



International Science Group
ISG-KONF.COM



MARKETING RESEARCH OF AGRICULTURAL ENTERPRISES: THEORETICAL AND PRACTICAL ASPECTS

Monograph

ISBN 979-8-88680-819-3

DOI 10.46299/979-8-88680-819-3

BOSTON(USA)-2022

**Mazur K., Babyna O., Babyn I., Germaniuk N., Harbar Z.,
Harbar V., Hontaruk Y., Bondarenko V., Krasnyak O., Kubai O.,
Kvaterniuk A., Lohosha R.**

**MARKETING RESEARCH OF AGRICULTURAL ENTERPRISES:
THEORETICAL AND PRACTICAL ASPECTS**

Monograph

2022

UDC 338.43

Author's:

Mazur K., Babyna O., Babyn I., Germaniuk N., Harbar Z., Harbar V., Hontaruk Y.,
Bondarenko V., Krasnyak O., Kubai O., Kvaterniuk A., Lohosha R.

Editor:

Mazur Kateryna – Head of the Department of Agricultural Management and Marketing, Vinnytsia National Agrarian University.

Mazur K., Babyna O., Babyn I., Germaniuk N., Harbar Z., Harbar V., Hontaruk Y.,
Bondarenko V., Krasnyak O., Kubai O., Kvaterniuk A., Lohosha R. Marketing
research of agricultural enterprises: theoretical and practical aspects. Monograph. –
Primedia eLaunch, Boston, USA, 2022. – 336 p.

Library of Congress Cataloging-in-Publication Data

ISBN – 979-8-88680-819-3

DOI – 10.46299/979-8-88680-819-3

All rights reserved. Printed in the United States of America. No part of this publication may be reproduced, distributed, or transmitted, in any form or by any means, or stored in a data base or retrieval system, without the prior written permission of the publisher. The content and reliability of the articles are the responsibility of the authors. When using and borrowing materials reference to the publication is required.

The collection of scientific articles published is the scientific and practical publication, which contains scientific articles of students, graduate students, Candidates and Doctors of Sciences, research workers and practitioners from Europe and Ukraine. The articles contain the study, reflecting the processes and changes in the structure of modern science.

UDC 338.43

ISBN – 979-8-88680-819-3

© Mazur K., Babyna O., Babyn I.,
Germaniuk N., Harbar Z., Harbar V.,
Hontaruk Y., Bondarenko V., Krasnyak O.,
Kubai O., Kvaterniuk A., Lohosha R.

TABLE OF CONTENTS

1.	<p>Mazur K.¹</p> <p>ORGANIZATION OF THE SYSTEM OF MARKETING MANAGEMENT OF AGRICULTURAL ENTERPRISES</p> <p>¹ Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	7
2.	<p>Babyna O.¹</p> <p>MANAGEMENT OF MARKETING ACTIVITIES OF AGRICULTURAL ENTERPRISES</p> <p>¹ Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Vinnytsia, Ukraine</p>	40
3.	<p>Babyna O.¹, Babyn I.²</p> <p>ORGANIZATION OF MARKETING ACTIVITIES AT MILK-PROCESSING ENTERPRISES OF UKRAINE</p> <p>¹ Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Vinnytsia, Ukraine</p> <p>² Department of machinery and equipment for agricultural production of Vinnytsia National Agrarian University, Vinnytsia, Ukraine</p>	72
4.	<p>Germaniuk N.¹</p> <p>ORGANIZATION'S PERSONNEL MARKETING MANAGEMENT</p> <p>¹ Department of Agrarian Management and Marketing Vinnytsia National Agrarian University</p>	108
5.	<p>Harbar Z.¹, Harbar V.²</p> <p>MANAGEMENT OF MARKETING ACTIVITIES OF AGRICULTURAL ENTERPRISES</p> <p>¹ Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University, Ukraine, Vinnytsia</p> <p>² Department of Economics and International Relations of Vinnytsia Trade and Economic Institute STEU</p>	142
6.	<p>Hontaruk Y.¹, Bondarenko V.²</p> <p>FORMATION OF MARKETING MODELS OF AGRICULTURAL ENTERPRISES FOCUSED ON THE PRODUCTION OF BIOFUELS</p> <p>¹ Department of Agrarian Management and Marketing Vinnytsia National Agrarian University</p> <p>² Department of Marketing Vinnytsia Trade and Economic Institute State University of Trade and Economics</p>	185

10.46299/979-8-88680-819-3.5

5. Management of marketing activities of agricultural enterprises

The agricultural market functions as an interconnected, integrated system, and in order to create an effective market mechanism, an adequate concept of market relations is needed. Such a concept is marketing, which focuses the activities of economic entities on the balanced development and formation of a stable competitive position. Marketing is the most important element of the market mechanism of management, aimed at meeting the needs, and its application means a systematic approach to management with a clear goal and a detailed set of measures.

The dynamic development of the agricultural market is forcing agricultural enterprises to switch more actively to marketing, increasingly perceiving it as the most important system and tool that allows to maintain production efficiency in changing market conditions.

In recent years, economics has intensified research on the problems of marketing management of agricultural enterprises. Such economists as L. Balabanova [91], T. Balanovska [92], N. Butenko [94], O. Vartanova [113], S. Garkavenko [96], D. Kobets [98], V. Lagodienko [99], R. Logosha [100], O. Polova [100], N. Pravdyuk [105], S. Savina [106], Yu. Stavskaya [110], I. Tereshchenko [111], G. Kholodny [97], T. Shtuchka [107], L. Shulga [108] and others devoted their works to the study of marketing management issues.

The company's marketing activities are aimed primarily at sufficiently reasoned, based on market needs, to set current and long-term goals, determine product quality and range, and secondly, to establish the best structure of production and expected profits.

Marketing activities should provide: reliable, reliable and timely information about the market, the structure and dynamics of specific demand, tastes and preferences of customers, information about the external conditions of the enterprise; creation of such a product or set of products (range) that more fully meets the requirements of the market than the products of competitors; the necessary impact on the consumer, on

demand, on the market, which provides the maximum possible control over the sphere of sales [97].

Marketing activity is the activity of the enterprise, which is aimed at the effective implementation of scientific and technical, production and marketing activities of the enterprise, taking into account the objective conditions of market development, needs and requirements of consumers in competition [91].

The process of planning the production and marketing and all marketing activities are based on the following key concepts: demand, desire, demand, product, exchange, agreement, market, as well as the interaction and relationship of goals, objectives, principles and functions of marketing.

In general, the goals of marketing activities are: achieving market results: increasing market share, developing new markets, weakening the market position of competitors, achieving the highest possible level of consumption, etc. (market goals); achieving marketing results: forming a favorable image of the company, achieving high customer satisfaction, increasing the profitability of marketing activities, etc; improving structural and managerial activities: giving the organizational structure more flexibility and adaptability, focus on achieving new, more complex strategic goals, etc; control, monitoring of production and marketing and management activities of the enterprise: audit and control of current, strategic, financial activities, etc [94].

Principles of marketing activities: consumer orientation, needs and requirements that provide for the market not goods and services, and means of solving consumer problems; flexibility in achieving the set goal by adapting to the requirements of the market with a simultaneous targeted impact on it; an integrated approach to the development of marketing plans, which involves the use of not individual marketing activities, and marketing complex, a combination of individual elements which allows you to achieve certain goals; focus on the long-term prospects of the enterprise; compliance with interaction and intersectoral coordination of plans in order to balance supply and demand; concentration of efforts and achievements of the final result of production and export activities of the firm; optimal use of centralized and decentralized principles in management, constant search and sale of reserves, and

increase the efficiency of production and marketing activities by involving all employees of firms in creative work; scientific approach to solving marketing problems, systematic analysis, use of program-target management method, marketing research, as well as feedback, etc [96].

Functions of marketing activities – a set of tasks to be solved in the process of marketing activities: comprehensive market study (analysis of the situation, capacity, dynamics, structure, competitors, market conditions, market position) and identify trends in its development; analysis of production and economic and sales capabilities of the enterprise; development of strategy and tactics of marketing activity (definition of methods and choice of means for achievement of the planned purposes at separate stages and directions of activity); development and implementation of product policy; development and implementation of pricing policy; development and implementation of sales policy; development and implementation of communication policy; monitoring (control).

Each of these functions is important, but only if they are interconnected and targeted, they provide a basis for the implementation of ideas and principles of marketing in the enterprise. The starting point in the formation of the system of marketing activities at the enterprise is to help strengthen its external positions. Therefore, the main purpose of the marketing system – to cover the needs of the market with the provision of benefits (profits) for the company. The use of marketing functions at the enterprise is impossible without the subjects of marketing activities, whose task is to ensure the sale of goods and maximum profits of the enterprise [99].

The main subjects of marketing activities are: suppliers, contractors; intermediaries, partners; contact audiences; market participants, competitors; end users.

Marketing activities, as a rule, include a number of successive stages: market research, choosing the goals of marketing activities, developing strategies and tactics of marketing activities and ensuring their control.

Characterizing marketing activities, we can note the following trends in its development:

1. If unsaturated markets are characterized by «product-oriented» marketing activities, then modern marketing activities are «consumer-oriented marketing activities», and the most advanced companies are able to carry out «mixed marketing activities» focused on both product and per consumer [108].

2. Modern marketing activities can be called «innovative» and strategic. An innovative approach is an operational marketing activity that consists of strategic marketing activities, namely, segmentation analysis, attractiveness, competitiveness, portfolio research, careful budget research, and control over strategy and development.

It is possible to identify prospects for improving the range and develop a marketing program for the development of agricultural enterprises on the basis of marketing research. The development of the concept of marketing research includes the definition of hypotheses, data collection methods and sample size. The next step in developing the concept of marketing research is to choose one or more methods of data collection from the set of methods presented in Fig. 1. A necessary condition for the organization of the study is a preliminary study of the general population and assessment of its homogeneity.

The main principles of marketing research are: systematic, scientific, versatile, comprehensive, accessible input. It should be noted that the low professionalism of agricultural workers or the lack of a marketing department make it difficult to conduct marketing research based on the above principles.

