural enterprises of Ukraine

As you know, Ukraine is an agrarian country that provides the lion's share of the export of agricultural products. The armed invasion of the Russian Federation on the territory of Ukraine led to a significant decrease in the export of agricultural products, which in turn affected not only the Ukrainian agrarian business, but also threatened a global food crisis. The consequences of armed aggression on the territory of our country were felt to a great extent not only by the EU countries, but also by all other importers of Ukrainian agricultural products, both finished products and raw materials for their production, which in turn provoked a rapid increase in prices and the need to find an alternative to such goods on world market.

It is important to emphasize that, despite the war, our entrepreneurs, including agrarians, confidently and actively maintain "their front", ensuring the production of agricultural products for domestic and foreign consumers, as well as filling the country's budget, and as a result, they support the stability of the economy. It is worth realizing that after Ukraine's victory in the war, it will be necessary to actively rebuild our country, raise the economy, and one of the important factors that will contribute to this is the effective activity of business, including agricultural business. For the sake of the competitive development of entrepreneurship in general and the competitiveness of products in particular, in our opinion, it is important to focus business attention on active marketing activities [38].

When carrying out marketing activities in the market of goods and services, it is necessary to understand that people still have basic needs that need to be satisfied even during the war. Consumers still need products, goods and services while the country is at war. It's important that companies don't abandon their plan to grow profits while the soldiers are on the front lines. Of course, in the early stages of a military crisis, it is difficult to understand what actions a company should take. And in the face of human tragedies due to the Russian invasion of Ukraine, companies may be tempted and

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

dominated by the desire to act now and think later. We consider these very false imperatives. The war of the Russian Federation against Ukraine exacerbated the problems and the need to mobilize all resources and methods of activity to increase the effectiveness of resistance to Russian aggression and the post-war recovery of the country and its economy on an innovative and marketing basis [39].

In the extremely difficult conditions of the martial law, the problem of providing the population with food products (the main of which are products of the agricultural industry) is the most important, and the expansion of agricultural business and the improvement of the effectiveness of the sale of agricultural products, which is supported by the agricultural marketing system, is of key importance. It is agricultural marketing that is a component of the internal management system, the activity of which is related to research, analysis of the market situation, study of the relationship between demand and supply, development of measures for marketing orientation of the sales activities of enterprises, development of an assortment policy for the production of competitive products to meet the needs and requirements of consumers [40, p. 98].

Marketing is an integral part of the successful activity of any enterprise, including an agricultural one. It refers to the activity of studying groups of potential consumers and conquering the market. Since the relations between the subjects of market relations are changing and becoming more complicated, the importance of marketing is constantly growing.

It is obvious to us that the success of any agricultural enterprise depends not only on financial results, but also on the proper organization of marketing activities and a flexible sales management system.

Currently, farmers face the problem of the competitiveness of their activities, but even this does not sufficiently encourage them to implement marketing management technologies in their activities. They are forced to work in an uncontrolled, volatile environment with a high degree of risk. In these conditions, an important task is to adapt the internal conditions of the enterprise to the changes that are constantly occurring in the external environment, and this, in turn, will significantly improve the

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

effectiveness of the enterprises. The very creation and implementation of agricultural marketing levers is an urgent goal for agriculture in general.

A condition for the successful development of marketing of an agricultural enterprise is its flexible reorientation to ensure a competitive environment. The process of creating a modern management system, organizing the production process, and selling high-quality agricultural products is due, first of all, to the transition of agricultural enterprises to fundamentally new economic market relations, which have developed in the context of increased competition between agricultural producers both within the country and on the world market. These relations imply not only the direct production of products, but also the study of issues related to the organization of sales, the search for new distribution channels for products, the search for new sales markets, positioning in the existing markets, the implementation of a balanced price policy, the implementation of certain advertising activities, that is, there is a process of concentration of attention on marketing activities. The concept of marketing changes and adapts according to the process of development and implementation of marketing activities.

Without a well-planned marketing activity, in modern market conditions, it is quite difficult to understand exactly what products to produce or what services to provide, in what quantities and who will act as a consumer. It is quite important for agricultural enterprises to increase their competitiveness, which directly depends on the quality and speed of decisions made in marketing management.

Incorrect or ill-conceived marketing decisions can negatively affect the company's reputation and affect customer loyalty, which can subsequently lead to serious losses for the company. The marketing activity of the enterprise is aimed at setting current and long-term goals fairly reasonably, taking into account market demands, finding ways to achieve these goals, as well as determining the range and quality of products, the optimal production structure, and the desired profit. The business needs to produce such products that will interest the consumer and provoke him to want to receive this product and, as a result, will bring profit to the company.

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

And for this, it is necessary to take into account social and individual needs, market requests.

In our opinion, the main problems faced by farmers in their work are as follows:

1. conducting one's activities in conditions of uncertainty and risk, which is primarily related to the military operations in Ukraine;
2. low level of material and technical support, raw materials and financial resources;
3. insufficient level of state support for agricultural producers;
4. the low level of well-being and income of the population, which undoubtedly affects demand, and especially affects the elasticity of demand between food and non-food products;
5. shortage of qualified personnel and population outflow from rural areas;
6. underdevelopment of the infrastructure for the sale of agricultural products [41].

The marketing activity of the enterprise is a creative managerial activity, the task of which is to develop the market of goods, services and labor force by assessing the needs of customers, as well as to carry out practical measures to meet these needs. This activity coordinates the production and distribution capabilities of goods and services, and determines what steps need to be taken to sell the product or service to the end consumer.

The essence and content of marketing activities reflect the objective conditions of market development, which to a certain extent loses its chaotic nature and falls under the regulatory influence of pre-established business relationships, where a special role is assigned to the consumer. The consumer presents his requirements for the product, its technical and economic characteristics, quantity, terms of delivery and thus creates the prerequisites for market distribution between producers, the importance of competition and the struggle for the consumer increases. This forces manufacturers to carefully and deeply study specific potential consumers and the demands of the market, which makes high demands on the quality and competitiveness of products.

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

Marketing management, according to F. Kotler, involves planning, organization and control over the implementation of activities designed to establish, strengthen and maintain profitable contacts with target consumers in order to achieve certain company objectives, such as making a profit, increasing sales volume, increasing market share, etc. [42].

It is worth noting that the change in indicators of the competitiveness of agricultural enterprises will largely depend on the indicators of effective sales and promotion of products, which, in turn, will determine the development and stability of the Ukrainian domestic agricultural market. Optimizing the balance of food resources, studying the laws regulating demand and supply are the basis of the economic directions of regulating the agricultural market, the components of which are reserve, intervention, collateral and regional purchases, as well as the ability to ensure the sale of products through the "transparent" system and conduct transparent procedures for purchasing products on the market of agricultural products, considerable attention is paid to export and import operations for the purchase of products [43].

To ensure the company's competitive position on the market, it is necessary to use all the variety of strategic and tactical marketing methods. Effective market activity, purposeful competition requires producers to possess the skills of effective marketing management.

Marketing activity is a complex of activities focused on the study of such issues as:

- analysis of the external (in relation to the enterprise) environment, which includes markets, sources of supply and much more. Analysis allows you to identify factors that contribute to commercial success or create an obstacle to it. As a result of the analysis, a data bank is formed for making informed marketing decisions;

- analysis of consumers, both current (current ones who buy the company's products) and potential (who still need to be convinced to become relevant). This analysis consists in the study of demographic, economic, geographic and other characteristics of people who have the right to make purchasing decisions, as well as their needs for a broad understanding of this concept and the processes of acquiring

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

both our and competing goods;

- study of existing and planning of future products, i.e. development of concepts for creating new products or modernization of old ones, including their assortment and parametric series, packaging, etc. obsolete goods that do not give a specified profit are removed from production and export;

- planning of goods traffic and sales, including the creation, if necessary, of appropriate sales networks with warehouses and stores, as well as agency networks; through a combination of advertising, personal selling, prestigious non-commercial events ("public relations") and various economic incentives aimed at buyers, agents and direct sellers;

- ensuring price policy, which consists in planning systems and price levels for exported goods, determining the "technology" of using prices, credit terms, discounts, etc.;

- satisfaction with the technical and social standards of the country that imports the company's goods, which means the obligation to ensure appropriate levels of product safety and environmental protection; compliance with moral and ethical rules; appropriate level of consumer properties of the product;

- management of marketing activity (marketing) as a system, i.e. planning, implementation and control of the marketing program and individual duties of each participant in the enterprise's work, assessment of risks and profits, effectiveness of marketing decisions.

