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

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**Lohosha R., Mazur K., Aliksieieva O., Babyna O., Babyn I., Belkin I.,  
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Pidlubnyi V., Trapaidze S.**

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**Author's:**

Lohosha R., Mazur K., Alieksieieva O., Babyna O., Babyn I., Belkin I.,  
Germaniuk N., Gontaruk Y., Harbar Z., Kubai O., Koval O., Pidlubnyi V.,  
Trapaidze S.

**Editor:**

**Lohosha Roman**, Head of the Department of Agricultural Management and  
Marketing, Vinnitsa National Agrarian University

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## **ABSTRACT**

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

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

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

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

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

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

**TABLE OF CONTENTS**

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

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

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

## **7. Features of sales system management in enterprises of agriculture**

In the conditions of the market economy of Ukraine, the role of enterprises as subjects of market relations is increasing. Within the framework of these relations, there are fundamental changes in their economic behavior, the basis of which is sales activity.

Modern business conditions, which are characterized by the intensification of competition, the variability of macroeconomic indicators, and the growth of consumer demands for the quality of goods and services, require enterprises to respond in a timely manner to changes occurring in the external environment, and to search for new sales management mechanisms. The variability of the external environment determines the need to use a strategic approach in sales management. However, it is not enough to use only strategic management tools in sales management in a market economy. The market requires a marketing approach to managing all areas of the enterprise, including sales. Sales in the conditions of a market economy is becoming increasingly important and even key in the activities of enterprises.

Sales policy occupies an important place in the marketing system. Its purpose is to organize an optimal distribution network for the effective sale of manufactured products, including the use of a network of wholesale and retail stores, intermediate storage warehouses, as well as service centers; organization of transportation, shipping and loading work, documentation, logistics issues, ensuring the effectiveness of merchandising. The sales policy in the marketing system also includes commercial issues: preparation and conduct of sales negotiations, agreement on terms of sales, execution of calculations, conclusion of contracts, control over their execution.

Today, there are many opinions and approaches regarding the essence and place of sales activity in the integral economic system of the enterprise and the management system in particular. The discussions of scientists regarding the relationship between the concepts of «sales-marketing» and «sales-logistics» deserve the most attention,



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

because when considering special economic literature, the difference between them is often unclear. The authors appeal in the same terms to completely different concepts. These problems, even at the level of theory and methodology, are the cause of difficulties in practical activities: when creating structural divisions of the enterprise, which are engaged in sales activities and their management; in the distribution of duties, rights and powers of employees of these units; when making specific management decisions regarding planning, organization, regulation, motivation, accounting, control and economic analysis of sales activities.

In today's conditions of riskiness and uncertainty, it is impossible to underestimate the role of sales, which is a decisive factor in the continuous activity of industrial enterprises. The company's management is interested in and strives for expanded reproduction, i.e., capital circulation in constantly increasing amounts, and therefore it makes maximum efforts to maintain it in this state and promotes continuous development. Such necessity and complexity of the object itself requires the application of a systematic approach to the management of the enterprise in general, including sales activities.

Sales in a broad sense is the actual sales activity of the enterprise with all its operations and processes, the list of which is so lively offered by scientists. Regarding sales in the narrow sense, we are inclined to the opinion of those authors who consider it the final sale of manufactured products with the aim of turning them into money, obtaining profit and meeting the needs of consumers [150, p. 21].

The approaches of scientists to the term «product sales» are shown in fig. 1.

Sales is an activity to ensure the sale of products. Based on this, we propose to include the following elements: organization of information support on the state of the market, conducting marketing research and drawing up sales forecasts; signing contracts for the supply of products; choice of sales forms and methods, organization of the distribution system; creation of marketing communication and organization of legal support; organization of service and after-sales service.