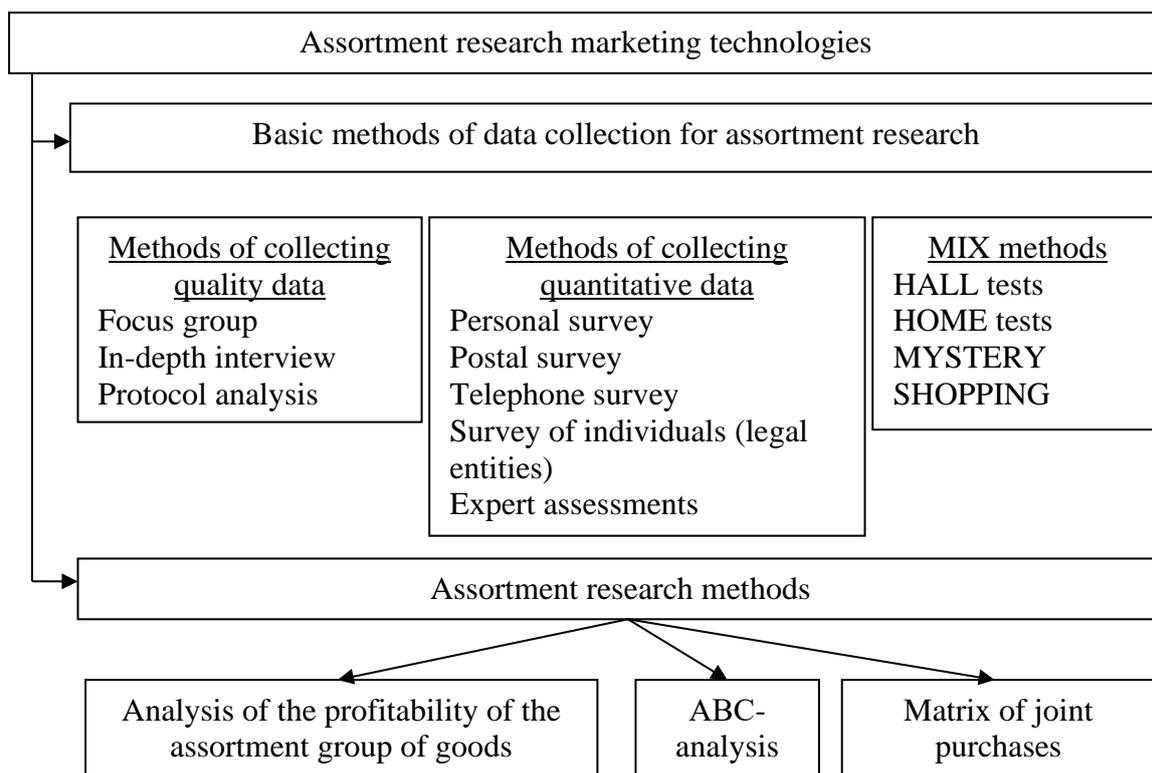


Figure 1. Methods of data collection for marketing research range

Source: compiled by the author for [99, 114]

Agricultural enterprises use elements of marketing in their production and marketing activities, however, in most cases, their application is not systemic in nature, and therefore does not become a mechanism for solving production and marketing problems. Mass marketing is mainly used, based on the production and sale of a certain range of products designed only for the average consumer, which does not take into account the differentiation of needs in specific products, thus being more expensive.

Currently, the agri-food market is developing and undergoing qualitative and quantitative changes, so there is a need to improve the marketing system, which includes methodological approaches designed to increase the capacity of the national market through scientifically sound consumption standards, expand exports and achieve balance supply and demand [92].

The problem of development of a set of types (range) of agri-food products is an urgent problem of production management in the agro-industrial complex. Competitive agri-food product in the minds of consumers should become the optimal type of food,

an integral part of the diet.

The reduction in agri-food production, caused by a number of objective and subjective reasons, occurred against the background of increasing the range of products. Since the mid-1990s, manufacturers in various sectors of the economy in order to reduce the risk of losses began to seek to enter the market with a variety of products and services, to diversify their production.

Currently, the most successful are companies with a wide range of products. However, there are a number of reasons that hinder the development of diversification in agriculture. Such reasons are the features of the agro-industrial complex as an industry:

- the presence in the industry of highly specialized enterprises close to the processors of raw materials, as for the production of products in some processing plants require raw materials in much larger quantities than finished products;

- in a market economy, prices for agri-food products are set under the laws of supply and demand, but to ensure effective demand, producers are forced to reduce resource costs in the production of resource-intensive products, which affects the quality.

These features of the agro-industrial complex cause low economic efficiency and limit the ability to improve the range of industry enterprises.

To create a productive complex of diversity of agricultural products requires a considerable amount of information. Therefore, it will be rational to use information (computer) systems at agro-industrial enterprises to search, collect and organize data on market research. In order to ensure high efficiency of marketing research, it is recommended to analyze the accounting data on the marketing activities of the enterprise and its competitive position in the market, as well as to convert accounting information into source data for the marketing planning system.

Marketing is a process of reconciling the capabilities of the enterprise and customer requests (consumers). The essence of modern marketing is that it helps to transform the needs of customers into the income of enterprises that can better meet the needs [94].

In our opinion, the main factors limiting the possibilities of optimizing the range

of agri-food products are:

- shortage of free financial resources of producers and processors of agricultural raw materials, which determines the impossibility of timely replacement of obsolete equipment, the use of advanced technologies, the allocation of the necessary funds for advertising new products;

- low solvency of the population, which has become the main reason for declining consumption of agri-food products and reducing the share of expensive products in the food market;

- tastes and preferences of consumers, traditions and specifics of building a diet of Ukrainians, expressed in distrust of calories and product quality, in the pursuit of naturalness and ecological purity of food, the predominance of taste of food over its physiological value.

Taking into account the current situation in the agro-industrial complex, and on the basis of generalization of the accumulated experience in the field of assortment formation, we consider it necessary to develop an innovative mechanism of assortment formation (Fig. 2).

The innovative mechanism of assortment formation is a set of connections that provide coordinated and appropriate activities aimed at resource management, improvement of logistics, saturation and increase the range. The functioning of the innovative mechanism of assortment formation should be determined by the correlation of internal and external factors, which is studied and evaluated in the course of marketing research. The mechanism of assortment formation should find the practical realization in development of the various marketing program.

Conducting marketing research, namely monitoring the progress of wholesale trade in agri-food products, makes it possible to identify procurement trends, for example: clear preferences among customers, which are expressed in the predominant purchases of weighted or packaged products; the specifics of working with buyers of weighted or packaged products; stability of the product range of weight products purchased by consumers; reaction of consumers of packaged products to the full aggregate range.

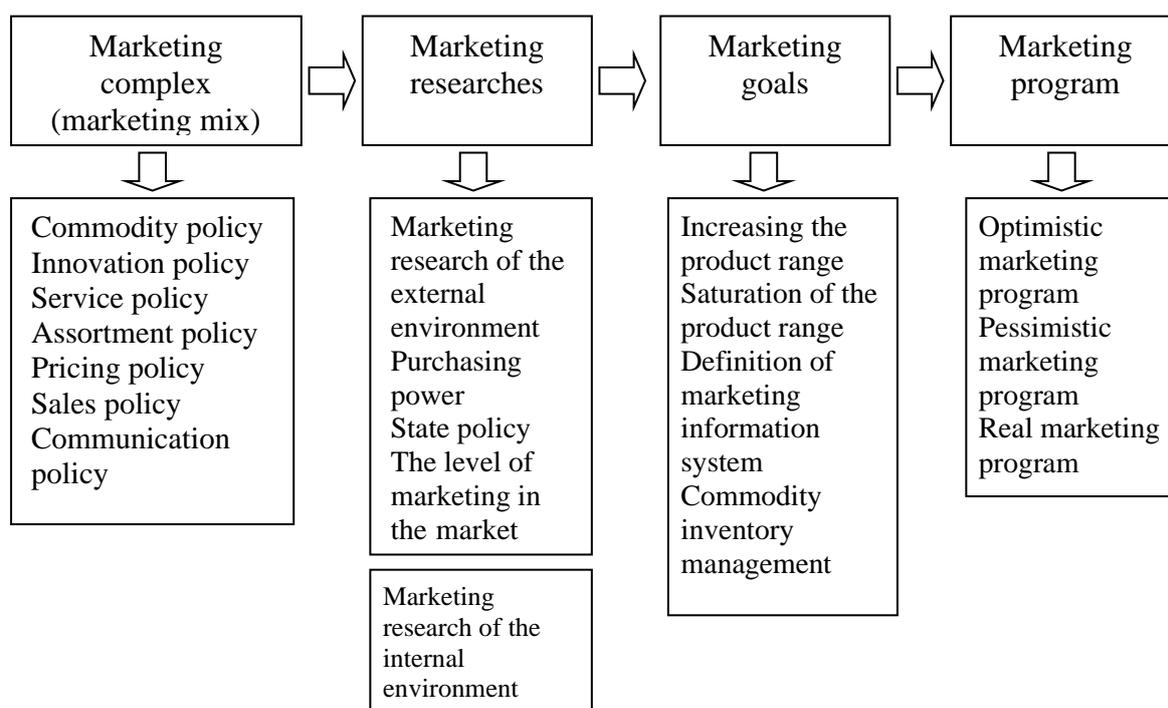


Figure 2. Innovative mechanism of assortment formation

Source: compiled by the author for [99, 114]

The marketing information obtained as a result of marketing research can be used in the development of a market research platform for agricultural enterprises.

The market research platform provides an opportunity to organize a long-term strategic plan, avoid significant financial and social shocks, and achieve continuous modernization and promising triumphs.

The creation of a market research platform takes into account any conditions, situations and growth options of the agricultural organization in the field of trade and the impact of vertical and relevant relationships with sales, the need for urgent adaptation to constant changes in the surrounding economy and rapid response to needs.