To carry out the above measures, it is necessary to take into account the great role of those on whom, in fact, the effectiveness of the marketing strategy depends, namely marketing subjects, which include manufacturers and service organizations, wholesale and retail trade organizations, marketing specialists and various consumers . It is important that although the responsibility for the performance of marketing functions can be delegated and distributed in various ways, they cannot be neglected at all, they must be performed by someone.

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

A marketing management entity is a legal or physical person that performs any marketing functions. In practice, such subjects are most often suppliers, manufacturers, intermediaries, competitors, consumers.

The object of marketing management is what the marketing management subject's efforts related to sales, propaganda, popularization, etc., are aimed at. It can be the company's choice of its position on the market, definition of product promotion strategies, definition of advertising and pricing policy, etc. taking into account the factors of both the external and internal environment [44].

The goal of managing the marketing activities of an agricultural enterprise is to identify and satisfy the needs of target markets in better ways than those of competitors and, thanks to this, to obtain maximum profit. In its expanded form, the goal is:

- search for opportunities for the enterprise on the market and in the external environment;
- avoiding dangers;
- optimal adaptation of the company's resources to the available opportunities and dangers;
- supporting the competitiveness of goods and the enterprise as a whole;
- formation of a positive image and business reputation of the enterprise;
- ensuring the profitable operation of the enterprise due to the best adaptation of its resources to market conditions;
- implementation of the mission of the enterprise.

The main tasks of managing the marketing activities of agricultural enterprises are:

- determination of the company's goals and the ways to achieve them in terms of returning investments, making a profit, entering new markets, increasing the company's market share;
- introduction of new and/or modified products to the market;
- organizing and conducting marketing research;

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

- formation of a marketing strategy: segmentation of the market, selection of target markets, product positioning on them, identification of competitive advantages of the enterprise;
- creation and improvement of the functioning mechanism of marketing activity for the enterprise;
- development and implementation of the marketing plan.

The implementation and application of marketing at Ukrainian agro-industrial enterprises can take three forms:

1. Episodic use of marketing tools by company managers, temporarily involving marketing specialists or consulting services. This form is suitable only for a small business.

2. Periodic application of marketing measures, distributed according to responsibilities to the structural divisions of the enterprise. The existence of this form is due to the fact that, in any case, every enterprise uses certain marketing measures, but they are not carried out systematically and have a spontaneous nature. In this case, it is recommended to improve management activities by introducing measures to control the use and performance of marketing functions.

3. Marketing as a component of enterprise management, using all components of the marketing system and introducing the marketing department into the organizational structure of the enterprise [45].

The marketing activity of agricultural enterprises is significantly different from the marketing activity of other industries, which is due to the specifics of agricultural products and the features of agricultural production. A subjective feature of marketing activity at domestic agricultural enterprises is that its functions are often performed not by specialists trained for this, but by the entrepreneurs themselves. Therefore, for effective marketing activities, agricultural enterprises should create marketing departments that will function in accordance with the set goals and defined tasks of the business entity. The marketing department at the enterprise will ensure more effective marketing activity due to a comprehensive approach to the performance of functions and tasks of the enterprise, than the separate implementation of these procedures.

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

Types of marketing management functions:

- analytical (receiving information necessary for marketing): scientific research, market research, analysis of the external and internal environment of the enterprise;
- product and production (formation of the company's offer based on information from conducted research): development of recommendations for product creation, packaging, assortment formation;
- sales functions (ensuring access of buyers to the product): selection of sales channels and counterparties, implementation of price policy, establishment of marketing communications with consumers;
- organizational functions (organization of marketing at the enterprise): development of marketing strategy, methods of its implementation, marketing budget planning, formation of marketing programs, marketing control.

It is also possible to distinguish such types of marketing management functions as:

- 1) marketing planning;
- 2) organization of implementation of marketing strategies and marketing programs;
- 3) accounting and control of marketing activities;
- 4) expert monitoring and regulation of the firm's positional and active behavior on the market [46].

It is common knowledge that marketing activity is a basic component that must be used by enterprises that are oriented towards market relations. However, the vast majority of agricultural enterprises do not use marketing tools in the organization of their production and sale of finished products.

The system of marketing management principles is a set of rules for developing a product niche, finding profitable sources of financing, forming customer needs and determining the potential of unsatisfied demand.

The system of marketing management principles should be considered in more detail (Fig. 1.).

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

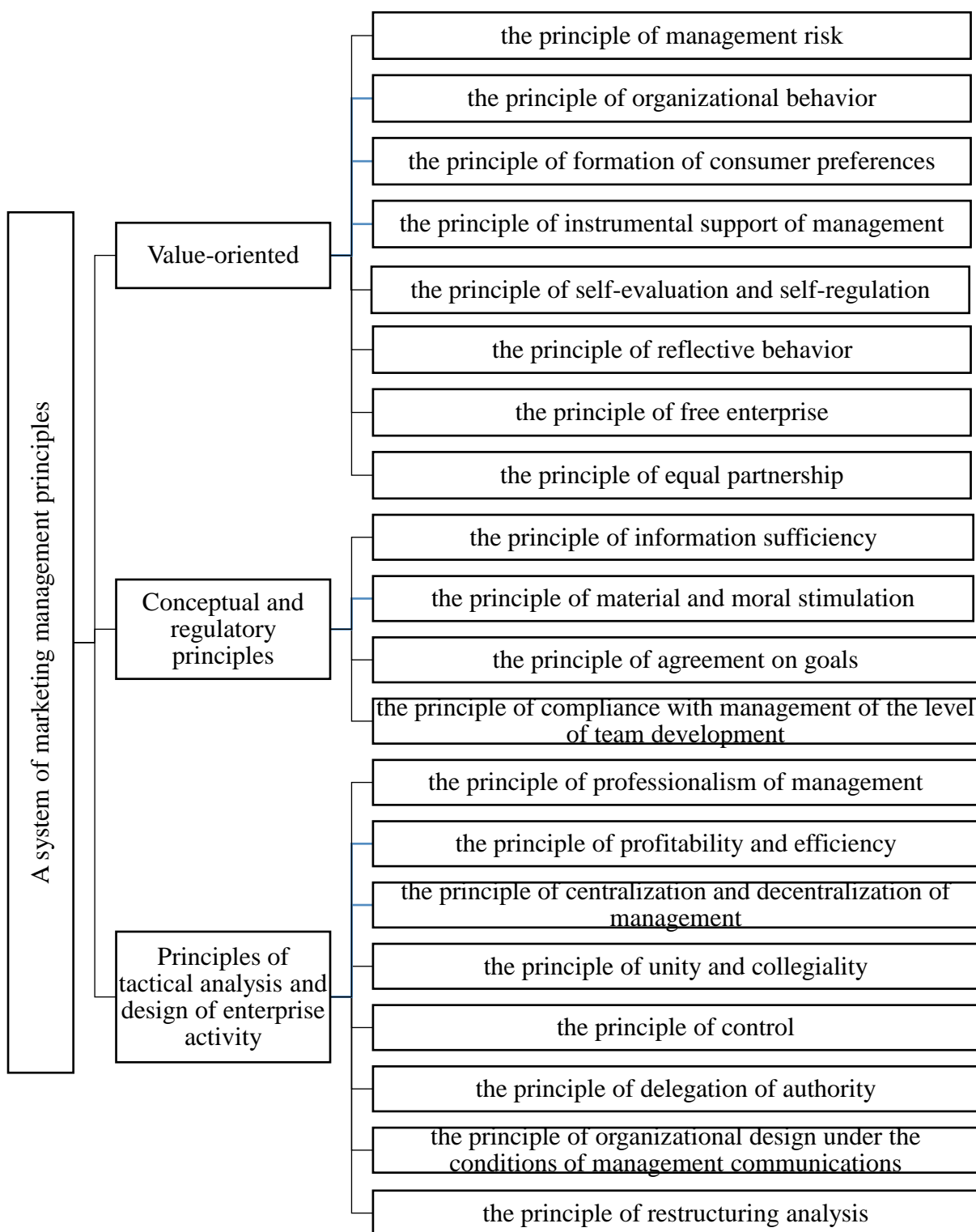


Fig. 1. System of marketing management principles

Source: generated by the authors

The system of marketing management principles can be presented in the form of three groups:

