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## CONCEPTS OF MARKETING DEVELOPMENT IN THE MANAGEMENT SYSTEM OF AN AGRICULTURAL ENTERPRISE

### **Summary.**

Modern trends in economic theory consider marketing as a way or philosophy of life, discipline, as well as organizational function, full discipline and one of the main functions of enterprises. Researchers' views on the essence of marketing show that it is common to build marketing functionality based on factors such as «needs», «desires», «demand», «satisfaction» and «exchange process», in the implementation of processes that allow individuals or organizations to find what they need, and to meet needs and desires through the exchange process.

Business marketing developed as a philosophy of business and management (ie concerned, above all, business decisions, goals and business orientation). Instead, agricultural marketing developed as a study of the economic structure, the effectiveness of the agricultural marketing sector, the role of government intervention to improve the productivity of enterprises and increase the share of food production costs derived from agriculture.

Until recently, agricultural marketing in Ukraine was a much smaller field of research compared to business marketing. Agricultural marketing has evolved due to the growing importance of the food marketing sector, and therefore many of the problems faced by agricultural enterprises come from this sector. Thus, agricultural marketing has many external forms of manifestation. It can be considered as a link between food producers and consumers in terms of both physical distribution and economic communication, designed to facilitate the exchange of goods between businesses and consumers.

The article presents a schematic categorization of agricultural marketing. In this way, the problems and challenges facing the agri-food sector are illustrated, while influencing not only the industry level, but also identifying factors and considerations on a global scale. Thus, this is an area not only of agricultural marketing policy, but also of agribusiness and social marketing. In this case, agricultural marketing concerns not only the agricultural economy, but also takes into account the impact of food marketing and, in addition, serves the development of behavioral function.

The marketing of an agricultural enterprise has historically (epistemologically) developed from a production orientation to a consumer orientation with the provision of long-term relationships with it. At the same time, producers, public authorities, consumers, and intermediaries are involved in the marketing process. In response to changes in the external environment, market dynamics, etc., an agricultural enterprise can develop a marketing model that should ensure margins, productivity and competitiveness.

**Keywords:** marketing, marketing concept, market, management, product, price, distribution, promotion.

Modern economic information allows us to consider marketing as a way or philosophy of life, discipline, as well as organizational function, full discipline and one of the main functions of organizations.

The topic of the study of the peculiarities of modern marketing is widely covered in the works of foreign scientists, such as F. Kotler, R. Alexander, R. Hoskisson, L. Azzolini, E. Bruning, B. Schroeder, and others. Peculiarities of modern marketing in agriculture in the world have been studied by such scientists as M. Lundberg, R. Kolls, G. Shepherd, M. Mullenberg and others. A significant contribution to the development of the theory and practice of modern marketing in the national market was made by such scientists as E. Romat,

A. Fedorchenko, M. Oklander, E. Krykavsky, M. Malik, O. Yerankin and others.

It should be noted that since the 50's of the twentieth century, when marketing acquired the content of a separate systemic economic discipline, this field of knowledge has undergone radical refinements and changes. According to R. Hoskinson [1, p. 249 - 267], M. Lundberg [2, p. 145-153], etc., modern marketing is much broader and pragmatic. It can be argued that there is currently a certain ideological conflict at the organizational level between the classical postulates and what should be considered a post-industrial stage of marketing. At the same time, despite the advancement of knowledge and the promotion of modern marketing

philosophies by successful organizations and economically developed countries, traditional ideas about the principles of classical marketing remain quite common.

The situation described above has given rise to various definitions of marketing. Thus, the American Marketing Association (AMA) in 1960 officially defined [3] marketing as the performance of entrepreneurial activity that directs the flow of goods and services from producers to consumers. Instead, experts from Ohio State University (USA) have a broader definition [4], namely: marketing is a process in society in which the structure of expectations of economic goods and services is anticipated or expanded and satisfied through the concept, promotion and physical distribution of such goods. services).

Most often today, the above definitions are considered obsolete due to the emphasis on attention mainly to the physical distribution of goods [5, 6]. Definitions of marketing, which emphasize the profitability

of the organization, are also criticized. Thus, according to the 1983 definition of the Institute of Marketing in London [7], marketing includes identifying, anticipating and effectively meeting the needs and desires of the client with a profit for the company.