The creation of a market research platform for agricultural enterprises is as follows: plans and tasks of agricultural enterprises and possible terms of their success are chosen; researching and planning the conditions of the trade sphere are characterized by possible data for a certain time; the data needed for agricultural production are compared with those that best correspond to reality in terms of reasonable consideration of the possibility of improving certain outlets and the

behavior of opponents; there is a study of the main conditions that led to their difference; methods of management behavior are created and researched, which can significantly reduce the discrepancy that has arisen from the required and existing degree of modernization; the systematicity and consistency of the use of the most effective intentions to achieve the desired effect are approved; important, changed on a specific basis intentions of the platform are determined and certain intentions of management behavior and intentions of systematic market research are implemented, namely the general market research platform is combined.

The marketing analysis of the trade sphere gives the chance to create a platform of market research for the agro-food enterprise of the following plan (Table 1).

Table 1. Market research platform for agricultural enterprises

Component platforms	Content
1. Preface	A brief description of the purpose to be discussed by the founders or directors of agricultural enterprises, market research platform
2. Analysis and forecasting of trade prospects	Brief analysis of the trade space and the current state of trade
3. SWOT-analysis	Research of current issues and obstacles in the functioning of agricultural enterprises, their opponent's privileges, prospects, as well as opportunities and dangers of the environment
4. The concept of marketing set	Production behavior Product review; Quantitative behavior; Services and warranty service; Contractual behavior; Value behavior; Rules of transportation and payments; Debt behavior; The principle of branching; Implementation behavior; Debugging implementation; Ways of implementation; Product movement control; Popularization; Sales promotion; Own implementation; Public relations
5. Costs of the marketing platform	Expenses for the implementation of market research activities; Expenses for accumulation of applications; Expenses for application analysis; Expenses for the implementation of applications, delivery of goods

Source: compiled by the author for [99, 94, 114]

The implementation of the marketing production program of each enterprise should be aimed at creating a set of competitive advantages and effective use of enterprise opportunities from the market to achieve the strategic goal of the enterprise.

The marketing production program of the agro-industrial enterprise should be a comprehensive and comprehensive plan for the production and sale of products, which characterizes the annual volume, range, quality and timing of production of the

necessary goods on the market. The main targets are the annual demand, the annual supply, the most important range and range of output, the complexity of the unit or volume of production, production costs, projected market sales prices. To ensure the effective functioning of the enterprise as a whole and the management of its assortment policy, it is necessary to ensure maximum aggregate income and include in the production plan the most competitive and highly profitable products [97].

The tasks of developing a marketing production program are as follows: to introduce into production new food products for mass and therapeutic and preventive purposes, taking into account modern medical and biological requirements to improve the nutrition structure of the population; diversify the range of baby food; to ensure the necessary profitability by increasing the range and achieving economic production capacity; to optimize the production program of dairy enterprises taking into account economic and mathematical methods; ensure high quality products and pay attention to certification and standardization, raw materials, finished products and quality system; to ensure the innovation and investment attractiveness of the range.

For all agricultural enterprises the purpose of development of the marketing production program is creation and realization of a complex of competitive advantages and effective use by the enterprise of market opportunities for achievement of the strategic purposes of functioning of the enterprise.

The main indicators of agri-food production are: production volumes, fixed costs, variable costs of total production, profit from sales, market share compared to major competitors, the relative rate of change in sales, product profitability.

The marketing production program of agricultural enterprises is adequate to modern economic conditions, takes into account the most important trends in the agri-food market and must meet the basic requirements for production programs such as production of profitable products, market needs, seasonal trends and high production efficiency.

Given that a large number of unexpected factors emerge during market research programs, the marketing department needs to keep a steady eye on their implementation. Complexes of supervision over the analysis of the trade sphere are

needed to convince of the effectiveness of the functioning of marketing in agricultural enterprises.

The structural components of the marketing management system should be considered at each level of management (Table 2).

The degree of job management contributes best to the effectiveness of market research management.

Qualification and productivity of the market research sector manager will not give results from the application of marketing in the enterprise, if the founders and management companies do not understand the need to focus production on the buyer.

Qualification and speed of change of positions concerning the direction of production of management of the enterprise are close with their innovative position and with a focus on sales.

The degree of professionalism of the supply and demand specialist plays a very important role for the company. Performance will be better in enterprises where there is mutual understanding among the departments of the enterprise and where the management department and the employee department are properly separated. An important obstacle to any planning in domestic agricultural enterprises is the lack of a market research model.

An important factor affecting the degree of functioning of the management of agricultural enterprises is a combination of external and internal factors.

Environmental factors most often affect the trade functionality of agricultural enterprises in a changing economy. AIC enterprises must be ready to adapt and make effective decisions in the event of instability of the external environment of the enterprise in order to implement the planned plans and stay afloat. Adjustment of the internal environment of the enterprise must take into account the instability of the external environment of the enterprise. The above factors are highly interdependent.

Table 2. System for evaluating the effectiveness of marketing management in agricultural enterprises

1. The effectiveness of performance management	Trade orientation of directors	Direction of directors to customer demand
		Degree of qualification and speed of response of directors
		The level of understanding of the problem by directors
	Trade orientation of workers	Attitudes to market research of all structures
		Possibility of trumpeting workers
		The presence of «company loyalty»
	Cooperation of directors and workers	The level of separation of management work from staff work
		The course of problem solving
The link of deployment of the management complex in the external environment	The correct sequence in the process of «sale-purchase»	
2. The effectiveness of appointment management	Strategy	The presence of the mechanism of direction of the plan
		Ways of market analysis
		Periodicity of market analysis
		Involvement of systemic pathways in market research planning
		Information market research activities
	Systematization	Nominal structure of the market research department
		Qualification of employees of the unit
		The relationship between the above department and all involved in production
	Promotion	Options for encouraging employees to research the market
		Identity of enterprise needs and private needs of employees
	Supervision	Specificity of market research performance requirements
		Periodicity of supervision
3. The effectiveness of needs management	Product management	Creating diversity
	Implementation management	The presence of ways of implementation
	Cost management	Ways to establish value
	Asset management	Raising funds
		The purpose of the funds

Source: compiled by the author for [91, 94, 96, 96]

Rapid refinements are constantly taking place in the external environment, some of them are reflected in the enterprise positively for modernization, some cause new problems. In Fig. 3 shows the environmental factors that affect the functioning of agricultural enterprises.

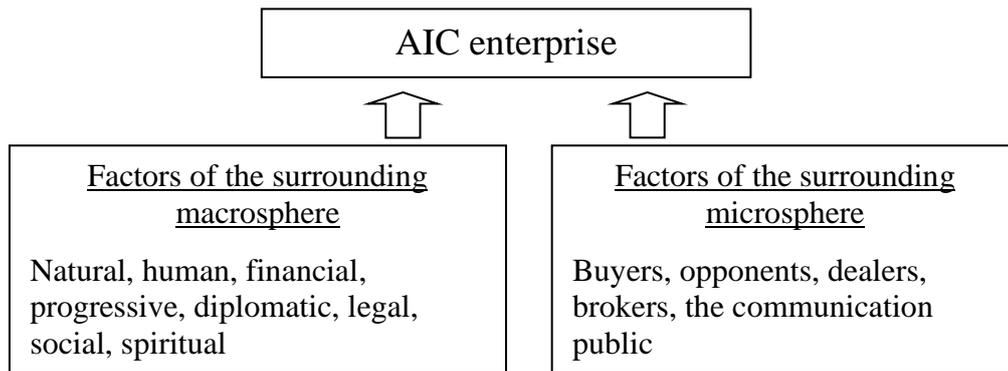


Figure 3. Factors of the external environment of agricultural enterprises

Source: compiled by the author for [93, 101]

The development of agro-industrial trade space in our country identifies several needs: accelerating the business of agricultural enterprises and creating a rapid shopping complex. The implementation of these points is likely only if the dynamic involvement of market research (Fig. 4.) together with the parallel creation of local complexes that specialize in market research.

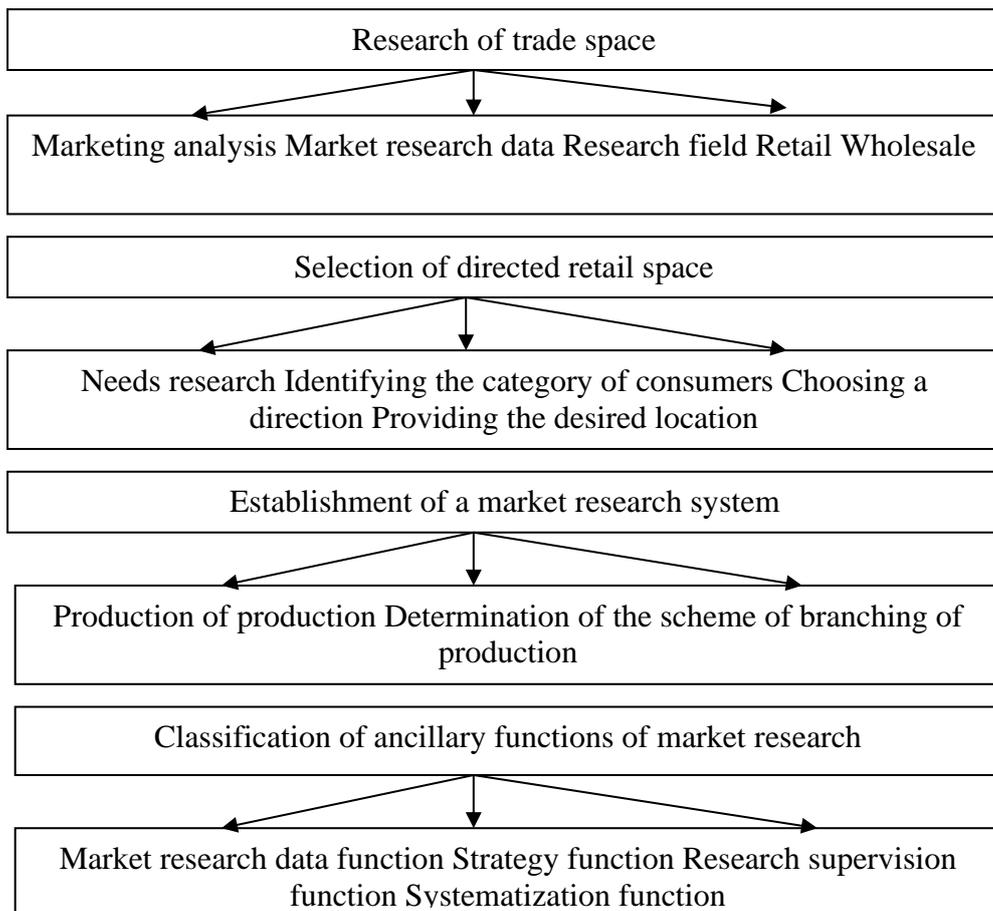


Figure 4. Rules of the market research complex

In general, market research is a new link in the planned modernization of the economy, which allows companies to more effectively implement the work of self-government and increase the ability to oppose the market.