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

1. Value-oriented: related to strategic decisions, for example, analysis of competitiveness, market segmentation [47].

This group includes the following principles:

a) the principle of managerial risk: the manager's ability to assess the weaknesses and strengths of competitors in order to strengthen the position of his firm on the market. The head of marketing management must not only see and assess the risk situation, but also be able to accept responsibility for the decision made. Risks must be justified and balanced, and calculations are carried out analytically;

b) the principle of organizational behavior: determination of goals and the organizational structure of management. The choice of a certain organizational management structure is determined by the organization's need for an effective decision-making process by forming services that allow obtaining the necessary information about the external and internal environment and responding to changes in a timely manner. The best structure allows you to determine the resource base in advance, showing flexibility in making competitive management decisions;

c) the principle of formation of consumer preferences: situational regulation of the company's behavior on the market under the influence of economic changes, fashion, seasonality and technological development. The company needs to protect the rights and interests of the consumer in order to motivate him to continue cooperation, form and stimulate his preferences;

d) the principle of instrumental provision of management: the availability of a documentation system and software, information, and technological means serving the system;

e) the principle of self-assessment and self-regulation: the presence of regular interaction with the external environment, tracking its changes. The organization must provide the consumer with the product or service with the best quality or the best support. The firm must be able to form competitive advantages, focusing on the spectrum of client needs;

g) the principle of reflective behavior: assessment of the chosen strategy and the optimality of the decision taken, taking into account the level of risk and the

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

competitor's strategy. The definition of self-regulation rules for employees and the manager is assumed;

h) the principle of free enterprise: the search for non-standard solutions to problems within the limits of fierce competition and the legal field. The strategy should take into account the company's strengths and weaknesses and competitive abilities;

i) the principle of equal partnership: defining the rules of business relations. The consequences of violations of established norms can dramatically affect the image of the company. This principle is one of the value principles on which entrepreneurship is based.

2. Conceptual and regulatory principles: the firm's strategic behavior in conditions of risk and an uncertain external environment [47, c. 1]:

a) the principle of information sufficiency: in the field of marketing management, a large part of the information about consumer preferences is evaluated with the help of surveys, interviews, etc.;

b) the principle of material and moral stimulation: establishing relationships in the types of personnel stimulation;

c) the principle of agreement on goals: systematization of resource capabilities of the organization in order to achieve the set goal. It is necessary to determine the best directions of the organization's activities, based on the market situation and internal structure;

d) the principle of matching the management of the level of development of the team: ensuring the purposefulness of the firm's strategic behavior through a system of calculation and internal indicators in conditions of risk and uncertainty. It is necessary to harmonize the internal structure of the company in order to adequately respond to market changes. In marketing management, this is manifested in the formation of one's competitive position and the construction of relations with consumers.

3. Principles of tactical analysis and design of the firm's activities. Formation of rules for the most efficient use of enterprise resources [47]:

a) the principle of management professionalism: the manager's professionalism presupposes the availability of knowledge and the ability to manage in market

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

conditions, logical and analytical abilities, etc.;

b) the principle of profitability and efficiency: forecast and assessment of the behavior and results of the firm's activities. As you know, prices for products, goods or services are set by the interaction of supply and demand. The marketing department forecasts the results of the company's activities;

c) the principle of centralization and decentralization of management: excessive centralization can prevent the adoption of operational decisions, the implementation of relevant advertising campaigns, changes in the company's assortment;

d) the principle of unity of leadership and collegiality: collegial generation of ideas, development of the company's future steps regarding new markets, technologies, advertising campaigns, etc., with one-time responsibility of the manager for jointly adopted decisions;

e) the principle of control: establishment of feedback and analysis in specific conditions of risk and uncertainty;

f) the principle of delegation of powers: establishing rules for the distribution of responsibility depending on the level of risk of decision-making and the ability of the management system to self-assess and self-regulate;

g) the principle of organizational design under the conditions of management communications: the sequence of organizational changes in the company's structure depending on the influence of external and internal environmental factors;

h) the principle of restructuring analysis: the reaction of the system to the influence of the environment. This principle applies to all directions of the company's marketing activities: budget, assortment, technologies, etc.

Management of marketing activities at the enterprise is carried out in accordance with the following basic principles:

- orientation to consumers, dynamic reaction of production and sales to changes in the external environment;

- constant market research (capacity, demand, consumer preferences, best distribution channels, etc.);

- market segmentation: selection of groups of consumers, the satisfaction of

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

whose needs should direct the company's activities;

- focus on long-term results thanks to innovative activities in the production and sales spheres.

The specifics of production, promotion and sale of agricultural products determine the existing features of the functioning mechanism of agromarketing. The main principles on the basis of which the agricultural marketing functioning mechanism is developed are:

- making and implementing management decisions based on the analysis of the market situation;

- increasing the efficiency of agricultural enterprises based on the orientation of the production program to market requirements;

- use of profit as an effective indicator of financial and economic activity;

- stimulation of consumer demand with the help of marketing communication tools, including such as advertising.

The market factors of the economy have given rise to a number of problems in the country related to the instability of the external environment, changes in the market situation, fierce competition, the unpreparedness of management for changes in management technology, the lack of highly qualified specialists in the management of marketing activities of enterprises, and others [48]. However, to date, the biggest problem, both for our country as a whole and for agricultural enterprises, has become the full-scale armed invasion of the Russian Federation on the territory of Ukraine. The application of marketing at domestic enterprises is hindered by a number of problems that make up several main groups, which are shown in fig. 2 [49, c. 13].

The implementation of marketing activities is an objective necessity of the orientation of scientific and technical, production and sales activities of any company, agricultural enterprises are no exception, to account for market demand, needs and demands of the consumer. This reflects and constantly strengthens the trend towards systematic organization of production in order to increase the efficiency of the functioning of the company as a whole and its business divisions.