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

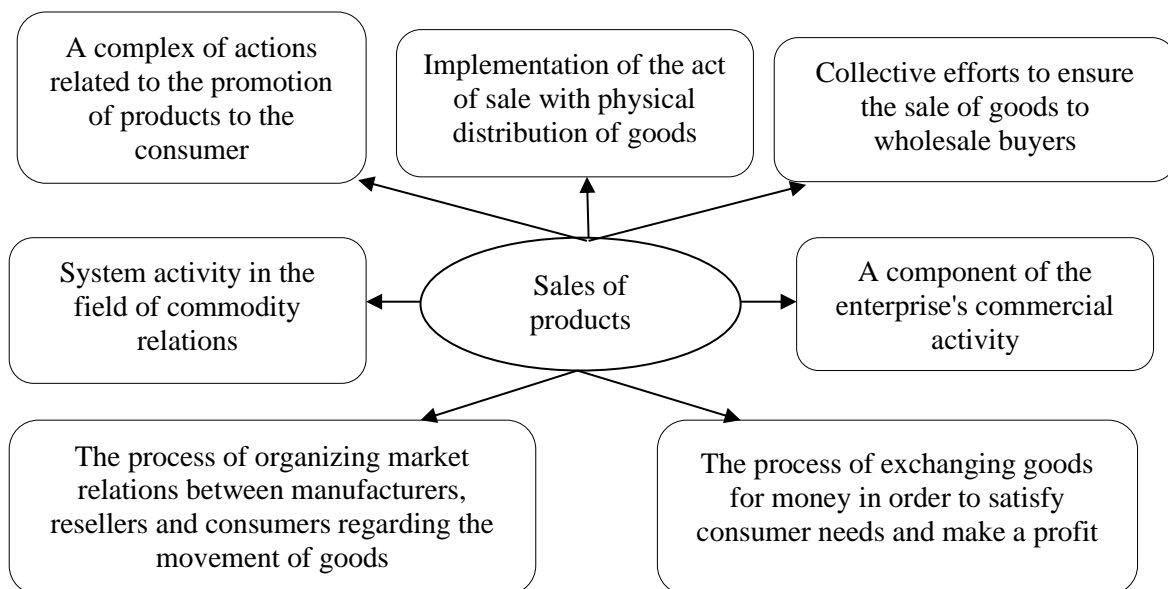


Figure 1 – Scientific approaches to defining the meaning of the term «product sales»

The system of sales activity forms and manifests its properties in interaction with factors of the external environment (for example, demand for manufactured products, government policy of price regulation, etc.). It develops under its influence, but at the same time remains the leading active component of the interaction and tries to preserve the qualitative determination and properties that ensure the relative stability and adaptability of its functioning. The sales system is influenced by factors of the external environment, both direct and indirect. The first group of such factors includes the influence of competitors, market information, buyers and consumers, including potential, demand, risks in the field of sales, regulatory framework and law-making bodies, sales personnel; to the second – international events, scientific and technological progress, political factors, socio-cultural factors, the state of the country's economy.

It should be emphasized that the sales policy depends on the internal and external conditions of the enterprise's functioning, and its development requires a comprehensive analysis of them. Moreover, the macro environment creates general conditions for the functioning of the enterprise and, in most cases, does not have a specific nature. For the systemic analysis of the macro environment, economic,

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

international, political and social factors are distinguished. The analysis of the macro environment allows to identify the main trends in the development of the economy, individual branches of the national economy, the legal support of the entrepreneurial activity of business entities, and their implementation of the production and sales function. When analyzing the microenvironment, one should focus on the study of those components with which the enterprise is in direct interaction: buyers, suppliers, competitors, intermediaries, and is carried out taking into account the analysis of target markets, the state of competition and distribution networks.

The analysis of the factors of the internal environment in the system of strategic marketing management of sales involves the study of the company's sales policy, the assessment of the level of use of sales potential and the effectiveness of strategic marketing management of sales.

The main tasks of sales management at the enterprise are: determination of the set of sales functions and their content; definition of functional relationships between employees who implement marketing functions at the enterprise; creating a system of interaction between specialists who are responsible for the marketing orientation of the enterprise and other specialists of the company who are responsible for ensuring the coordination of sales, marketing and other functional areas of the enterprise.

A distribution network can be defined as a structure formed by partners participating in the process of competitive exchange, with the aim of providing products and services at the disposal of individual consumers or industrial users. These partners are manufacturers, intermediaries and end buyers. Any sales channel performs a certain set of functions necessary for exchange.

The sales functions are as follows: studying the results of market segmentation and advertising planning; signing contracts with consumers or intermediaries; accounting and control of contract execution; development of a plan for shipping products to customers; determination of sales channels; organization of reception, storage, packaging, sorting and shipment of products to customers; informational, resource and technical support for product sales; sales promotion; establishment of feedback with consumers and regulation [151, p. 283].

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

The performance of the considered functions leads to the emergence of commercial flows of distribution between the participants of the exchange process, directed in mutually opposite directions. In total, five types of flows can be distinguished in the sales channel: flow of ownership rights: transfer of ownership rights to products from one owner to another; physical flow: sequential physical movement of products from the producer through intermediaries to the final consumer; order flow: orders coming from buyers and intermediaries; financial flow: various payments, bills, commissions, which move from the final consumer to the manufacturer and intermediaries; flow of information: this flow spreads in two directions – information about the market moves towards the manufacturer, information about the offered products at the initiative of the manufacturer and intermediaries is directed towards the market [152, p. 258].