The complex of market research of agricultural enterprises has a noticeable difference and properties with identical complexes of other spheres of the national economy, which is explained by the peculiarity of agricultural production of goods.

Differences in areas are most pronounced in the rules of the market research complex (Table 3).

Table 3. Properties of modernization of systems of agromarketing mechanisms

Features of production	The needs of agricultural marketing
Dependence on geographical factors	Creation of schemes of commodity-sales functioning with approximate mutual payments
Ensuring the need for agricultural goods and means of production	Possession of various assets, the formation of various trade units
Significant volume of products quickly loses quality indicators	The need for modernization of warehousing, marketing and processing complexes in a short period of time
Manufacture of the same goods by a large number of entrepreneurs	Narrow sales area leads to vulnerability of some producers
The main part of buyers in large settlements	The need to modernize the brokerage industry
Significant need for social attributes of modernization of settlements	Necessity of involvement of state bodies

Source: compiled by the author for [107, p. 22]

Trade activity of agricultural holdings is currently low. The bulk of sales goes to customers through the wholesale business. Appropriate ways of selling and moving products reduce the chances of optimal market analysis by enterprises, while reducing the efficiency of their activities.

With a total decrease in the production of lactoproducts, there is an increase in their production in households, where milk yields increase faster than the number of livestock. Regarding the fullness of the trade sphere, the scale of needs and opponents, almost the number of lacto products harvested by households was quite small relative to the compatible number of needs, but in some types of lacto products households are significantly ahead of powerful Ukrainian lactoprocessing farms.

The formation of the program has its roots in defining goals (Fig. 5). The design of the market research program identifies specific needs for ways to choose goals. All

goals should include useful and comprehensive recommendations and the time needed to succeed.

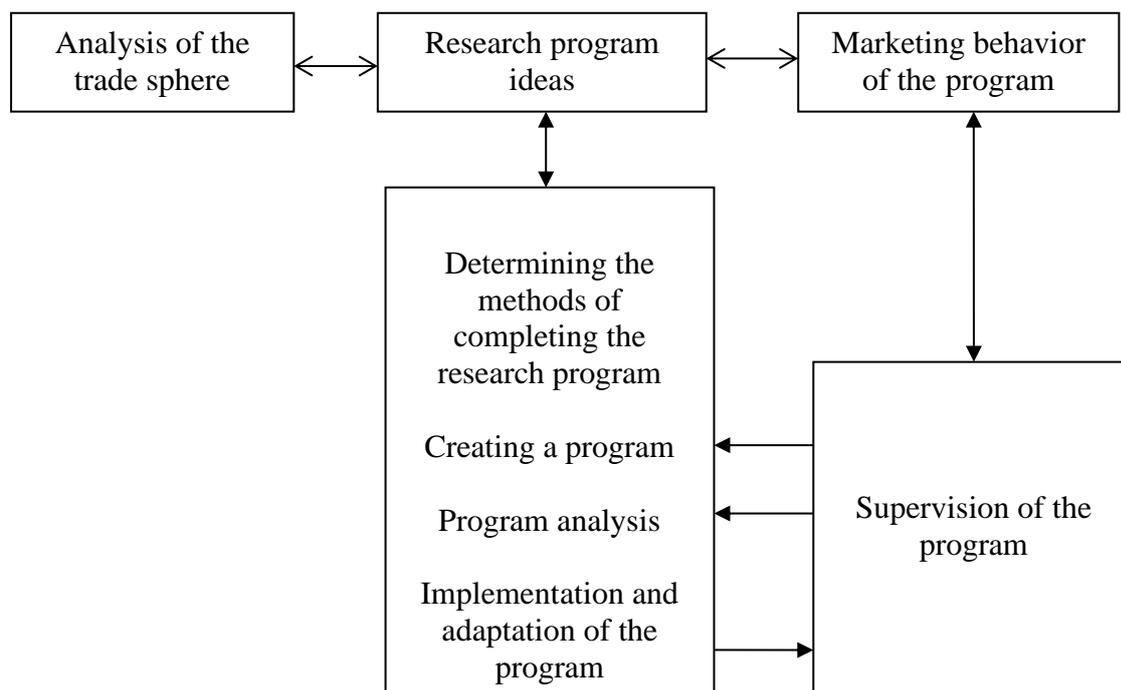


Figure 5. The scheme of formation of the market research program in the region

Source: compiled by the author for [97, p. 9]

The solid idea of market research establishes program plans.

Several main ways of marketing program can be emphasized: the lowest total costs; the highest degree of customer service; short-term increase in income; superiority over opponents.

A very necessary feature of the marketing program – adaptability, namely the ability to get used (at the lowest cost) to the expected and unexpected conditions.

The set of factors for comprehensive information processing is of great importance in the formation of a market research program. This system is the main factor in combining and directing the work of departments within a single market research program. The development of an information system requires large expenditures, the result of which should be a quality search for information requirements of the market research program.

The idea of attracting a market research program is aimed at preventing and

resolving problematic issues between partners during the possible stages of movement of goods. Concentration of the managerial function allows to combine ideas of various divisions for achievement of the joint plans. The method of concessions makes it possible to solve the problematic ideas of partners. The idea of the market research program in a significant saving of economic costs.

An important factor in the study is the cost, as provided compensation for the service that the company will provide to the buyer. Very often the cost of a market research service depends on the consumer's understanding of the overall service program. In this sense, marketing can be interpreted as the management of better properties.

Research work can be carried out by industrial and trade points and research bureaus of the local administration. The leading currents of researchers' work at the enterprises of the agro-industrial complex are: study by research organizations of different areas of trade space; creation and implementation of the scheme of business in the retail space.

Based on the specifics of agri-food market research, agro-industrial enterprises are distinguished by: dependence of production results on a set of natural factors, properties and functions of production products, differences in management and production, differences in terms of activity and terms of production, etc.

There are the following tactical options for the progress of agricultural enterprises: increase, separation or merger. Tactics of increase are carried out under the condition of steady increase of intentions of the agrarian enterprise in comparison with successfully executed.

There are the following main types of this tactic: a slight increase, increased increase, significant increase. The tactics of a slight increase is determined by the setting of tasks from the completed, supplemented by the growth of consumer prices for goods. Agricultural enterprises follow the tactics of increased increase if the management assumes that the enterprise has not fully used the potential of the available consumer retail space and product improvement. Significant appearance on other trading platforms with modern products is the meaning of tactics of significant increase.

Sometimes, if necessary, the management of the enterprise decides on the use of separation tactics. The impetus for the approval of such a decision is the possibility of weakening the situation in the retail space, long-term unfavorable trends in the external environment, coordination with other areas of activity, difficult financial condition of the enterprise and so on. The main options for this tactic are closure – the final sale of movable and immovable property of the enterprise, «cutting off the unnecessary», separation and implementation of independent units (departments), re-profiling – reducing procedures in various areas of the enterprise.

Powerful agro-industrial enterprises seldom use several types of tactics for certain production structures. While for some the tactics of enlargement will be significant, for the opposite – separation. The use of these tactics in parallel, to promote one enterprise, is called the tactics of unification.

Agromarketing tactics are the division of a joint program, a comprehensive plan of operations aimed at fulfilling fundamental tasks. This tactic combines the study of a possible area of trade space, its system and financing, approval of the start date and duration of certain stages of agricultural market research.

The system of measures carried out within the agromarketing strategy will obviously require certain costs. When developing a strategy, managers must determine the amount of these costs. This is necessary both from the point of view of the organization of uninterrupted financing of the specified actions, and for the purpose of preliminary estimation of efficiency of expenses. Thus, the development of agromarketing budget is, to some extent, a forecast of profits or losses of a particular agromarketing strategy [112].

The temporal aspect in the formation of agromarketing strategy is realized in decision-making from the beginning of its active implementation. The management of the agro-industrial enterprise, having conducted a situational analysis, must clearly know how favorable the situation in the external environment is to start the planned actions. In addition, it is necessary to determine the sequence and timing of the main agromarketing activities.

In the complex of marketing actions, as an element of crisis management, should

be included:

- comprehensive analysis of markets, development of relations with the private sector, which can guarantee a profit with relatively low risks;
- positioning and promotion on the market, participation in agricultural exhibitions, creating a holistic picture of the enterprise, not only among the main consumers, but also the wider masses; creating an image, emphasizing the competitive advantages in the field of enterprise. With the rational use of funding and directing it to the modernization of production facilities, you can create the image of a modern agricultural enterprise;
- with the help of the structure of agromarketing you can implement the development of the retail direction of the enterprise and the promotion of the full range of products, as well as goods under its own brand, which can be provided through advertising in the media.

All these measures can increase the competitiveness of the agricultural enterprise in those segments where it is represented, as well as attract new consumers, which in turn can guarantee the stabilization of the financial condition and further development of the enterprise.

Agromarketing in all developed countries is actively used as a means of competition in national and world markets. Marketing, increasing efficiency and profitability, is an integral part of crisis management of the enterprise, acting as an intellectual basis for economic growth. Increasing the activity of agribusiness marketing infrastructure is the most important factor in overcoming the decline in agricultural production, the implementation of structural changes in the economy as a whole. It is necessary to take into account all the basic tenets of marketing system development, considering them through the prism of agribusiness. It is necessary to carefully study all the elements, goals, objectives of the marketing system, to create marketing structures for the best implementation of the goals.