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

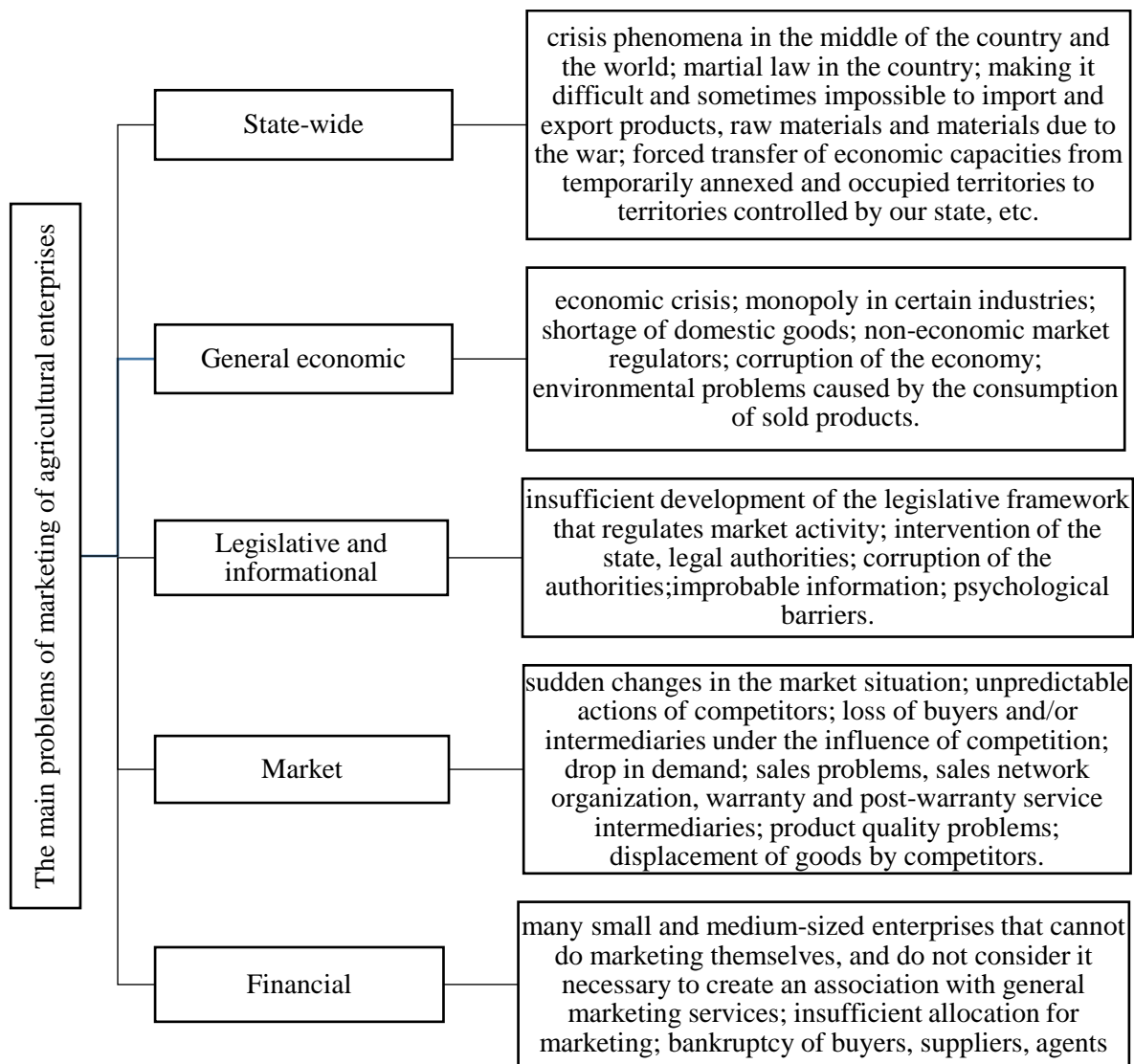


Fig. 2. Typical problems in the application of marketing by agricultural enterprises in Ukraine.

Source: generated by the authors according to [49, c.13].

The process of implementing marketing activities at agro-industrial enterprises should be gradual and it is recommended to carry it out according to the following stages (stages):

- the first stage – measures for advertising and sales promotion (especially through the use of Internet marketing tools, as the most expedient direction of communication policy in wartime conditions);
- the second stage is the formation of a broader approach to marketing activities, taking into account the needs and requests of consumers during production and sales,

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

promoting their implementation and satisfaction;

- the third stage – renewal of production and improvement of product quality according to research and conclusions made in the second stage;

- the fourth stage – the study of the company's opportunities on the market and determination of its position (product positioning strategy) taking into account the orientation to the potential consumer (enterprises manufacturing food products from agricultural raw materials);

- the fifth stage is the implementation of all marketing functions from analysis, planning, regulation and control and evaluation of results.

However, it is worth noting that the proposed stages of implementation of marketing activities at agro-industrial enterprises are the most effective at the maximum settlement of the situation in the country [45].

It is worth considering the dynamics of the number of agricultural enterprises in Ukraine (Fig. 3.) [51].

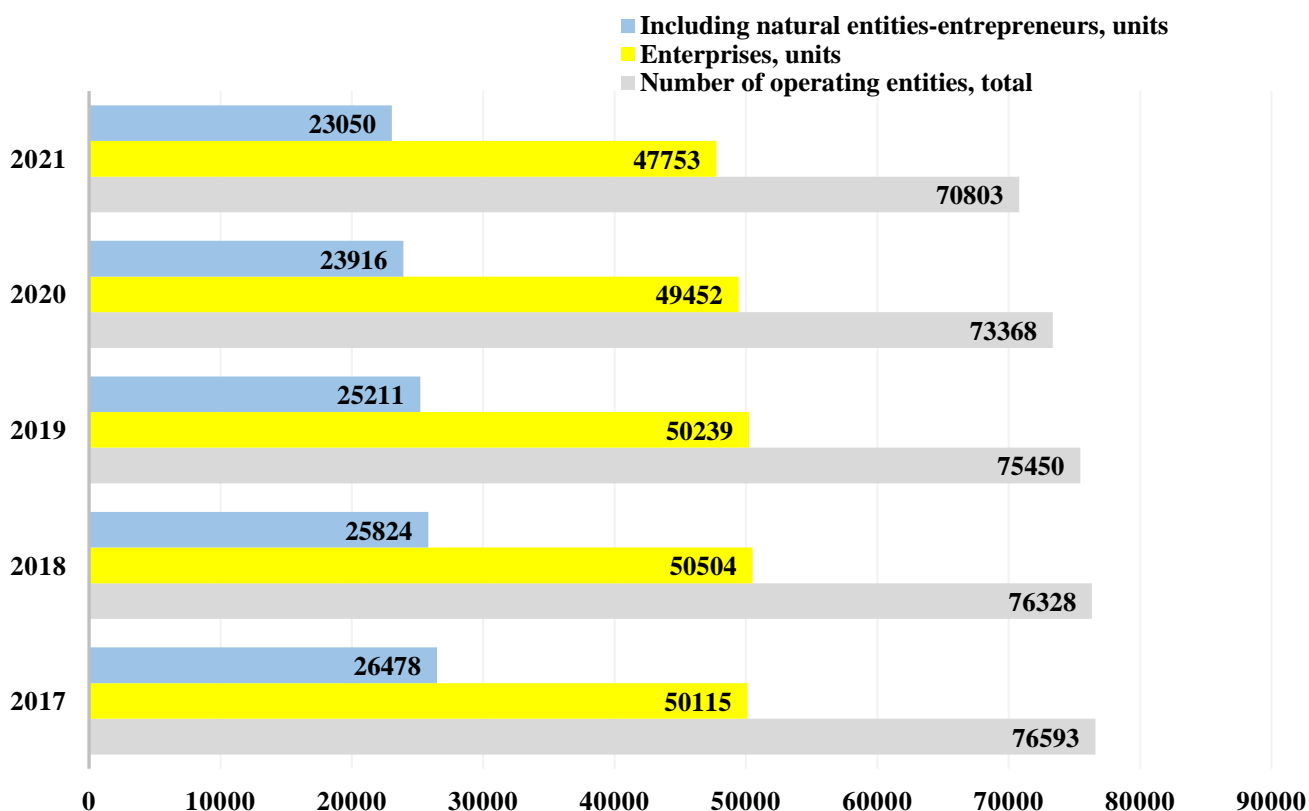


Fig. 3. Dynamics of the number of agricultural, forestry and fishing enterprises in Ukraine, 2017–2021.

Source: calculated by the authors according to [51].

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

Based on the results of the study of the dynamics of changes in the number of active entities of agriculture, forestry and fisheries in Ukraine, we can note that since 2017 there has been a significant decrease in the number of these enterprises by 5,790 units. in 2021, respectively. In particular, the most negative trend is observed in the number of individual entrepreneurs, as of 2021, their number decreased by 3,428 compared to 2017. As for the number of active agricultural, forestry and fishing enterprises, their dynamics did not change clearly, in particular, during 2017–2018 inclusive, we recorded an increase of 389 units, but starting from 2019, their trend was already negative and in 2021 it was equal to a decrease quantity for 2362 units. compared to 2017 and – 2751 units. from 2018, respectively.

One of the factors in the decrease in the number of enterprises, including agricultural ones, both in Ukraine and in the world as a whole, was the COVID-19 pandemic. The main challenges in this period were: a general decrease in the purchasing power of the population; quarantine restrictions regarding the simultaneous stay of a certain number of workers in commercial premises; quarantine restrictions on the functioning of agricultural markets; complication of the logistics of agro-industrial complex products; lack of adequate support from the state; quarantine restrictions and the inability to fully carry out one's economic activities provoked an increase in the financial burden on enterprises (payment of taxes, utility bills, repayment of credit obligations, etc.); rising prices for raw materials, materials and basic types of products; a decrease in the profits of enterprises and, as a result, a reduction in jobs; etc. A significant number of enterprises that did not have sufficient financial reserves were forced to stop their economic activities, while other enterprises were forced to be in a constant struggle for the opportunity to "survive" and minimize the loss of their competitive advantages in the target markets.