Thus, the presence of a sales channel implies the distribution of functions and flows between exchange participants. The key question when organizing a network is not whether these functions and flows are performed properly, but rather which of the channel participants will perform them. One can observe great diversity in the allocation of functions not only for different markets, but also within the same market.

Therefore, sales is the activity of the enterprise for planning, organizing and controlling the physical movement of materials and finished products from the place of their production to the place of use in order to satisfy the needs of consumers and benefit themselves. It is carried out within the sales policy of the enterprise, the planning of which takes place in the following directions: definition of the sales strategy and sales policy of the enterprise; selection of sales systems and methods and corresponding types of channels; determination of product promotion routes; ensuring sales efficiency, logistics issues.

The existence and development of sales activity is determined by a number of objective reasons:

1. Necessity – that is, the sales system brings the product closer to the consumer, makes it more accessible.
2. Fighting for the buyer's money – by developing the sales network, bringing it

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

closer to the consumer and creating maximum convenience for him during and after the purchase, the company achieves certain advantages in the market struggle.

3. Rationalization of production processes – is related to the fact that the distribution network takes over a share of the final operations of the production process (sorting, packaging, packaging, etc.), which are rationally carried out at the stage of pre-sales service [150, p. 39].

The sales policy of enterprises is based on marketing strategies in the field of sales and is defined as a set of tactical measures for the formation of demand, establishing relationships with buyers, pricing, transportation, goods movement, sales promotion, service and advertising, aimed at implementing strategies and achieving the goals of the company's sales activities.

Management of the sales activity of the enterprise in the conditions of the market economy from the point of view of marketing is considered as a process of planning, organization, motivation and control of the sales activity of enterprises, which is necessary for the formation and achievement of the sales goal. However, this definition does not specify through which functions of marketing the management of sales activities is implemented, since the listed components of the process – planning, organization, motivation and control – are general functions of management, not marketing.

The adoption of the concept of marketing at the enterprise changes the methods by which the goals of production and sales of products are achieved. Due to the integration of the marketing function into the enterprise management system, a deeper and more effective combination of sales with market situation research, product assortment planning is carried out, and the nature of work related to product sales is changing. The needs and requirements of consumers, rather than the manufacturer of the product, come to the fore, the manufacturer becomes an active participant in the sale of products due to deep interaction with the employees of trade organizations, is included in the retraining of the personnel of the marketing department. On the other hand, employees of sales services, thanks to close interaction with other divisions of the marketing department, have access to deeper information about their customers,

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

which increases the effectiveness of commercial communications in the management system.

The implementation of a targeted sales policy involves the organization and formation of sales networks capable of covering the target market, quickly and efficiently selling volumes of products adequate to production capacities. The sales policy is related to the problems of attracting intermediaries, contractual relations, determining the forms and types of sales, company offers in view of the specifics of products, the conditions of a specific target market, and the sales policy of competitors [149, p. 79].

Sales channels, ways and methods of promoting products on the market – the most effective marketing actions in conditions of non-price competition. When using a marketing approach to the management of sales policy, it is necessary to take into account the key factors of success, which include the target market, assortment policy, sales personnel, merchandising measures, which depend on the company's position on the market and the effectiveness of sales activities.

Summarizing numerous scientific approaches related to both enterprise management and marketing management, we believe that marketing is a specific function of management and is aimed at increasing sales efficiency [152, p. 212]. That is, it can be stated that the management of the sales activities of enterprises is a management activity oriented towards the achievement of the organization's tasks, related to the formation of demand for goods and services of the manufacturer, their implementation by means of the intensification of this demand.

Thus, management of sales activities is a complex and multifaceted process and requires constant analysis and improvement. The gradual increase in the volume of sales of domestic manufacturers necessitates the formation of the latest effective technologies in sales management systems. Therefore, the priority task of enterprises is to create an effective system of management of sales activities, which would take into account the interests of regional producers. It should include solving a number of theoretical and methodological-applied tasks related to the economic evaluation of sales activities, conducting systematic research of the market situation, creating a

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

qualified marketing and logistics department, planning a strategy for the development of sales activities, forming analytical and information support [153, p. 89].

Management of the sales activity of the enterprise in the conditions of the market economy from the point of view of marketing is considered as a process of planning, organization, motivation and control of the sales activity of the enterprise, which is necessary for the formation and achievement of the sales goal.

And the creation of a sales management system at an industrial enterprise in accordance with the proposed model will provide real prospects for effective management of sales activities due to the orientation of the company's activities to market demand, an organic combination of sales, supply, and management functions and their focus on more fully meeting the needs of the consumer and obtaining profit [151, p. 223].