Current trends in the development of domestic production encourage agricultural enterprises to find mechanisms and tools that will improve their competitive position in the market and allow to form a sustainable system of maintaining the

competitiveness of producers through the implementation of effective product policy and product range. The analysis of the assortment policy of the enterprise allows to determine that currently the most relevant for the development of modern production and sales growth is the application of product development strategy, which involves improving existing assortment items or introducing new assortment items.

Assortment formation is a process of selection for the implementation of various product categories, product positions and groups of goods that are differentiated by different characteristics and able to meet the demand of buyers of the enterprise.

Assortment policy is currently of particular importance in the development of the economy, as modern consumers make higher demands on the range, quality and appearance of goods.

The main objectives of the assortment policy of the enterprise: the achievement of competitive advantages by the enterprise through a more attractive range; increase the turnover of inventories of the enterprise; increasing the economic stability of the enterprise; reduction of costs associated with the structure of the range of the enterprise; attracting new consumers and entering new market segments; increase in sales of goods by optimizing the structure of the range of the enterprise.

Formation of the assortment policy of the enterprise is directed on the maximum satisfaction of demand of consumers and maintenance of the corresponding conditions for profitable activity of the enterprise.

Selection, planning and regulation of the range of goods is based on the following principles: the complexity of meeting consumer demand within the selected niche of the consumer market segment; ensuring the required breadth, depth and consistency of the range; providing conditions for obtaining the optimal amount of profit; compliance of the structure of consumer demand with the segments of the enterprise.

Assortment policy of the company in terms of range management is very important for the company when making appropriate decisions.

There are strategic, tactical and operational goals of enterprise range management.

The main strategic goals of enterprise range management are: formation of a positive image of the enterprise; strengthening the financial condition of the enterprise; maximum satisfaction of the needs of all target groups of consumers while increasing the efficiency of interaction between suppliers and retailers; ensuring a high level of customer service; gaining and maintaining a certain share of the enterprise in the consumer market; moving to other market segments.

The main tactical goals of enterprise range management include: formation of current and future assortment policy of the enterprise in accordance with consumer demand; formation of a specific range of enterprises; risk management; regulation of the size and structure of inventories, which ensures maximum efficiency of advanced funds; accelerating the turnover of inventories.

Operational management of the range of the enterprise is carried out for the following purposes: replenishment and regulation of the range of the enterprise; ensuring uninterrupted sale of goods of the enterprise to retail buyers; ensuring the purchase of goods in the amount that meets market demands and ensures the optimal level of inventories of the enterprise; organization of economic relations of the enterprise, control of their implementation; organization and promotion of promotion; rational use of merchandising; rational use of retail space of the enterprise.

Systematized and correctly formulated strategic goals of the enterprise - the basis for developing a strategy for its economic and financial activities, which is a way to achieve these goals.

Expenditure on marketing activities, which is an integral part of the management system, is an indicator of projected costs and profits. Such a budget is the basis of the strategy of planning the activities of the enterprise, production volumes, labor, raw materials and material and technical resources, which is based on a purposeful market orientation. This strategy will focus the company on forecasting financial needs, which will systematize and align cash flows.

Currently, companies practice the use of two main systems in the formation of budgets for marketing services: the break-down scheme (top – down) and the build-up scheme (bottom up).

Breakdown and build-up schemes are completely multipolar systems. We believe that it is economically advantageous to apply them proportionally, calculating the costs of implementing marketing innovations from a holistic marketing policy. Given the fact that the optimal method of budgeting marketing services today does not exist, each individual company applies its own criteria to expenditure items and compiling tables of data display.

Due to lack of funds and lack of qualified market specialists, most agro-industrial enterprises cannot organize an independent marketing service and therefore should focus on the use of specialized structures formed by district administrations or district agricultural departments. Territorial replication of marketing services could help agricultural enterprises to stabilize production and increase competitiveness.

The main tasks and functions of marketing structures of the region in today's conditions: the study of data on the characteristics of consumer demand, the actual available volumes of agro-industrial products and their distribution in the region; bringing in line with the needs of the system of agro-industrial production and industrial range in the farms of individual territories; drawing up forecasts on the population's demands for agro-industrial products, their volumes and sales opportunities; cooperation with the regional marketing department and agricultural producers of the region; cooperation with trade structures and procurement organizations; collection and analysis of information on the availability of agricultural products in farms and food markets, as well as their analysis of price dynamics; conducting consultations on marketing of agricultural products.

The structure of the district marketing service can be larger and should include interconnected units for information-analytical and consulting work.

The budget of the district marketing service should be formed from such items of basic expenses as: salary fund; total costs of marketing research; formation of a single information base; purchase of office equipment; office expenses; Connection services. The main sources of funding may be: local budget (50%) and contributions from agricultural organizations (50%).

The model of marketing organization of agricultural service enterprises in the region is shown in Fig. 6.

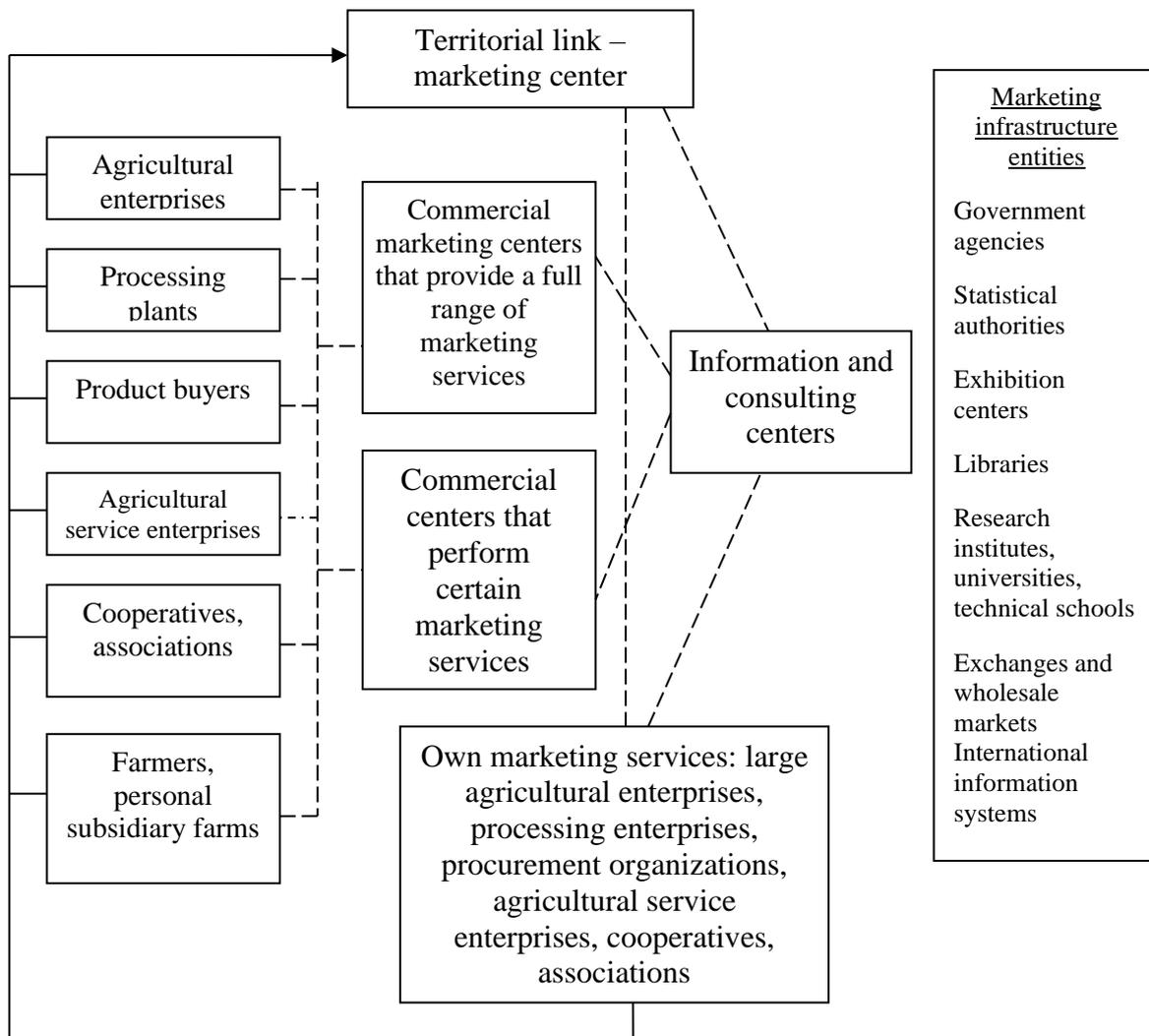


Figure 6. Model of organization of marketing of agroservice enterprises of the region

Source: compiled by the author for [97, 104, 105]

An important condition for the successful operation of the marketing system at the district level is the creation of a single information center that provides the exchange of operational information on the basis of computer networks [97].

The functioning of the marketing service in the region can be diverse. We present a scheme of marketing network in the region, which will allow to organize a clear structure of production, processing and marketing of products and will allow the agricultural region to ensure economic attractiveness.

The results of the marketing service will be effective only when the interaction of different levels of marketing structures is ensured.

At the same time, given the rules of market relations, there will be competition between different marketing structures and formations. Central governments need to ensure multi-level coherence through regional marketing services. All territorial marketing structures, given the competitive relationship, should still cooperate with the regional marketing management (center).

The internal system of marketing service is organized in accordance with the resource potential of the region, the specification of production and taking into account the consumer market. In abbreviated form, the optimal system of priority functions of agricultural marketing in the region can be represented as follows:

1. Analysis and systematization of data on all types of markets for agricultural products and food; research of directions and prospects of increase of demands and opportunities of the market and, as a result, granting of offers to the concept of development of regional agro-industrial sector; development of new markets for the sale of products, monitoring of their capacities, signing agreements of intent with consumers and their transfer to the departments of agriculture and other district structures; formation of proposals for the development of new markets and gaining a stable state of regional agricultural enterprises; registration of products before their appearance in the trade network, in particular its packaging, etc.

2. Formation of proposals on the prospects of the product range and volumes of agricultural products; research of growth of the prices for the offered production, definition of prospects and offers concerning the price policy; inspection of products for compliance with regulations and standards; preparation of large consignments of goods for wholesale procurement; preparation of product supply agreements.