The military aggression of the Russian Federation against Ukraine became even more destructive for Ukrainian enterprises of all sectors, the final consequences of which are still too early to summarize. However, the consequences that have already been officially recorded indicate that a large number of enterprises have lost, partially or completely, their capacities and resources due to armed aggression and the occupation of some territories of our country, some entrepreneurs are forced to move their businesses to

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

more or less safe regions of Ukraine. Special challenges faced agrarian business in the conditions of war, because those regions in which active hostilities are taking place are not able to fully carry out their economic activities, in particular, to carry out sowing and other agricultural work, the situation is a little better in those areas that have been liberated from the invaders, but also in active activities are prevented by landmines that remained as a result of the occupying actions of the invaders [38, c. 11]. Another, no less devastating consequence of the war for Ukrainian agricultural enterprises was the reduction, and in some cases, the indefinite suspension of the export of agricultural products, which led to an increase in the risk of a global food crisis. The situation with the import of products, raw materials, materials and components is no better, which in turn provokes the need to find analogues (not always of the proper quality and rational price) and, as a result, the increase in the final cost of the product.

Therefore, marketing activity is not the imposition and "pushing" of a product, but a scientifically developed concept of analysis and accounting of consumer (buyer) requirements, requirements of a specific market segment, development of a new product in accordance with the identified requirements. It is a system of organizing its sales, including promotion and advertising activities. It is also a system of product movement channels (intermediaries, wholesale and retail trade firms, branches, exchanges, etc.). sales in kind and monetary terms. However, depending on the specific situation in a specific company, the goals of marketing activities may be different. The content of marketing activities consists in finding a mutually beneficial compromise between the needs of potential consumers and the production capabilities (as well as key competencies) of the company, taking into account the possible actions of competitors. Traditionally, in marketing, it is believed that in marketing activities it is necessary to start from the needs of the market, but this is not always true [49].

Marketing activity can be aimed both at changing the goods and business processes of the enterprise to meet existing demand (increasing the final consumer value), and at creating, developing or changing market demand (needs of potential consumers). But since direct demand management, in contrast to direct management of products and business processes, is often technically impossible, as it involves manipulation of the

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

consciousness and motivation of end consumers, it is considered wiser to focus on the existing demand (needs) and adapt the company's offers to it. On the other hand, it is almost impossible to create an innovative and successful product for the industry, focusing on the existing market demand. At the same time, it is obvious that even the development of an innovative product must begin with an answer to the question: which consumers will buy it and why will they do it?

The marketing activity of agricultural enterprises can be conditionally divided into 4 areas:

- collection of marketing information about the external and internal environment of the enterprise, marketing research, competitive intelligence, etc.;
- analysis of marketing information and making marketing decisions (segmentation and selection of target segments, assessment of competitiveness, positioning, etc.);
- planning of marketing activities (development of a marketing strategy of a marketing plan);
- formation and implementation of the marketing complex.

These are not consecutive stages of marketing activity, as it seems at first glance, but rather complementary directions. For example, in the process of developing a marketing strategy or analyzing marketing information, it may be necessary to conduct additional research, and based on the results of marketing research, adjustments can be made directly to the elements of the marketing complex without reviewing the marketing strategy and marketing plan.

The marketing complex considers issues related to the product itself, its price and reasonable pricing, the geographic location of the product's production and sale, and a well-organized communication policy for product promotion. For agricultural producers working on the market of agricultural products, regardless of the form of ownership, the question of forming a price policy, finding the optimal distribution channels for products, and choosing an effective product promotion channel plays a key role. For effective and sustainable functioning, an agricultural enterprise must have a marketing toolkit designed to ensure its market orientation [43].

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

Let's consider each of the directions in more detail. Competition is only one of the forces in the environment where market entities operate. The general marketing environment consists of a micro-environment and a macro-environment.

The micro-environment (work environment) includes direct actors involved in the process of production, distribution and promotion of the market offer (the company itself, its suppliers, distributors, dealers and target consumers). The group of suppliers includes producers of raw materials and services, such as marketing research agencies, advertising agencies, web site developers, banks and insurance companies, transport and telecommunications companies, and the group of distributors and dealers – sales agents, brokers, organizers of presentations and all other market subjects that facilitate delivery of the final product to consumers [52].

The macro-environment consists of six components: demographic, economic, natural, technological, political-legal and socio-cultural environment. All of them contain forces that can have a great impact on the subjects operating in the working environment, so company managers pay close attention to the trends in the development of the macro environment and the changes occurring in it.

The following indicators are used to analyze the marketing environment of the enterprise and the market as a whole (table 1).

Table 1.

Indicators used for market analysis

Index	Characteristics
Quantitative indicators	Market capacity, market development dynamics, market share of firms, market potential, etc.
Qualitative indicators	Structure of needs, purchase motives, their dynamics, purchase process, needs stabilization, informatization.
Competitive environment	The volume of product sales by competing firms, the marketing strategies used, the possibility of financial support.
Buyer structure	Number of buyers, types of buyers, dynamics of the number of buyers, regional characteristics of buyers.
Industry structure	The number of sellers offering a similar product, the type of sellers, the level of organization of their production. capacity utilization, potential opportunities in competition.
Distribution structure	Geographical features, remoteness from large residential areas, features of the distribution network, transport load.

Source: generated by the authors

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

Marketing research is the collection, processing and analysis of data for the purpose of reducing the uncertainty accompanying marketing decision-making. Based on general scientific and analytical and prognostic methods, the market, competitors, consumers, prices, as well as the internal potential of enterprises are studied. Information support consists of office and external research, as well as from various sources of information. The specific result of marketing research is the development used in the selection and implementation of the strategy and tactics of the enterprise's marketing activity.

Market research is the most common direction in marketing research. It is conducted in order to obtain data on the market conditions for determining the enterprise's activities. As experts emphasize, without market research it is impossible to systematically collect, analyze and compare all the information necessary for making important decisions related to market selection, determination of sales volume, forecasting and planning of market activity.

The marketing research procedure consists of a set of sequential actions (stages):

1. development of the research concept (statement of the problem, definition of tasks and goals);
2. obtaining and analyzing empirical data (development of working tools, the process of obtaining data, their processing and analysis);
3. formation of main conclusions and design of research results [53].

The environment in which an agricultural enterprise operates is constantly changing, for example, over time, the profitable production of certain goods in the past loses its relevance and becomes unprofitable, while at the same time new opportunities for the production of highly profitable products appear. Therefore, the main task of the company's top management is to identify the available opportunities to ensure effective business activity in the future, which is reflected in the business development strategy.

When developing such a strategy, it is necessary to determine:

- what types of production activity should be developed in the future;
- what and when investments are needed and what exactly will need to be invested;

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

- what types of production activity should be reduced or stopped altogether;
- what new types of production activity should be developed;
- whether the enterprise should independently carry out production activities in the future or whether it is necessary to involve its strategic partners in this;
- how and with whom the distribution policy should be carried out in the future, etc.

The answers to these and a number of other questions should be substantiated in the company's development strategy, which covers various aspects of its activities in the future. It is especially important to identify and substantiate new opportunities for business development and to evaluate the proposed recommendations for the development of the firm by its various structural divisions.

In identifying new opportunities for the development of agrarian business, the marketing management service must play a decisive role and bear direct responsibility for lost opportunities to ensure effective business activity. The employees of this service are obliged to collect all the necessary information about the new opportunities of the enterprise and make reasonable recommendations to the top management regarding their practical implementation. The marketing management service should also act as an expert and consultant on existing business development proposals made by other structural divisions of the enterprise. Issues such as strategic partnership, joint efforts and establishment of control in the field of production and distribution of goods and others are directly related to marketing.

Entering the market, the seller can consider that his product is acceptable to all consumers. In this case, the seller is said to be implementing mass marketing. The seller may consider that the product is intended only for a certain group of consumers. Then establishing such groups of consumers is called market segmentation.

Market segmentation refers to the selection of certain groups of consumers who have the same or similar requests and needs for a given product. The specified groups of consumers form segments that are identified using the appropriate features. The main task of segmentation is to determine the target segments of the selected market.