As you can see, the first concepts of marketing did not focus on meeting the needs or desires of consumers [8], but the focus on profit as a necessary goal or purpose of marketing is often not widely accepted; marketing itself is recognized as a business, commercial activity or function of the organization, which is used to achieve both profitable and non-profitable goals [9, p. 18]. Modern marketers and practitioners typically emphasize customer satisfaction, versatility, and the exchange process in their marketing definitions. However, in modern marketing theories should recognize the spread of different terminology depending on the context and many other factors - table. 1.

Table 1

**Features of the modern definition of marketing in the world**

| No | Definition of marketing   | Author                             | Notes                                  |
|----|---|------------------------------------|--|
| 1  | 2   | 3                                  | 4                                      |
| 1  | Human activities aimed at meeting the needs and desires of the exchange   | Kotler F.                          |  |
| 2  | Anticipation, management and satisfaction of requirements through the exchange process  | Evans J. R.<br>Berman B..          |  |
| 3  | Activities carried out by individuals or organizations for commercial and non-commercial purposes, aimed at satisfaction by exchanging consumer demand for products, services, people and ideas   | Menzer J.T.<br>Schumann D.V.       |  |
| 4  | Organizational function and set of processes for creating, communicating, and delivering value to customers, and for managing customer relationships in a way that benefits the organization and its stakeholders   | American Marketing Association     |  |
| 5  | Activities in the field of material production and (industrial) services aimed at meeting the needs (enterprises, institutions and organizations in raw materials, materials, components, equipment, services) based on the study of these needs  | Krykavsky E.V.                     | For industrial marketing               |
| 6  | A means of prolonging the longevity of commodity production by stimulating sales, a form of resolving its contradictions and shortcomings of irrational loss of resources, manifested in reduced profits, profitability, increasing stocks of finished products   | Oklander M.A.                      |  |
| 7  | The system of using (management) concept and practical tools (marketing) by subjects (public management activities), which is implemented by meeting the needs of society or its individual communities through the mechanisms of mutual exchange of certain actions and resources  | Romat E.V.                         | For marketing in public administration |
| 8  | A system that encompasses the processes (identification, establishment, support, expansion, and, if necessary, termination of relationships with employees and other internal) consumers (at all levels of the organization) to meet the needs of all parties involved, achieved through exchange (commitments and performing them)                             | Fedorchenko A.V.                   | For internal marketing                 |
| 9  | Identifying and meeting the needs of people through the metabolic process   | Olakunori O.K.,<br>Edjionuemu N.G. |  |
| 10 | Activities (aimed at finding new areas and ways to use the potential of the enterprise, development on this basis of new products and technologies and their) promotion in the market to meet the needs and demands of consumers more efficiently than competitors, way to obtain profits and provide conditions of long survival and development in the market | Ilyashenko S.M.                    | For marketing of innovations           |
| 11 | The social and managerial process is aimed at meeting the needs and desires of consumers by creating, offering, promoting, selling valuable goods and services in order to obtain and / or maximize profits   | Lutsyak V.V.                       |  |

Source: compiled by the author according to [3-9]

A look at the above definitions shows that it is common to build marketing functionality based on factors such as «needs», «desire», «demand», «satisfaction» and «exchange process», ie the implementation of processes that allow individuals or organizations to find what they need, and to meet needs and desires through the exchange process. This means that marketing is not just buying, selling or distributing goods and services already produced; marketing precedes production; marketing is directly involved in providing the relevant information needed to manage production, helps to offer the desired goods and services, etc. Thus, modern marketing involves the implementation of a wide range of different activities, directly from identifying the needs of people to their satisfaction with relevant goods and services; accordingly, all the staff of the organization should be involved in it, because it is a prerequisite and basis for the existence of the organization [10, p. 26 - 32].

Obviously, marketing is a universal phenomenon and process regardless of background conditions. Its principles, concepts and methods can be applied everywhere and in all organizations. Marketing is also dynamic because as a philosophy marketing is constantly evolving and improving to meet the needs and desires of the person who are also dynamic. The last definition of marketing by F. Kotler [5] is as follows: marketing is a social and managerial process by which individuals and groups get what they need and want, creating, offering and sharing valuable products with others.

At the same time, marketing should be understood as a socio-economic activity. It's about people and how they interact to identify and meet needs. Accordingly, consumers whose needs need to be identified and met are at the heart of marketing, while consumer needs can be properly identified and met when marketing takes place and is functionally realized.

According to S. Dibbs [11, p. 13 - 30] and others, at the level of a representative firm, those members of the management coalition who provide important resources will have more influence and control over the organization, because they are considered critical to the success of the organization as a whole. From this point of view, the manager responsible for marketing will play a crucial role in providing strategic information to senior management to meet the long-term needs of the customer coalition [12, p. 5 - 24]; accordingly, the marketing concept assumes that the key to profitability is not the current sales volume, but long-term customer satisfaction.