3. Ensuring the sale of goods in accordance with the concluded agreements; study of indicators of product sales and the formation of specific proposals for both agricultural territorial management structures and producers; ensuring cooperation between sellers and consumers of products; exercising control over the observance of

concluded agreements and contracts; legal support of processes of realization of agro-industrial production: seller – producer.

4. Assessment of the infrastructure system of the territorial market of agricultural products and food and preparation of proposals for its reorganization based on the recommendations of the Marketing Monitoring Department for the formation of a new policy for developing the regional agro-industrial sector and identifying new ways to sell products.

The development of joint marketing activities will enable the partners to implement mutually beneficial programs for investment, trade and production.

The functions of the consulting and marketing service can be changed due to various factors: the level of competition, the availability and capacity of markets, demand and system of needs, volumes and lists of products, the level of professionalism, economic status of production entities, sales, etc. At the same time, the regional centralized marketing service will deal with supply issues, which is cost-effective for agricultural enterprises.

The process of forming a center for providing consulting and marketing services is coordinated by regional authorities. The best option is its formation on the basis of agricultural holdings, cooperatives, associations, etc..

World practice proves that private marketing and service centers in the structure of agricultural marketing are considered promising. Typically, such centers have a wide range of specifications: they provide advisory marketing services, advise on financial issues, accounting and auditing, tax law and more. In the conditions of unstable economic situation in Ukraine, private marketing structures are not in demand either at the regional or national level. The main factor in inhibition is economic danger and financial risks, due to which the owners and managers of agro-industrial enterprises rely on their strengths and capabilities, not trusting unfamiliar structures. Not the last reason is that the regional authorities do not provide support, do not motivate farmers to innovate [98].

It should be noted that regional intermediaries with extensive experience in the field of marketing open new avenues of partnership with producers and processing

enterprises of agricultural products, which are open to innovation and ready for modern change. The leaders of the new formation are ready to be pioneers in the formation of private service consulting and marketing centers. This makes it possible to make positive predictions: soon some of the services of agricultural marketing in our country will be provided by private entities.

The main factors hindering the implementation of the marketing department in agricultural enterprises are given in Table 4.

Table 4. Factors hindering the introduction of marketing services in agricultural enterprises

Factors hindering the implementation of marketing services	Share, in %
Lack of qualified specialists	44,1
No need	29,4
Lack of financial opportunities	38,2
A traditional form of management that is difficult to change	14,7

Source: compiled by the author for [97, 107, 108]

The main obstacle to the implementation of the marketing department for most large and medium-sized agricultural enterprises is the lack of qualified specialists (44,1%). In second place in importance – the lack of financial opportunities (38,2%), the next in importance is the lack of need (29,4%), according to the leaders of small businesses [99].

Currently, there is a rather low professional training of marketing structures. The legal basis for the activities of marketing structures is imperfect. At the state level, there is no single system that would coordinate the vertical marketing policy of agro-industrial producers.

Practice proves that there are different types of marketing structures. The method of organizing the marketing service at production facilities involves the gradual implementation of five steps: from a simple sales service to a marketing center, which will be the main segment in a single structure of production facility management.

For a large number of agro-industrial enterprises that produce small volumes and have a limited range of products, it is economically inefficient not only to organize a marketing service, but also to introduce the position of marketer.

The functions of marketing are reduced to the form of compiling algorithms and tables, which is effective in methodological, organizational terms and practically justified. The basis of the marketing matrix is two opposite types of formation: the organization of the product, the organization of marketing functions [99]. With such an organization, the functional responsibilities of marketers are performed by the company's chief specialists who have the relevant knowledge and experience in the agro-industrial complex. This makes it possible to mobile reorient the human resources of the enterprise and budgetary resources.

To assess the development indicators and growth potential of the marketing services of agricultural enterprises and in the processing industry of agriculture requires appropriate expertise, which is conducted with the participation of farm managers and specialists who provide supply and marketing functions.

Assessment of the level of development and reserves to improve the efficiency of marketing activities in agricultural and processing enterprises of the agro-industrial complex gives grounds to point out the main factors to ensure the effectiveness of their activities:

- the main indicators that determine the effectiveness of their activities are «positive feedback about intermediaries», «stable base of raw materials and material and technical resources», «financial support». it is these factors that need to pay maximum attention to the management of enterprises and specialists who are entrusted with marketing functions;

- the highest indicators of aggregate data can be traced in those enterprises where marketing services at a high professional level take into account consumer demand and contribute to the growth of sales;

- in the processing sector, marketing activities are organized more efficiently than in the agro-industrial sector (because they organized marketing sectors with a staff of 6-8 employees). And agricultural producers transfer marketing functions to the specialists who are engaged in deliveries and realization.

For the effective operation of agro-industrial and processing enterprises in the market, it is necessary to focus efforts on the implementation of the following

principles: marketing activities should be organized at all agricultural enterprises, including the financially insolvent; the main shortcomings in the organization of marketing services are unprofessional planning and unsatisfactory marketing monitoring; to avoid these mistakes, each production facility must develop its own marketing concept, forecasting and planning; however, and a professionally competent marketing concept will not provide the desired results if you do not ensure its steady phased implementation [99].

The organization of marketing services (in their various forms) should be provided at each enterprise in the agro-industrial sector, without paying attention to their financial condition; not the last role in growth of productivity of the agricultural industrial enterprises is played by the professional marketing concept and reasoned necessity of maintenance of methods and receptions of its introduction.

At the oblast level, agro-industrial and food producers and specialized agricultural marketing associations primarily address the issue of conformity of manufactured products in order to distinguish it from the mass of other goods on the market through a well-constructed advertising campaign.

To address this issue, it is necessary to be aware of current foreign developments in this area, which confirms the need for reorientation from a sustainable «marketing strategy» to a strategy of «attracting marketing communications».

The strategy of «attracting marketing communications» involves providing conditions for producers to study and implement communication processes and, as a result, have the effect of «synergy» of communicative influence on ways to conquer the commodity market [103].

However, the implementation of these proposals is hampered by the fact that the opportunities for advertising agricultural products at the regional level are very slow, this applies to agricultural production facilities and processing enterprises of the agro-industrial complex.

Attempts by employees of advertising structures in the agricultural sector to copy the practical methods of European media policy can not provide the expected effect, because they do not take into account the peculiarities of the economy, market

characteristics, mentality, traditions and preferences. This proves once again that we need to develop our own Ukrainian advertising strategies, which will be based on the specifics of the domestic market of agricultural products and food.

Forming their own advertising strategies, agricultural producers should focus on the following principles: budgeting for advertising, defining strategic goals of advertising, concluding an advertising message, indicating ways to spread advertising; evaluation of advertising strategy [104].

In order to implement the defined program objectives, it is necessary to develop advertising projects for agricultural and processing enterprises in the agricultural sector. To do this, we need to focus on the following priorities: the continuity of certain stages of development of advertising projects and ensuring the division of labor of people involved in advertising.

Most mistakes in the creation of advertising are allowed due to the fact that the methodology is insufficiently developed and little attention is paid to previous market research.

Such an action plan is proposed to prevent such shortcomings:

- formation, discussion and approval of the most acceptable for the agro-industrial enterprise algorithm of marketing monitoring of the target market;
- formation and testing of the concept of marketing service at the enterprise; - bringing in line channels for obtaining information to create their own samples of advertising product;
- ensuring the implementation of systematic measures to create the most acceptable types and methods of advertising agricultural products and food, etc.

Ukraine has a significant number of natural and climatic zones, which is a favorable motivation for the regions to use their features to create individual advertising of agricultural products. These factors should be used when advertising vegetables, fruits, meat and dairy products of Vinnytsia region, which will significantly stabilize the region's position in the agricultural market.

Examining the resources of the food base of agricultural products of Vinnytsia region and the evaluation of their proposals, it was found that the standard of living,

according to the results of the assessment of security, is quite high. Residents of the regional center consume much more basic food than residents of other areas of the region.

In particular, in 2020, every resident of Vinnytsia bought milk and dairy products 68 kg more than the average resident of the region, meat – 5 kg more, eggs – 21 pieces, vegetables – 11 kg [109].

The analysis of the consumer basket shows that the city's residents consume much less bakery products and potatoes, as they have access to more caloric and nutritious foods, which indicates a significant difference in financial security in particular and living standards in general.

Calculating the state of food supply in the region as a whole, it is necessary to include the total number of inhabitants of the region in the formula. Today, the resources of the food market, in terms of the basic range of food products, are replenished mainly by imported products and due to interregional trade by more than 60%. Unsatisfactory dynamics of food security of the population, a significant reduction in food production (Table 5).

Significant changes in the food system of citizens determine the urgent and priority tasks and goals for food supplies.

In order to objectively determine the main tasks in formulating the strategy of supply and marketing of agricultural products, it is necessary not only to return to the volume of local agricultural production, but also to apply the indicator of real food demand according to the list of basic product groups. Such a policy will make it possible to realistically forecast consumer demand and regional resources. Consumer indicator (its assessment of properties) affects the flexibility of local market consistency calculations for basic products.

It should be noted that the enterprises of agro-industrial complex of Vinnytsia region, forming the main priorities of the concept of improvement in the direction of production and sales, should be based on calculations of consumer demands, supported by sound medical standards. The general state of resources of the food base of Vinnytsia region is determined by the index of livelihood, which includes data on

energy value, nutritional value. Balanced indicators of energy and nutritional value of food consumed by the population of Vinnytsia region are considered when the integrated indices of these indicators are almost at the same level, when there is an imbalance (dominated by flour or potatoes) integrated energy value index is more.