The target segments of the market are those of them that the company has

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

decided to enter with the corresponding products. Each of these segments must be both identified and described in sufficient detail. The latter is necessary in order to develop appropriate marketing strategies.

Let's move on to the consideration of the next direction - planning. Planning involves the development of production and sales marketing programs based on the construction of market and economic forecasts, forecasts of the development of the scientific and technical process at the enterprise, which are based on the interaction of all strategic resources. Marketing programs reflect specific strategies and measures aimed at the implementation and realization of the company's intended goals. They attract entrepreneurs from the point of view of forming a new method of economic management, which reduces guarantees of product sales. Marketing programs are developed based on the results of comprehensive market research and analysis of own production and sales capabilities, which ultimately allows the enterprise to determine the most optimal and economically profitable target sales markets for its work. The marketing program represents a kind of peak (crown) of the work of the marketing service of the enterprise.

The development of strategic plans for the development of the enterprise on the basis of marketing research (planned programs) has the following advantages:

- allows timely coordination of the efforts of a large number of structural services, divisions and persons whose activities are connected in the production and sales cycle, both in time and in space; ensures clear interaction between performers in order to solve priority tasks of the enterprise in general;

- minimizes conflicts arising at the enterprise as a result of different approaches in understanding and interpreting the enterprise's goals;

- allows you to determine possible changes in the development of the market situation and the external environment of the enterprise and ensures the readiness of the team for the corresponding optimal reaction of the enterprise to these changes.

Marketing planning is a continuous, cyclical process. Marketing research and marketing programs are carried out and developed constantly, permanently. Only in this case can their efficiency, effectiveness, optimality and expediency be achieved.

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

The enterprise's marketing services develop strategic and tactical plans for the enterprise's production and sales activities, which include forecasts of the development of the market situation, its products, price policy, sales policy, including advertising measures, sales promotion, service or communication policy. Therefore, it is very important to create such services not only in large agricultural enterprises, such as agricultural holdings, but also in all other enterprises of the agrarian sphere, including farms.

In our opinion, precisely because of the adaptation of the main tools of the marketing complex from a theoretical basis to practical actions, the agrarian sphere may not only be able to increase the level of competitiveness of enterprises, but also generally improve the results of their production and economic activity in the long term [54].

Marketing strategy is the basis of the company's actions in the specific conditions of market development and its demand in order to realize the company's goals.

The main (global) directions (types) of the strategy of entrepreneurial, production and sales, scientific research, marketing, etc. activities of the enterprise are:

- the strategy of internationalization – forms the development of new domestic and foreign markets by expanding not only the export of goods, but also the export of capital, that is, when new enterprises are created abroad that produce goods locally (in former importing countries);

- diversification strategy – forms the mastery of the production of new goods, product markets and types of services, including not just the differentiation of product groups, but the spread of entrepreneurial activity to completely new and unrelated to the main types of enterprise activity;

- segmentation strategy – reflects the deepening of the degree of saturation with the offered goods and services of all groups of consumers, the choice of the maximum depth of market demand.

The model of marketing reflections, which is built on the basis of two main concepts of planning marketing activities, follows: when choosing a target market (within the industry or individual segments) and a strategic advantage (uniqueness of

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

the product or its price), the following main strategies of the enterprise can be distinguished:

- a strategy of concentrated, targeted marketing, in which the enterprise-manufacturer (seller) of the goods concentrates its efforts on one or several few market segments, develops marketing approaches, develops and produces goods to fully satisfy the needs of these groups of buyers (consumers);

- the strategy of mass, undifferentiated, standardized marketing or the strategy of advantage in terms of production costs, in which the company-manufacturer of goods (seller) addresses the entire market simultaneously with the same product, that is, engages in mass production and sale of the same product for all buyers simultaneously;

- the strategy of differentiated marketing by products, when the enterprise produces different types (models) of the same product, differing in consumer properties, quality, design, packaging, etc. and intended for different groups of consumers in the market, that is, for a large number (many) market segments [38].

Depending on the market share, there are three types of marketing strategy:

- an offensive, creative strategy or an entry strategy, which involves an active, aggressive position of the manufacturer over the market and aims to expand its share over the market;

- a retaining or defensive strategy, which provides for the preservation of the existing (conquered) share of the market by the company producing goods and the maintenance of positions on it;

- a withdrawal strategy, which involves the gradual curtailment of operations and the liquidation of business by type of product being produced.

Depending on the state of market demand, product marketing strategies have the following types:

- conversion marketing strategy – it is assumed in case of negative, negative demand for the product. This marketing strategy should turn negative demand into positive (positive) by developing and applying measures designed to change the negative attitude of the consumer (market) towards this product;

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

- a creative strategy that develops marketing – demand for the product is absent or potentially present, it must be developed and actually created;
- the strategy of stimulating marketing – the demand for the product is insignificant (low) and it should be revived, sharply increased;
- remarketing strategy – product demand tends to decrease, measures should be taken to revive and restore it;
- the strategy of synchromarketing or stabilizing marketing – the demand for the product is subject to sharp fluctuations in the market and measures designed to stabilize and level it should be taken;
- the strategy of supporting marketing – the demand for the product is at the optimal level for the company, and the task of the marketing strategy is to maintain this level with appropriate measures throughout the planned period;
- demarketing strategy – product demand is excessive, to a large extent (degree) covering supply. The task of marketing is to achieve its reduction, why, in particular, are used: increasing prices, reducing the level of service, etc.;
- the strategy of countervailing marketing – the demand for the product is irrational from a social, legal, health or other point of view, and marketing aims to eliminate such demand [48].

Marketing strategies may also differ in relation to the products produced by the company. Based on the task of optimizing the product range, the marketing service should consider and take into account the following areas of marketing strategy: differentiation, vertical integration, differentiation, narrow product specialization. At the same time, marketing strategies for the product may differ based on the task of optimizing the export assortment of goods:

- horizontal marketing strategy – the new product is a "continuation" and is serially produced; it is designed for a formed circle of consumers and its production is carried out without major changes in technology at the enterprise;
- conglomerate marketing strategy – the release of a new product is being organized, and therefore, the development and implementation of new technologies, development of new markets and new service points are required [38].

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

Depending on the market situation and the developed marketing strategy, strategic decisions regarding the improvement of all spheres of the enterprise are developed and substantiated. The marketing of the enterprise changes its strategy if the external factors regarding its activity have changed; prospects for taking measures that can significantly increase the company's profits have opened up; new advantages of the enterprise have changed or appeared (customer relations with the enterprise) or tendencies toward possible changes in this field have emerged; the tasks set in the strategy have already been solved and it is necessary to set new tasks and new solutions in the reorientation of the market, in the creation of new products and the application of new methods in the competition of the enterprise.

The marketing activity of agricultural enterprises is based on the analysis, forecast and implementation of business activities at the stages of production, storage, processing, transportation and distribution of agricultural products in order to maximize the profit of agricultural producers and satisfy consumer demand.

The main ways of improving the company's marketing activities can be divided into strategic and tactical. Strategic is a change in the management approach, and tactical is a redistribution of functions and a change in the structure of the marketing department. Making a strategic decision is based on a comprehensive analysis of the degree of the most significant goals.

The main tasks of tactical planning are:

- taking specific actions to achieve strategic goals;
- development of an operational plan with specification of responsibility, time and place of implementation of the operational plan;
- specific implementation of the operational plan.

The development of tactical action plans offers for each action (event) a review and justification for their implementation of the relevant resources and technical and economic characteristics, which, by means of ensuring the set goals, realize the maximum amount of profit with the minimum expenditure of resources.

The process of marketing management can be considered as a decision-making process in marketing. Marketing decisions are defined as actions to achieve marketing

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

goals. The implementation of marketing decisions consists in planning, organization, control, motivation of their implementation. In order to meet the needs of consumers, organizations must create products, set accurate prices for them, deliver products to the right places (that is, where there is a demand for them), spread information about the existence of this product using promotion methods.

To achieve the desired response from target consumers, manufacturing companies use a variety of means and tools, which form the marketing mix (marketing complex). Marketing mix is a set of marketing tools used by the company to solve marketing tasks in the target market, proposed by Jeremy McCarthy (Table 2). The marketing complex is a set of managed properties of marketing activity, manipulating which the management of the organization tries to best satisfy the needs of market segments.