When realizing the main goal of business – creating a satisfied customer - any firm must perform two main functions: marketing and innovation [13, p. 55 - 56]. These aspects of the marketing concept indicate that the executive branch of the organization should prioritize the interests of customers. The organization's product must be adapted and changed in response to changing customer needs; while the nature of profit allows you to describe it as just a reward for creating satisfied customers [14, p. 2537 - 2551].

As you know, the marketing concept became popular in the world in the 1960s [15, p. 4 - 16]; at the same time there was a tendency that this concept became the

most widespread first of all at the big enterprises. At the same time, producers of consumer goods tended to accept and implement the concept of marketing to a greater extent than industrial [16, p. 16 - 40]. Significant differences in the scheme of reaction of enterprises to the concept of marketing were described in [17, p. 489 - 513]. Thus, S. Banerjee reported on the effects of the fact that many companies used the so-called «Attributes» of marketing, but did not realize its essence, which certainly limited the effectiveness of marketing operations.

This inconsistency in the implementation of the marketing concept not only led to undesirable results, but also caused some criticism about the adequacy of the concept itself. R. Bell and others. suggested that the operational interpretation of the business orientation of the entrepreneur is not consistent with the philosophical meaning of customer satisfaction [18, p. 733 - 762]. It turned out that the focus on the customer at that time was implemented mainly by contacting the customer with recommendations on what the company can sell to him for its own profit. This meant that knowledge of the client was simply a means of persuading or even manipulating the client.

The marketing concept has also been accused of reducing the competitiveness of American business. The implementation of this concept has led to the fact that American companies have reduced their investment in research and development, which had negative consequences. Thus, the concept of marketing diverted attention from the product and its production instead focusing on marketing research, advertising, sales and promotion, to the detriment of the value of the product [19, p. 548 - 573].

The emergence of the concept of corporate strategic planning has further limited the spread of the marketing concept. Thus, the main goals of strategic planning are to maintain the competitiveness of the enterprise and improve its internal efficiency, while in fact corporate goals were focused mainly on achieving profits, investments and increasing market share [20, p. 109 - 127].

G. Stratis and T. Powers believed that this concept considers market opportunities in terms of market growth and the ability of the company to dominate in selected market segments [21, p. 165 - 191]. Thus, the market was defined as a set of competitors, not customers, while the concept of strategic planning not only changes the focus of management on customers, but also eliminates the role of marketing in strategic decision-making. This belief is based on the classification of R. Rast [20, p. 109 - 127], where marketing strategy is an operational, not a strategic decision. According to R. Rast, strategic decisions involve the choice of product market mix of products offered and the markets in which the product should be sold. This author did not consider these decisions marketing, because he defined marketing as a broad activity related to the creation of product perception, advertising, sales promotion, sales, product distribution (including transportation and warehousing), contract management, sales analysis and, very importantly, product maintenance. This determined the traditional role of marketing – to create

demand for products. Thus, G. Stratis and T. Powers found that many qualified marketing managers moved to positions in strategic planning, because they failed to think creatively and provide proper incentives and management for R&D in product development. G. Stratis and T. Powers believed that these problems arose due to excessive pressure on marketers to ensure short-term sales and financial results [21, p. 165 - 191].

E. Bruning also noted [22, p. 163 - 187] lack of strategic orientation of marketing in the early 80's of the twentieth century. He argued that marketing has a rich basis for the formation of hypotheses about strategic situations and a growing number of methods for studying these hypotheses. Most of the research involved special problem-oriented research with little attempt to integrate and expand the connection with other situations. E. Bruning also argued that many marketers were aware of solving problems with a brand or product, but not in the sense of theory.

Supporting this position, N. Percy and N. Rich argued [84, p. 145 - 161], that ideological dominance was mainly associated with the development of marketing programs and did not focus on the mission of the enterprise, nor on gaining competitive or consumer advantage. Accordingly, these researchers identified seven limitations within the discipline of marketing, namely: brand consolidation for business unit analysis, interdisciplinary marketing isolation, inability to explore synergies in marketing program development, short-term marketing perspective, lack of tough competitive analysis, international orientation, and strategic boundaries. Similar concern was also expressed by N. Percy, who claimed [23, p. 6 - 28], that marketers are too slow to address some important issues and tend to adhere too long to the outdated characteristics of strategic processes.