Table 5. General indicators of consumption of food resources of Vinnytsia region, 2020

Product type and integrated indicators	Consumption		
	Standard	Actual	Indices
Bread and bakery products	108	117	1,08
Potato	122	110	0,90
Vegetables	148	91	0,61
Fruits and berries	75	35	0,47
Sugar	42,8	33	0,77
Vegetable oil	13,5	8,7	0,64
Meat and meat products in terms of meat	81	55	0,68
Milk and dairy products in terms of milk	410	286	0,70
Egg, pcs.	305	312	1,02
Consumption, g/day:			
Proteins	86	74	0,86
Fat	110	90	0,82
Carbohydrates	396	242	0,61
Integrated index of food consumption			0,78
Integral production index			1,05
Integrated energy value index	3512	2960	0,84
Calorie deficit ratio			0,21
Protein deficiency factor			0,19
Fat deficiency ratio			0,25
Carbohydrate deficiency factor			0,29
Integral index of nutritional value (proteins, fats, carbohydrates)			0,7

Source: compiled by the author for [109]

In general, the state of supply of agri-food products to the population of Vinnytsia region, taking into account the regional center and its entire territory, calculated on the basis of the viability index, is defined as insufficient, because this index is at 0,74. This state of affairs indicates a significant imbalance in the diet of the region's residents, as evidenced by the lack of proteins, fats and carbohydrates (19-29%), in particular the rural population, whose financial condition and standard of living is much lower.

It should be noted that the food market is dominated by foreign goods, which attract buyers at a lower price than similar Ukrainian goods, although the quality of imported food is often very low. Buyers of the region often express dissatisfaction with the sharp and constant fluctuations in food prices. Most consumers cannot buy quality and high-calorie products due to low solvency. 75% of the region's residents are provided with food below medical standards; 50% of this amount – starve, or are forced to constantly save on food and not finish eating [109].

In Vinnytsia oblast, food resources have decreased to a critical level, when the market is dominated by imported food. This situation is due to the fact that all units of the regional agro-industrial system are in a static state and are not reformed; the strategy of market sale of products produced by regional agro-industrial enterprises is unprofitable; the quality of this product is quite low, which affects the competitiveness.

Reforming the product strategy of enterprises that produce ready-to-eat products involves improving product quality and expanding their list.

Analyzing the list of products produced by agro-industrial enterprises, and taking into account the situation on the market, it is proposed to provide measures to balance the different groups of products in relation to the total volume of their sales.

The study of the product basket should be carried out by the method of BCG («Boston Consulting Groups»), which makes it possible to point out shortcomings in the organization of marketing policy for almost every product group [114]. Given the results of the analysis, we have developed a scheme according to which we propose to form a commodity concept of production for stable operation in a competitive market (Fig. 7).

At the same time, we should not forget about the criteria that affect changes in the product range and the rate of its increase. Such criteria may be:

- reorganization of technical equipment of the enterprise;
- inclusion in the list of products of the enterprise of new types of goods from the range of competitors;
- flexible position on the study of consumer demands and their impact on the product range (study of purchasing priorities of the population);

– strengthening and expanding the company's position in the consumer market, development of new markets.



Figure 7. The scheme of formation and implementation of the commodity concept of agri-food production for approval on the market

Source: compiled by the author for [92, 93]

Forming the range of products, it is necessary to develop clear positions on the following indicators: the program of updating the list of goods and its volumes; expansion of trade flows, their branching; ensuring sustainability in parallel with updating the schemes of product offerings.

The formation of the product concept of production should be carried out according to the proposed scheme. An advertising strategy is also needed to ensure new indicators of product competitiveness:

- systematic coverage in the regional media of the advantages of the products of this enterprise, the peculiarities of the functioning of production and its achievements;
- on the creation and launch of modern technological lines for the production of new food products;
- advertising of competitive priorities and implementation of particularly successful projects to expand the quality and range of products;
- distribution of own samples of printed brochures, business booklets, magazines, brochures, etc;

– approval and assistance in the implementation of public proposals; intensification of participation in social and charitable programs to support boarding schools, budget institutions, orphanages, homes for single people, etc.

The policy of behavior of producers in the local market of agricultural goods with significant competition provides a solution to three groups of problems that are crucial in the period of increasing competition in the market of regional importance.

First of all, it is necessary to find out and summarize the factors that negatively affect the cooperation between agricultural enterprises that supply raw materials and processing industries. Among the reasons for the misunderstanding are the following: low selling price of raw materials, which does not increase production capacity; late payment for raw materials for processing; processing plants are not territorially tied to the producer of raw materials and are located at long distances; the dependence of price policy on the season, which does not stimulate enterprises for the production of raw materials to increase production; imperfection of developed logistics implementation plans, etc.

The second group covers the problems of clarifying the characteristics of foreign and domestic marketing policy implemented in the enterprise; study of its adaptability to the market; analysis of the component strategies of the enterprise to strengthen its competitiveness in the regional market of agricultural products.

Using their advantages, agricultural producers can address more global issues, in particular: strengthen their market position by increasing turnover; take leading positions on product quality; by the enterprise to monitor consumer requests for the range of products; create conditions for diversification of the enterprise; introduce a fast-changing pricing policy, thereby increasing demand for goods; invite highly qualified professionals to work; attracting more customers, strengthen production resources.

Production is able to eradicate shortcomings in its activities by addressing the following issues: inviting professionals to work; intensification of control measures to implement the enterprise development program; increasing the number of branded outlets for sales; reforming the system of advertising products for productive relations

with the population; wider involvement of material and technical resources of the facility, which will increase production; providing a comfortable microclimate and social guarantees for employees.

The third group of problems outlines the need to create an effective program of product sales, which will strengthen economic stability and increase profits.

The outlined shortcomings in the sale of agri-food products give grounds to offer the industry to implement a program of enhanced marketing, which provides for the following: monitoring the development of the local market; finding out the target range of consumers of goods; study of the possibilities of increasing the number of potential consumers and intensification of the implementation of the strategy for the organization of work on the formation and promotion of sales (SOWFPS).

Motivated sales are based on time-limited incentive programs that are projected to increase sales or product sales. As for advertising, it does not interest the consumer and often you can see the opposite reaction, it is the result of ill-considered advertising policy, in which products are simply imposed on the buyer, so the latter either does not pay attention to it or buys unsystematically [99].

Along with changes in advertising strategy, you need to strengthen the image of the company by intensifying participation in forums, exhibitions, fairs, sales and more. Such steps will eventually lead to such results:

- hidden advertising of products, obtaining an exhibition and information service for agro-industrial enterprises-members of the target association;
- providing information to potential buyers about a new range of products, the opportunity to buy new products.

In the Table 6 the concept of functioning of marketing service at the enterprise concerning maintenance is offered SOWFPS.

Based on the selection, analysis and classification of the reasons that hinder the growth of competitive status, the program measures of the strategy to increase the competitiveness of the enterprise can be divided into blocks [95]:

Table 6. Recommended strategy for the organization of work on the formation and promotion of sales (SOWFPS) marketing structure of the enterprise

Areas of activity	System of measures to generate demand and stimulate sales
1. Creating a platform for market entry	<p>1. Formation of a mini-program for advertising the product produced by the company: placement of logos, advertising slogans, images and product descriptions on packages, bottles, glasses and other types of packaging; issue of thematic guides, brochures, leaflets, booklets; issue of extended thematic annotated prices, which will allow the consumer (buyer) to compare the relevant product domestic and imported, in the local market or the market of the region (Ukraine), the price from the manufacturer and the price in the chain stores; the opportunity to get acquainted with the product priorities of this particular manufacturer: raw materials, data on the manufacturer, etc.</p> <p>2. Systematic presentation of the product at agricultural fairs, fairs organized by the manufacturer (plant, factory); regional fairs (district, regional, all-Ukrainian), seasonal fairs, calendar public and religious holidays. Presentation of products at exhibitions-reviews, exhibitions-festivals, exhibitions-competitions</p>
2. Motivation for the sale of goods	<p>1. Development and formation of information site (blog) of the enterprise, which provides systematized data on buyers-wholesalers, competitors, suppliers, retail network, which will provide long-term programming and planning, creation of databases (agreements, supplies, volumes, capacity), development of effective strategies and concepts.</p> <p>2. Study and monitoring of platforms for product sales, in particular: localization of data on sales volumes, directions of product quality improvement, its packaging; organization of social case studies among consumers on the rationale for product selection, frequency of purchase, purchasing attractiveness and priority, which will allow you to quickly distribute not only the volume of supply, but also to regulate their list.</p> <p>3. Formation of the concept of marketing service: substantiation of the company's rating in markets of different levels and directions, proposals to strengthen positions in them, stabilization in new promising markets, abandonment of depressed markets; creation of a network of branded retail space (kiosks, shops, outlets) with extensive forms of product advertising</p>

Source: compiled by the author for [93, 95, 96, 98]

Block «Production»: expansion of the product range; diversification of packaging production with a focus on longer shelf life; expanding its own raw material base by concluding long-term cooperation contracts.

Block «Sales»: branding policy – brand orientation, development of company symbols, new brand names for the product range; expansion of the company's sales network in the regions through the implementation of marketing strategy and large-scale advertising campaigns; expansion of participation in the placement of the state order.

Block «Finance»: attracting investors to implement strategies for diversification and modernization of production; development and implementation of the company's credit policy – attracting credit resources to increase working capital; increase the authorized capital at the expense of the company's own funds in cash to increase working capital; raising funds from individuals (employees of the enterprise, stakeholders) in order to invest in production.

Sales policy plays an important role in the system of selected measures, as in the short term the increase in economic profit is possible due to the expansion of sales, as well as the geography of economic activity of the company.

The main iterations of the algorithm for implementing the strategy of achieving competitiveness of the business structure, which is positioned in a saturated food market, are:

- providing conditions for achieving competitiveness in the regional market segment and increasing the company's competitive status based on the implementation of internal cost management program;

- expanding sales based on the implementation of active marketing and product policies, as well as by finding intra-firm reserves to strengthen the company's competitive position – effective pricing and branding strategies;

- development and implementation of a system for monitoring the entrepreneurial potential of the company, conducting internal research on competitive positions and the gradual implementation of the strategy of achieving organizational and economic stability based on the mobilization of existing and modeling of promising competitive advantages.

For enterprises of the agri-food sector, it is also advisable to implement marketing strategies that increase their competitiveness in the market.

The activity of enterprises is significantly influenced by Internet technologies. The development of information technology, among which one of the key places is occupied by the Internet, the emergence and rapid growth of e-commerce have become the basis for the emergence of a new direction in the modern concept of interaction marketing – Internet marketing.