Table 2.

Marketing-mix

Marketing element	Characteristic
Product	Product (development, prototype production, quality assurance)
Price	Price (determination of cost, pricing)
Place	Distribution (market research, distribution network, sales organization)
Promotion	Promotion (non-physical promotion of products on the market, advertising)
Personal	Personnel (work with personnel)

Source: generated by the authors according to [41]

The given structuring of the marketing complex fits into the "4R" concept: product, price, place, promotion.

Traditional integrated marketing based on the product (4P), with the development of the market, it has shifted to the buyer, then focuses on its values, and finally, marketing interaction comes first. It can take a variety of forms depending on the industry and the problems of companies – cooperation, feedback, digitalization [41, p. 290].

The effective operation of an agricultural enterprise depends on a synergistic combination of marketing tools, taking into account the characteristics of products, the

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

market, the behavior and needs of consumers, with a marketing management system. It is this combination that will make up his comprehensive marketing system.

The development of the marketing complex for each agricultural enterprise is carried out individually and has its own specific characteristics. The most important components of the marketing complex and the most effective, in our opinion, directions for the formation of each of them are listed in table 3 [43].

Table 3

Marketing complex of an agricultural enterprise

Goods	<p>The products that are presented for sale in the agricultural enterprise should be characterized by fairly high indicators of competitiveness due to the environmental friendliness of the products and their high quality.</p> <p>The main directions of product diversification:</p> <ul style="list-style-type: none"> - creation of new types of agricultural products; - cultivation and sale of ecologically safe agricultural products; – expansion of the assortment due to the inclusion of a product with various properties (strawberries, raspberries, etc.); – cultivation and sale of vegetable products of early varieties (in greenhouses)
Price	<p>The range of sold products should be distinguished by a fairly flexible pricing policy, which is aimed at buyers with different types of income (low, medium and high).</p> <p>The main directions of price diversification:</p> <ul style="list-style-type: none"> - ensuring quality conditions of product storage, with the aim of seasonal expansion of product sales; – due to sorting and finishing of own products (increase the price by 20-30%); – discounts (up to 10%) for a large batch of products; - discounts (by 10%) for self-export of a large batch of products; - discounts for additionally purchased lots of goods in large quantities (up to 5%).
Sales system	<p>The main directions of sales diversification:</p> <ul style="list-style-type: none"> - ensuring active sales of products from July to October through various distribution channels; - ensuring sales through the search for the most profitable distribution channels; - - provision of active direct sales to consumers in large batches (grain, vegetables); - provision of active indirect sales to wholesalers and other intermediaries in large batches at moderate prices.
Methods of promoting goods on the market	<p>For effective promotion, the enterprise should use, first of all, the Internet resource, use mass media, publications in specialized agribusiness magazines, take an active part in exhibitions and fairs.</p>

Source: generated by the authors according to [43]

Decisions about the activities of the marketing complex should be influenced by both distribution channels and end consumers. As a rule, a company can change

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

product prices, supply volumes, and advertising costs fairly quickly, but developing new products and transforming distribution channels take considerable time. Therefore, in the short term, a company is able to make far fewer changes to its marketing mix than might be expected based on the number of tools included in it. The function of the marketing mix is to create a set (mix) that would not only satisfy the needs of potential customers within the target markets, but also maximize the effectiveness of the organization. In the competition, companies that satisfy the needs of buyers, providing them with cost savings, convenience of purchasing goods and effective communications, win.

The specifics of agriculture require agricultural producers to constantly search for ways to sell their products on favorable terms for the economy. At the same time, it should be taken into account that among the variety of methods of stimulating the sale of products, it is necessary to choose the most effective under modern conditions. Marketing approaches to the selection of agricultural product distribution channels must meet the following requirements:

- distribution channels should be chosen in such a way that they fully provide access to certain market segments;
- it is necessary to ensure the flexibility of distribution;
- the use of one channel should not imply the possibility of distributing products to another;
- the possibility of weak links in the installed distribution chain must be excluded.

Opportunities to improve marketing channels by:

- strengthening of supporting organizational structures (for example, financial institutions, insurance agencies and rural transport companies);
- improvement of physical infrastructure (eg roads, electrification and communication services);
- the use of horizontal marketing systems based on cooperation between farmers [55].

It should be noted that it is impossible to ask questions about any marketing program at all, if the marketer does not have a product at his disposal that can be offered to the market (consumer). Moreover, this offer should represent a certain value for the

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

consumer. If there are at least two parties, each interested in exchanging with the other party, they must have some means to interact. The offered product must be available to the consumer interested in it, so the next function of the marketing mix must solve this task. The consumer always evaluates the product, both based on a set of its consumer qualities, but also in the sum of the costs associated with its acquisition. Here we are talking about the well-known marketing ratio "price-quality". Specialists more clearly define this relationship as "utility-quality": the consumer analyzes the utility of the product offered to him and the price acceptable to him for this utility. From this follows such a component of the marketing complex-price policy. Potential participants in the deal will never be able to learn about each other if there is no communication between them – accordingly, the last element of the marketing complex is the communication policy. The parties to the transaction must be sufficiently informed about the essence of the available offers, each of the parties must, using means of communication, convince the opposite party of the attractiveness of its own offer.

Thus, the main goals of the enterprise's marketing activities are the study of the following issues:

- study of the consumer and the motives of his market behavior;
- enterprise market analysis;
- analysis of sales channels;
- research of activities in the field of advertising;
- analysis of the volume of sales;
- competitor research;
- study of the manufactured product;
- determination of the most effective methods of product promotion.

The main task of the enterprise's marketing activity is to reflect and strengthen all trends in improving the production of goods and services to increase the efficiency of the company's work.

Additional tasks of the enterprise's marketing activity should include:

- studying the market of goods and services;

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

- observation of the competitive environment and determination of the firm's position on the market;
- development of recommendations for improving activities [54].

Agricultural marketing includes such components as production of agricultural products, agricultural machinery, fertilizers, means for chemical protection, fodder, etc. The marketing component includes all areas that ensure the movement of agricultural products from the producer to the final consumer, i.e. the process of collection, storage, processing and sale of products.

The peculiarities of the marketing activity of agricultural enterprises are determined, first of all, by the peculiarities of the markets of agricultural products and the peculiarities of the price policy, demand and supply for these products (Fig. 4).

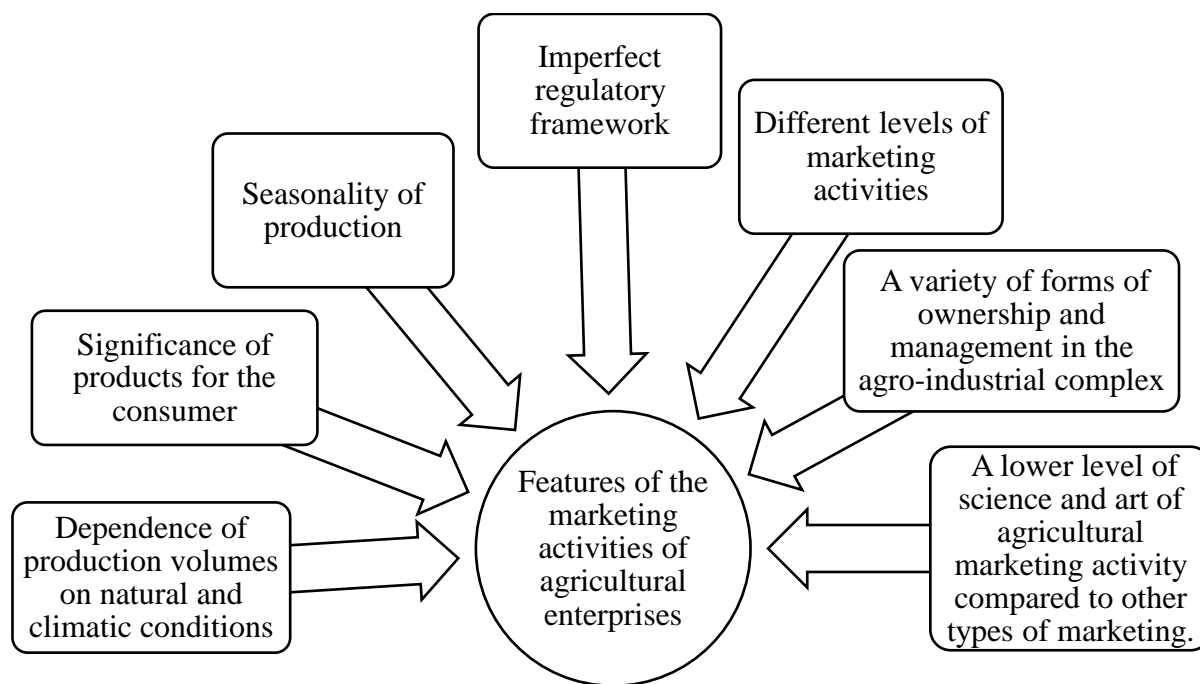


Fig. 4. Features of the marketing activities of agricultural enterprises

Source: generated by the authors

Consider those shown in fig. 4 features of marketing activity of agricultural enterprises in more detail.