However, changes in the environment in the 1980s affected the implementation of the concept of corporate strategic planning. Relevant changes were dictated by the fact that the business environment began to be characterized by an unprecedented level of diversity, richness of information / knowledge, as well as its turbulence [24, p. 38 - 48]. The main reason for these changes in the environment was the rapid spread of technology. Manufacturing companies need to modify their production systems and models with new technologies. In some cases, new technologies have shortened the life cycle of the market, and technological development has transformed the world into a market without borders, ie created global competition. Finally, the new information technology made consumers more informed, more aware and complicated their behavior in the selection process [25, p. 57 - 71].

It can be assumed that the concept of strategic planning could not cope with changes in the environment. Adoption of this concept made enterprises large, bureaucratic and hierarchical organizations that were not able to change quickly. To cope with changes in the environment, many companies have developed new organizational forms. These new organizations emphasized partnership, various forms of ownership and partnership within the organization, teamwork among the

members of the organization, and often paid less attention to the formalization of management reporting, evaluation and control. In addition to providing flexibility and accelerating response to change, the purpose of new forms of organization was to create long-term strategic alliances and build long-term relationships with customers [26, p. 315 - 322].

In addition, the awareness of the importance of product quality in determining profitability was another factor that led to a critical assessment of the concept of corporate strategic planning. It was found that higher prices due to higher product quality did not constrain market penetration. Thus, quality has a positive effect on return on investment indirectly through its impact on market share [27, p. 46 - 60]. This discovery not only led to a rethinking of Profit Impact of Marketing Strategy (PIMS) data, which emerged as a model of quality assurance strategy, but also led to the emergence of comprehensive quality management (Total Quality Management – TQM), which became a concept and tool. to guide all employees to constantly improve the product in the eyes of customers [24, p. 38 - 48].

Hence, it can be argued that radical changes in the business environment and the discovery of the strategic role of quality have led to the reopening of the marketing concept. As noted in [26, p. 315 - 322], many powerful companies such as General Electric, GTE, 3 M, Hewlett-Packard, Ford and others. rebuilt their marketing departments. Thus, in the works of I. Harris and T. Ruffley was confirmed the importance of customer satisfaction and the corresponding marketing concept [28, p. 587 - 603]. It has been argued that marketing is not a function but a way of doing business. At the same time, K. Moller proposed [29, p. 439 - 450] redefining the role of marketing in this new business environment, because it was argued that marketing operates at three different levels of strategy: corporate, business level or strategic business unit (SBU) and functional or operational. Accordingly, three aspects of marketing were identified - marketing as a culture, as a strategy and as a tactic; each marketing aspect is inherent in each strategic level, but the weight given to individual aspects of marketing changes with the level of strategy and hierarchy of the organization.

Percy N. was considered [23, p. 6 - 28] the future role of marketing from another point of view. Thus, it was argued that in the future, marketing will become a functional framework, unless there are significant changes in the organizational structure, where marketing will become a leading function. At the same time, it was predicted that marketing could be a subordinate function if the organization successfully implements a hybrid structure with a strong focus on the process. In this situation, marketing is likely to play a subordinate role in sales support activities or as a participant in the core teams of the process. However, if the organization successfully uses a hybrid structure and maintains a strong marketing orientation, then marketing performs a central management function.

As emphasized by Harris and Ruffley [28, p. 587 - 603], in today's complex business environment, marketing workers must be critical and creative in performing their functions, must be integrators, both internally,

synthesizing technological opportunities with market needs, and externally, by attracting the client to the company as a participant in development and adaptation of goods and services. This is a fundamental change in the role and purpose of marketing: from customer manipulation to genuine customer engagement; from sales to communication and knowledge exchange; from the last in the functional line to the corporate leader. From here, marketers need to increase their ability to promote their important role. They must not only maximize the satisfaction of their customers, but also ensure better profitability. Evidence suggests that as marketers increase their knowledge and skills related to product, service delivery, and financial responsibility, marketing becomes the best function of managing the relationship between an organization and its customers. Instead, the main barrier to the implementation of the marketing concept is the rejection of the concept by top management, as well as a bad image, complacency, poor integration and lack of a reliable knowledge base of marketers themselves [30, p. 857 - 881].

We can conclude that business marketing developed as a philosophy of business and management (ie, concerned primarily business decisions, goals and business orientation). Instead, agricultural marketing developed as a study of the economic structure, the effectiveness of the agricultural marketing sector, the role of government intervention to improve enterprise productivity and increase the share of food production costs derived from agriculture [31, p. 171 - 224].