The purpose of Internet marketing is to develop strategy, planning, organization and control in order to constantly identify areas of combination and coordination of interests of the enterprise and the consumer, adequate development of relations with consumers based on Internet technologies, conquest of the Internet market.

The use of Internet technologies in the activities of agricultural enterprises at this stage of development of society can have a significant impact on solving major economic problems, which will effectively and efficiently perform tasks in the following areas:

- development of e-commerce and electronic payment systems. Automation of the main processes of the enterprise provides an increase in the speed and volume of sales, synchronization of sales data from the information systems of the enterprise, a significant improvement in the quality of service, reduces operating costs for staff;

- information support of innovative activity of the enterprise;

- creation of knowledge bases of the enterprise on key competencies and skills of the personnel, on support of innovative projects, automation of the basic processes (purchasing, a commodity turnover, a communication policy, sales, after-sales service), etc;

- introduction of electronic document management, creation of electronic databases that allow to make management decisions without losing their quality, save enterprise resources, agro-industrial complex to eliminate duplication of functions and reduce overall labor costs;

- development, support of models, algorithms and complex business processes that require constant labor costs of qualified personnel, including the involvement of third-party experts from anywhere in the world;

- flexible management of pricing policy depending on the location of the consignment, the participation of individual groups or product names in special promotions, etc;

- ensuring the automation of logistics, all stages of inventory management – includes the availability of information about the need for goods, delivery and shipment times, etc;

– introduction of support for remote communication with consumers in order to develop and offer individual programs based on the history of their purchases.

Marketing activities allow you to understand the consumer, determine the goal and achieve it. Thus, it is marketing activities armed with Internet technologies that allow the most accurate, efficient, individual and flexible response to the rapidly changing needs of consumers and business partners, while maintaining the company's position in the system of world economic relations.

The rapid development of new information technologies, comprehensive automation of industries, the use of e-commerce have determined the strengthening of the role of the Internet for businesses in terms of not only content but also the expansion of their market position. First of all, we are talking about the benefits of using the Internet in marketing activities.

Accessibility. First of all, Internet marketing was a solution that allowed companies with relatively small budgets to effectively market any brands, business ideas and proposals, so Internet marketing is available to both small and medium-sized companies, regardless of their duration and geographical location. It allows you to search and access information, as well as provide goods and services from anywhere in the world. The Internet opens up opportunities for the production of new products and new models of economic activity within the virtual value chain or as a result of the development of a new sector of the market space. The company does not need any additional resources to ensure sales, all the necessary resources for each consumer will be provided by the consumer himself. The site can work with hundreds of thousands of users at the same time.

Informativeness. The information possibilities of the Internet are grand. First, access to information is almost instantaneous and unlimited. Information and services on the Internet are available around the clock. Secondly, thanks to different types and tools of advertising, the Internet resource easily combines informativeness and entertainment, which allows you to effectively influence a wide target audience. The high informativeness of the Internet is ensured, first of all, by the fact that the information in it is updated as quickly as possible, so the user can count on the

relevance of the presented data. For an enterprise that has entered the Internet market, the ease of archiving allows you to create large-scale databases, which makes the resource more attractive to consumers in terms of saturation.

Reduce transaction costs. The Internet is a system that can significantly reduce the transaction costs associated with advertising, finding the necessary information, finding resources, establishing and maintaining interaction between the company, its customers and suppliers. As the system of access to communication and information resources of the Internet penetrates and improves, an increasing degree of reduction of transaction costs will be achieved. At the same time, the cost of communications, compared to traditional means, becomes minimal, and their functionality and volume increase significantly.

Reduction of organizational costs. Reduction of organizational costs is due to maximum automation (service process of potential customers, without unnecessary costs providing them with the necessary service around the clock and in any geographical point) and optimization of the sales process, ie optimal choice of product range, reducing the number of intermediaries, sales costs, reduction of time for development and introduction of new products, etc.

Globalization. The Internet is a global means of communication that does not have any territorial or temporal restrictions. It allows to distort the geographic market, to search for consumers in an environment where the company would never look, to overcome competition where it was impossible before the introduction of information technology in marketing activities, and to conquer competitive markets closer to consumers. Consumers also have the opportunity to choose from potential suppliers who offer goods or services, regardless of geographical location. Only transport costs can be an additional detrimental factor when choosing a supplier. Thus, it is Internet technologies that allow even small providers to achieve a global presence.

Temporary scale in the Internet environment also brings new benefits. High efficiency of communicative properties of the Internet provides the opportunity to reduce the time to find partners, make decisions, implement agreements, develop new products and more. Communicative characteristics have high flexibility, allow you to

easily make changes to information and thus maintain its relevance without temporary delay.

Building relationships with users and building loyalty to the product. One of the key benefits of Internet marketing is that the Internet allows you to organize a remote dialogue with the target audience in real time, send to your computer promotional materials, newsletters, special offers, useful tips and more. Thus, the Internet allows you to accurately reach the target audience and respond quickly to its changes and benefits.

Personalization of interaction and the transition to marketing activities «one to one». Using Internet interaction tools, companies can obtain detailed information about the requests of each individual customer and automatically provide products and services that meet individual requirements. As a result, the Internet allows you to move from mass marketing activities to marketing activities «one to one». Thus, any marketing campaign on the Internet is more targeted and brings more significant results.

Adaptation. Rapid adaptation of the enterprise to market conditions allows rapid addition and updating of trade offers, regulation of prices and product characteristics, flexible changes in marketing plans and advertising projects in accordance with the ever-changing economic situation, the best way to find potential partners and investors in national and foreign markets. the consequence is the possibility of expanding the company's activities from the local market to the national and international markets.

Effective advertising. The most flexible method of advertising goods and services allows you to effectively manage the process of advertising communications and significantly reduce the overhead costs of promoting goods and services (electronic advertising space is much cheaper than print or air, and search and access to information are almost instantaneous).

Marketing researches. Using the Internet provides great opportunities and is the most effective way to conduct marketing research. It allows you to conduct constant marketing research, deeply study the target market segment, purposefully conduct active surveys, study website navigation and demand for certain information from the

pages and more. In terms of audience coverage, speed of processing results, completeness of information provided, such statistics surpass any other in traditional business models.

Growing share of users. The rapid increase in the number of Internet users worldwide and, thus, the prospects of Internet marketing compared to other types of media marketing (print, radio and television) are among the most significant benefits of Internet marketing.

Speaking about the problems of using Internet technologies in the marketing activities of enterprises, first of all we should highlight some technological limitations that limit the number of potential consumers. One of the main characteristics of the Internet is its users, the number of people who have the technical equipment and access to the network. Due to the fact that in Ukraine the Internet began to gain widespread popularity not so long ago (worldwide), it still has not affected the lives of many people.

One of the existing problems for the enterprise with the use of Internet technologies is still distrust of the Internet as something new and unknown and lack of knowledge from users.

The problem of security of personal and private information, as well as the reliability of various Internet resources is of great importance. Data security remains a major issue for any business that wants to integrate the Internet into its operations.

Another problem is that there are products that consumers prefer to buy in the usual way, rather than using the Internet. First of all, this group of products should include perishable goods, such as food and so on. These are the categories of goods for which the most important consumer qualities are taste, aroma, taste and individual characteristics. In addition, there is a category of consumers for whom personal presence is important when choosing a tangible product, the possibility of shopping, a positive psychological mood, etc..

With regard to marketing activities using Internet technology, the time required for the delivery of tangible products can also be quite significant. It may take a lot of

phone calls and e-mails to purchase the products you want, but it can be even more difficult to return the product and get a refund, and it will take a long time.

The use of the Internet in marketing activities also leads to increased competition in the market. The absence of borders and access to the global virtual market significantly increases the number of both consumers and competitors. Today, the number of businesses that build their websites is growing, so the lack of Internet access creates a certain competitive disadvantage. Similar to traditional marketing activities, the company needs to compete on the proposed prices and range of goods. In addition, the availability of extensive content on the company's website makes it vulnerable to competitors through the ability to maximize business information.

On the one hand, the use of Internet technologies in the marketing activities of the enterprise involves significant investment. At the same time, the Internet market has its own peculiarities in the conditions of Ukraine, which are accompanied by a large number of risks with a high level of uncertainty, as well as a long period of return on invested capital.

On the other hand, the future of the Internet involves the development and implementation of certain standards in order to create a stable infrastructure that would make the computer network more reliable. This will increase competitiveness and successfully conduct business not only large corporations, which tend to operate in both real and virtual economies, but also small businesses and various trade organizations.

Despite the many advantages, the use of Internet technologies in the development of marketing activities of the company is a complex process that is integrated with many other processes of the company and significantly affects both marketing results and financial and economic performance.

The complexity of the process of implementing Internet technologies is due to the fact that Internet technologies themselves are a complex complex system that requires significant investment, the availability of qualified personnel with relevant IT skills, creating a technology platform based on existing technical means with minimal requirements. etc.

Thus, the Internet has long proven itself as a unique and very effective marketing tool. It has characteristics that are significantly different from the characteristics of traditional marketing tools. With the advent of the Internet, the process of organizing communication with the external environment has changed qualitatively. The use of Internet technologies means empowering and improving the quality of coordination of marketing activities, allowing for minimal financial costs and the absence of infrastructure barriers to maximize the sales network and qualitatively improve the operational marketing of the enterprise.

The use of Internet technologies in the marketing activities of agricultural enterprises provides new advantages over marketing activities based on traditional technologies.

Marketing activities should provide: reliable, reliable and timely information about the market, the structure and dynamics of specific demand, tastes and preferences of customers, ie information about the external conditions of the enterprise; creation of such a product or set of products (range) that more fully meets the requirements of the market than the products of competitors; the necessary impact on the consumer, on demand, on the market, which provides the maximum possible control over the sphere of sales.

Agricultural enterprises use elements of marketing in their production and marketing activities, however, in most cases, their application is not systemic in nature, and therefore does not become a mechanism for solving production and marketing problems. Mass marketing is mainly used, based on the production and sale of a certain range of products designed only for the average consumer, which does not take into account the differentiation of needs for specific goods.