The first feature shows a direct relationship between financial and economic results and natural and climatic conditions. The production of agricultural products depends on the fertility, quality and intensity of land use.

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

The main means of production is land. The work process and the production of products in agricultural enterprises are directly related to the land, its quality, fertility and nature of use. The elasticity of the supply of agricultural products is low, and the further increase of the cultivated area is impractical [56].

Rational use of land resources, application of ecological technologies allows obtaining agricultural products of the required quality and quantity. At the same time, there is also an inverse relationship - with irrational use of land, its fertility decreases and further degradation occurs. A similar relationship can be traced to the use of land resources in the field of animal husbandry. This relationship determines the quality, quantity and range of products.

The second feature of agricultural marketing is that agricultural products are of particular importance to the population and food security of the country in general. When satisfying the demand for agricultural products, the age, gender, national preferences, health status of the population, as well as their provision in sufficient quantity and quality are taken into account. If these are perishable goods, it is necessary to promptly organize the delivery of the goods, ensure safe packaging. Specialists or marketing services of agricultural enterprises deal with basic necessities. Therefore, they should satisfy their needs and requests in a timely manner and in the necessary quantity and assortment, taking into account the age, national traditions, and state of health of consumers. The product, as a rule, has a short shelf life, therefore speed of delivery, safe packaging, and service provision are necessary [57].

The third feature of agricultural marketing is related to the seasonality of agricultural production. Crop products are usually obtained 1–2 times a year, while the production process is calculated throughout the year. In this regard, marketers must respond to market conditions, flexibly respond to changing trends in population demand. The peculiarity of the marketing study of sales markets and the promotion of agricultural products is related to the seasonality of production and production.

Agricultural enterprises work under conditions of risk and uncertainty, since the results of production are strongly influenced by natural conditions. And, as a result, the final results largely depend not only on the quantity and quality of the used resources,

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

but also on the specific conditions in which production is carried out [58]. Therefore, the producer of agricultural products should foresee three models of his behavior in production and sales activities:

- the first model should determine the producer's actions in case of favorable weather conditions and the associated increase in the gross production of crop and livestock products;

- the second model should be built on the assumption of adverse weather conditions;

- the third model of the producer's actions should be based on the premise of possible natural disasters [59].

The seasonality of production and production determines the specifics of marketing support for the study of the sales market and product promotion. In connection with the fact that the consumer may be the last, there is an expediency of marketing activity on the processing of products directly by the producer in the economy [60].

The fourth feature of agricultural marketing is manifested in the existence of various forms of ownership and management in the agricultural sector. The variety of marketing technologies, market strategies, forms and methods of agricultural marketing is determined by the enterprise's affiliation to one or another form of business. Each form of business has its own characteristics of management, organization and functioning of the marketing system, which also determines the multifaceted nature of competition in agriculture.

The variety of organizational and economic forms, which determines the multifaceted nature of competition, which is governed only by consumer demand and its satisfaction. Hence the variety of strategies and tactics, the desire to improve the forms and methods of agricultural marketing, to adapt them to the needs and interests of consumers [61].

In many countries, the production of agricultural products is mainly carried out by farms, which, although they can be quite large enterprises, are, as a rule, unable to monopolize a separate sector. There are always many sellers on the market of

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

agricultural products, which hinders the ability of individual producers to influence the price. Thus, two main conditions of perfect competition are manifested in the agricultural sector: the presence of a large number of sellers on the market, each of whom does not have a sufficient number of product offers to influence the price; the ability of manufacturers to freely enter and leave the market.

The fifth feature of the agricultural marketing system is its extensive and multi-level nature, as it includes production, processing and sale of products. At the same time, the multi-level nature of the agricultural marketing system implies that the shortcomings and errors of one level lead to a decrease in the effectiveness of the marketing system in general.

In agriculture, the working period does not coincide with the production period: in this regard, marketers must be well aware of the dialectics of consumer demand, be able to predict the trend of its satisfaction, competition, market conditions, i.e. what depends on the effectiveness of marketing activities of agricultural enterprises [62].

Combination of specialization and diversification of production. For example, a commodity producer specializing in the production of grain products has the opportunity to grow livestock products (cattle, pigs). The production and sale of these types of products are based on fundamentally different approaches, but, on the other hand, with such a combination of production, the producer is largely insured against large losses, since in the event of a grain failure, he will receive additional profit from animal husbandry products, using purchased fodder.

The sixth feature of agricultural marketing is related to the imperfection of the legal framework of the country in the field of regulation of marketing activities, which negatively affects the development of agricultural marketing in general. Uncertainty, constant changes, amendments at the state level make it impossible to develop the marketing of agricultural enterprises.

The seventh feature of agricultural marketing is the lower level of science and art of agricultural marketing activity compared to other types of marketing. This is due, first of all, to the fact that producers are dealing with products of daily demand, and also in a scarce market, so managers of agricultural enterprises do not pay enough

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

attention to marketing, as a result of which they do not have experience in this activity. Until now, a comprehensive science of agricultural marketing has not been formed and, therefore, there are no scientifically based recommendations for its implementation.

Thus, it can be noted that the marketing of agricultural products is a complex system that requires constant regulation and management. There is a constant exchange of information and resources between an agricultural enterprise and its surrounding marketing environment. An enterprise can exist and develop only by harmoniously interacting with the surrounding marketing environment. He needs to adapt to changes in the external marketing environment, while not excluding the possibility of influencing it.

For the successful operation of the enterprise, it is necessary to manage many interdependent and interacting processes. The open system of the enterprise must interact with the environment and provide its resources to the environment for its survival. This system cannot be clearly delimited. It must constantly change, adapt to the environment. The enterprise in general is a system, that is, a set of interacting elements that receive some input data from the environment, transform them and release some output data to the environment. This interaction of elements means that people and units depend on each other and must work together. Usually, the "output" of one process is the "input" for the next one, that is, the advantage of the process approach to marketing management is a program for performing certain management procedures combined in several stages. The result of the process of performing certain management procedures of marketing activities is the development of marketing decisions.

The following measures are necessary to improve the efficiency of the enterprise as a whole and improve marketing activities:

- correct construction (improvement) of the organizational structure of marketing management;
- selection of marketing specialists (marketers) with the required high qualification;

PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

- creation of conditions for effective work of employees of the enterprise's marketing department;
- clear distribution of tasks, rights, duties and responsibilities in the marketing management system;
- organization of effective interaction of marketing services with other services of the enterprise.

Today's conditions require agrarian enterprises to direct their development to the future, with an orientation towards satisfying the needs of consumers by more effective means than competitors, because it is due to successful marketing that the necessary conditions for the sustainable development of an enterprise in the agrarian sector are created.

To ensure the stable development of agricultural enterprises in modern conditions, it is necessary to develop a strategic plan based on marketing research and taking into account all the peculiarities of marketing activities of agricultural enterprises.

The need to introduce marketing technologies into agricultural activity is conditioned by the current state of the country's economy. Marketing activity can be aimed at achieving certain results (increase in production, sales volumes, improvement of the enterprise management system, etc.) only under the condition of flexible response to market changes.

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