Agricultural marketing in Ukraine has largely gained momentum for development in the first years of the XXI century. after the formation of a market economy, recovery in general to the pre-reform level of the industry, achievements in resource conservation and growth of output per unit of labor, land and material resources [32, p. 53 - 63]. The problem of low prices for agricultural products was considered to be inefficient in the distribution of agricultural products from the enterprise to the consumer. It was believed that the decision was in the hands of the government, not the farmers themselves. At the same time, according to the conclusion of the Accounting Chamber of Ukraine in 2018, the Ministry of Agrarian Policy and Food of Ukraine did not properly provide effective state support to the industry, which limited its development [33]; we will add a conclusion about the relevance of this statement in all other years of this period. The proposals of the Accounting Chamber are to stimulate the production of agricultural products and improve the quality of customs clearance during its movement.

Agricultural economists in Ukraine have traditionally believed that marketing is a process that takes place after a product leaves the gates of the farm or after a change in ownership. This typical definition was proposed by G. Shepherd and G. Futrell, who noted [34] that physically, agricultural marketing begins when the goods are unloaded at the gates of the farm and ends when the goods reach the consumer. Hence, the objects of agricultural marketing are material - such as transport and packaging departments, as well as technological developments in the field of storage and

packaging. E. Krykavsky noted [35] that both marketing and logistics have a common theoretical and applied basis, but the lack of joint decision-making mechanisms for supply, production, distribution, and total costs, and customer service reduces their impact on value formation. and ensuring sustainable (balanced) development of the enterprise.

The context that follows from this review limits the marketing activities of agricultural enterprises by selling tactics for already produced goods, and therefore, production planning is excluded from the marketing process.

Since the 1950s, theories of general marketing (ie, based on a marketing concept) and agricultural marketing (ie, based on regulatory policy) have been considered as different branches of marketing. However, over the last twenty years, various economists have substantiated the possibility of implementing (partly obviously) marketing management to the agrarian theory of marketing; it was suggested that better coordination within the general theory of marketing and agricultural marketing has advantages [36, p. 301 - 315].

Until recently, agricultural marketing in Ukraine was a much smaller field of research compared to business marketing. The most complete works identifying similar topics in recent times include: Soroka L. (Internal and external marketing systems and institutions in agriculture), Myazina N.B. (Global marketing of agro-industrial products), Yerankin O.O. Marketing in the agro-industrial complex of Ukraine in the conditions of globalization), Lomovskykh L.O. (Organizational and economic mechanism of marketing management of subjects of agrarian entrepreneurship: theory, methodology, practice), Shtuchka T.V. (Mechanisms of development of marketing activity of enterprises of agro-food sector) etc.

Thus, O. Yerankin outlined [37, p. 131 - 140] the fact that the penetration of marketing philosophy into the agricultural economy of Ukraine is in some way "frozen", and most agricultural enterprises are in the early stages of the evolution of the concept of marketing. The reasons for this are defined as follows: the traditional role of the state in a centralized economy; mentality and level of qualification of managerial staff; features of the competitive environment; shortage of certain types of products; unformed (at least until 2000) system of effective (private) owners and, accordingly, lack of interest in the end result; deliberate inhibition of market reforms in the agro-industrial complex; dependence of producers on state aid - cost psychology. In particular, it is said that increasing society's requirements for environmental friendliness will force Ukrainian agricultural enterprises to constantly change production standards for energy and resource conservation in accordance with environmental standards and so on.

G. Breimier identified three characteristic approaches to marketing in agriculture [38, p. 115 - 165]. The first approach reflects a simplified and common notion: marketing is everything that happens after the product leaves the gates of the agricultural enterprise, ie production takes place in the enterprise, and marketing covers everything that happens between the enterprise and the consumer. However, the second and third



approaches show that the first approach is unacceptable in today's business environment. Thus, the second approach focuses on the coordinating role of marketing, ie marketing takes place where the transformation of the individual, and therefore marketing should be considered as a coordinator of economic activity. The most important role in coordinating these actions is played by price, which may explain the considerable attention to the analysis of prices and the effectiveness of marketing activities. The third approach considers marketing as a form of market development. With this approach, the focus is on growing demand and shaping the purchasing power of consumers through differentiation and product promotion. This approach, in our opinion, is closest to business marketing, as it focuses on consumption and consumer behavior and aims to eliminate the demarcation between production and sales. This, in turn, involves interaction between members of the supply chain, which becomes a new factor of efficiency.

D. Bateman was considered [31, p. 171 - 224] in the field of agricultural marketing and describes in detail the role played by alternative marketing structures (marketing of social agricultural policy, agricultural policy and agribusiness marketing) in agricultural marketing research. It was argued that agricultural marketing theory focuses on macroeconomic issues and government policy on the distribution and processing of agricultural products and the activities of enterprises in the industry. D. Bateman concluded that, although agricultural marketing is traditionally seen as a subject of policy, the study of objects and tasks faced by business and which are central to the theory of business marketing, should be integrated into agricultural marketing. Therefore, it was argued that the subject area can also be considered as an aspect of business and as an aspect of social marketing.

According to M. Mulenberg [36, p. 301 - 315], the theory of agricultural marketing did not take the approach of marketing management to the theory of business marketing and considered the competitive strategy in a different way than it was done in the scientific literature on business marketing. According to B. Richardson [39, p. 89 - 102], the approach to marketing management (which he called the concept of agribusiness), was perceived very poorly and did not have a significant analytical or research basis. However, some of the marketing theory of agriculture is moving towards the use of a marketing management approach. At the same time M. Müllenberg noted [36, p. 301 - 315], that a number of studies have partially taken into account the approach of marketing management, but mainly focused on the behavior of large agricultural enterprises, rather than individual farms.

K. Ritson claimed [40, p. 11 - 35] that the theory of marketing of an agricultural enterprise should focus on public policy, because in European agriculture the elements of the marketing complex, which are usually carried out by individual enterprises, are controlled by the government. He singled out four features of agriculture that led to the separate and individual nature of the subject from the standpoint of marketing:

1) the structure of agriculture – too many small businesses provide markets for agricultural products. Agriculture is characterized by the fact that the structure of production is not related to the market in the sense that agriculture is a function of land use, separate from the need to be close to the customer. However, it can be argued that agriculture is not unique in this respect.

2) agricultural products are perceived as undifferentiated and homogeneous, ie in most cases these products of one enterprise are the same as in others (for example, beef – beef, and grain – grain). However, product differentiation is an important part of the marketing process, and is growing due to increased industry change.

3) the distance of the agricultural enterprise from the final consumer. The added value of these products more than doubles between the company and the end user. The marketing process is controlled by the enterprises in the supply chain.

4) government intervention can be interpreted as manipulation of elements of the marketing complex and has a decisive impact on agricultural production.

The first two features suggest that the effective use of the marketing concept has little to do with agricultural enterprises due to the lack of differentiation. However, marketing advantages are created through the effective use of marketing channels, covered by the general principles of marketing and distribution theory (quality control, regional branding, packaging, producer groups, etc.). This conceptual approach is becoming increasingly important, given the changing nature of the food industry and increasing vertical coordination in the field of agricultural marketing [41, p. 60 - 71].

As claimed by K. Ritson [40, p. 11 - 35], agricultural marketing has developed due to the growing importance of the food marketing sector, and therefore many of the problems faced by agricultural enterprises come from this sector. Taking into account the above factors, K. Ritson classified the subject of agricultural marketing (Table 2) in accordance with the essence of the traditional subjects of agricultural marketing and the general theory of business marketing, while demonstrating their conceptual convergence.

Classification of subject areas of agricultural marketing

| Level       | Positive   | Normative  |
|-------------|--|--|
| Micro level | Consumer behavior Behavior of food. Study of marketing behavior of enterprises in the agri-food sector.                  | Application of marketing principles in the food marketing sector. Marketing of agricultural enterprises (including cooperative marketing). Government marketing initiatives.                 |
| Macro level | Behavior of agricultural and food markets, marketing margin analysis, price analysis, the impact of agricultural policy. | Application of the structure / behavior / efficiency approach in the agri-food sector. Aspects of agricultural policy in the interests of society. «Green Marketing». Food producers policy. |

Source: generalized by the author for [40, p. 11 - 35]

Thus, agricultural marketing has many external forms of manifestation. It can be considered a link between food producers and consumers in terms of both physical distribution and economic communication, designed to facilitate the exchange of goods between enterprises and consumers [42, p. 171 - 224]. L. Polopolus noted that there are many arguments in favor of the fact that the marketing of agricultural products is not an isolated but a holistic process [43, p. 803 - 810].

R. Coles and J. Uhl proposed [44] a definition that reveals the content of marketing in agriculture, namely: the implementation of all types of business activities related to the flow of food and services from primary agricultural production to the final consumer. This suggests that different groups are involved in the marketing process (ie producers, livestock and crop markets, slaughterhouses, elevators and retailers), which should consider the marketing function as a progression around the marketing channel. However, channel conflicts can occur here, as each group may have different goals and objectives. For example, consumers will be interested in buying quality products at the lowest prices, and producers will be interested in maximizing profitability. This may mean that there is an interdependence in the food production process between agricultural enterprises, marketing intermediaries, processors, retailers and, ultimately, consumers. This interdependence creates conflicts of interest that require constant solutions and give marketing a dynamic character.

Fig. 1 illustrates a schematic categorization of agricultural marketing. This illustrates the problems and challenges facing the agri-food sector, while influencing not only the industry level, but also determine the factors and considerations on a global scale [45, p. 175 - 187]. Thus, this is an area not only of agricultural marketing policy, but also of agribusiness and social marketing. In this case, agricultural marketing concerns not only the agricultural economy, but also takes into account the impact of food marketing and, in addition, serves the development of behavioral function.

Thus, it can be argued that the marketing of an agricultural enterprise has historically (epistemologically) evolved from a production orientation to a consumer orientation with a long-term relationship with him. At the same time, for a representative agricultural enterprise, the traditional elements of the marketing complex remain important, taking into account the peculiarities of products and production, namely: goods – product design; production of goods with high added value; production of basic products; processing of residues and waste; price – setting the price within the product range; place – analysis and selection of markets, supply, storage; promotion – advertising, personal selling, public relations, sales promotion, direct marketing [46, p. 45 - 54]. At the same time, producers, public authorities, consumers, and intermediaries are involved in the marketing process. In response to changes in the external environment, market dynamics, etc., an agricultural enterprise can develop a marketing model that should ensure margins, productivity and competitiveness.

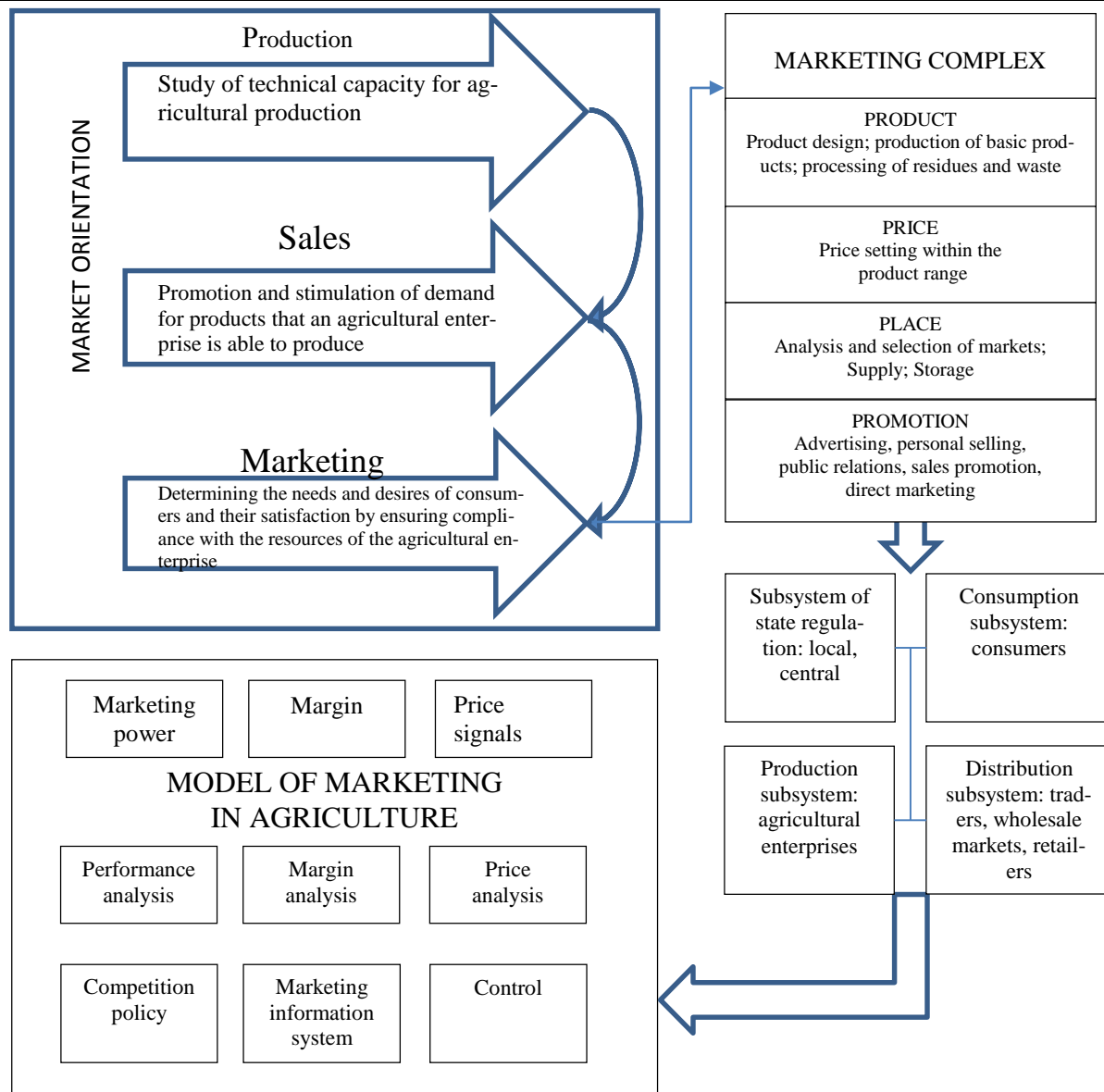


Fig. 1. Categorization of agricultural enterprise marketing

Source: developed by the authors

The term marketing covers the factors that determine the progress of successful enterprises producing value-added products [47, p. 47 - 58; 134]. At the same time, the development of an algorithm for forming a marketing model and evaluating its effectiveness at the level of a representative agricultural enterprise remains a relevant theoretical and applied issue.

According to the U.S. Department of Agriculture (USDA), based on a summary of the Federal State Marketing Improvement Program (FSMIP) of actual farm appraisals, the Tennessee University Center for Agricultural Profitability identifies specific marketing concepts for agriculture enterprises - producers of value added products [48]. The experience of successful agricultural enterprises, generalized by the USDA, is a holistic approach to the use of marketing tools (marketing complex) by agricultural enterprises in the following separate sections: marketing concept of value added in agriculture [49, p. 327]; niche market and alternative marketing; marketing research, market analysis and market development [50, p. 191-194]; price forecast

and sales volume estimation [51, p. 5 - 10.]; real competition; product perception and packaging; development of a marketing plan.

In turn, the joint USDA and CPA project justified the importance of proper: market research; definition of marketing and financial goals and objectives; formation of marketing strategies; formation of a marketing complex / marketing tactics; marketing budget calculation; monitoring and evaluation of market response; drawing up a checklist of the marketing plan. This scientific development reveals important marketing issues of forming a market model of the enterprise in terms of forming a marketing complex, which have a special impact on agricultural operations for the production of value added products and specifically relate to marketing from the point of view of agricultural enterprises.

Globalization and the development of international markets, as well as growing middle- and high-income classes in many developing countries, enable producers to operate in new national and international markets. This means that producers must exercise bet-

ter control over production, trade and distribution to ensure the appropriate level of quality and added value of their products. Moreover, manufacturers must adapt to strict standards of quality and safety in new markets [52, p. 211 - 218].

At the same time, important barriers for agricultural producers in forming their own marketing model are the lack of a favorable environment that can provide institutional and infrastructural support, the availability of resources, productive and effective coordination in creating added value. In particular, small producers are at a disadvantage because they do not have enough capital to invest, use traditional technologies, depend on the labor force of family members and do not have contact with international market participants. The scientific literature describes many cases of small farmers looking for new forms of cooperation to improve their position in the value chain. This necessitates the study of value chain theory in the formation of a marketing model in agriculture as a way to justify the interaction of enterprises.

Conclusions. Marketing – as a methodological philosophy of business - has undergone a conceptual evolution from production orientation to consumer orientation with the provision of long-term relationships with him. At the same time, for a representative agricultural enterprise, the traditional elements of the marketing complex remain important, taking into account the peculiarities of products and production, namely: product design; production of goods with high added value; production of basic products; processing of residues and waste; setting the price within the product range; analysis and selection of markets, supply, storage; advertising, personal selling, public relations, sales promotion, direct marketing. At the same time, producers, public authorities, consumers, and intermediaries are involved in the marketing process. At the same time, in response to changes in the external environment, market dynamics, etc., the efficiency of a typical agricultural enterprise will be determined by the ability to form and implement a marketing model that should maximize margin, productivity and competitiveness.

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