Sales management is not limited to sales channel management. Each member of the system has its own sales organization. It is appropriate to understand the construction of a sales management structure, the selection of properly qualified sales specialists, the distribution of tasks, rights and responsibilities among employees, the creation of conditions for effective work (organization of workplaces, provision of necessary information, office equipment, etc.).

The basis of the construction of the sales activity management system is the definition of functions that ensure the formation of methods of managerial influence at all stages of sales operations as a process. Therefore, we believe that the management of sales activities at the enterprise should be implemented through the use of the following functions:

1. Planning (selection, classification and preparation for the use of information regarding the development of a sales strategy; assessment and analysis of factors of the internal and external environments; determination of the strategy for the development of sales activities).

2. Organization (creation of an organizational structure of sales management at the enterprise; creation of intra-company and intermediary systems of product distribution).

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

3. Motivation (stimulation of participants in the product distribution system: discounts, rewards, bonuses, staff training).

4. Control and regulation (establishment of a system of indicators for evaluating the results of the effectiveness of the sales system).

When using a marketing approach to managing sales policy, the main elements in the field of planning sales policy, which should be paid attention to in the first place, are goals in the field of sales, that is, the choice of the direction of implementation of sales policy in the long term.

In the field of organization of sales activity, an important element is the optimization of the organizational structure of sales management, that is, bringing it into line with the established goals in the field of sales and the developed strategies of sales management. Correct organization of sales policy management and timely implementation of sales strategies can provide the company with a strong position on the market and activate the market activity of the company in conditions of fierce competition.

A flexible approach to the distribution of strategic resources is one of the key factors in successful sales policy management. At the same time, the main task is the distribution of resources according to the directions that are the most priority and allow to achieve the set goals in the field of sales.

An integral element of the organization of sales activities is the creation of corporate culture, as it forms the corporate spirit of the enterprise, provides personnel with a system of rules and values, and therefore ensures the achievement of maximum results. Implementation of sales management strategies requires strategic changes in the relevant areas of the enterprise.

In the field of analysis of sales policy, important elements are the study of the macro environment and the environment of the immediate environment of the enterprise, which allows identifying risks in the field of sales [149, p. 101]. Control and regulation of sales involves evaluating the effectiveness of sales policy management, as well as the development and implementation of corrective actions.



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

So, under the system of management of sales activities, we will understand a set of organizational forms through which the general management of sales activities is carried out at all its stages, as well as economic levers that contribute to the increase in the volume of sales of products and the development of the enterprise.

The purpose of this system is to develop methods of influencing and implementing a set of measures related to the delivery of finished products and services to the consumer, aimed at optimal use of all company resources, taking into account the market situation. The latter is due to the need for constant study of the economic situation, its forecasting, as well as the adjustment of planned sales volumes in accordance with consumer requirements. Each of the functional elements of the sales management system performs the functions of planning, organization, motivation and control through the appropriate set of tools. Their systematization makes it possible to present functional and supporting subsystems as follows (Table 1).

Table 1 – Elements and tools of the functional and supporting subsystems in the sales management system

Elements	Tools
<b>Functional subsystem</b>	
Intra-firm and intermediary distribution systems	Organization and implementation of distribution and sales operations; sales forms and methods; sales service; management of distribution channels
Economic evaluation of sales activities	Planning of sales activities; estimation of sales costs; formation of the budget for marketing; formation of price policy taking into account discounts during distribution and sale; control of the results of sales activities
<b>Providing subsystem</b>	
Sales information support	Organization of information support about the state of the market; marketing research; analysis of competitors and competitiveness; identifying consumer preferences
Analytical sales support	Assessment of the market situation; determination of real and potential market capacity; demand analysis; proposal analysis; sales volume forecast; formation of a sales activity development strategy

Management of the sales policy requires the creation of a reliable information support system, in connection with which it is necessary: to determine the volume and structure of the necessary information; choose methods and sources of information collection; to develop an effective system of information processing, transfer and storage; create the necessary conditions for the effective use of information in the

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

process of strategic sales management [148, p. 253].

So, sales management is a multifaceted management process aimed at ensuring effective sales of the enterprise in the long term in the conditions of the variability of the external environment.

Sales policy is a set of interrelated elements of sales activities aimed at meeting the needs of consumers by optimally using the company's sales potential and ensuring sales efficiency on this basis.

Enterprises must solve sales problems during the development of marketing policy. It is at this stage that a decision should be made regarding the choice of sales markets, sales methods and its stimulation. The development of the company's sales policy involves the determination of priority directions, means and methods necessary for the activation of sales. The development of the company's sales policy should be based on the results of the analysis of the existing sales system. Moreover, it is advisable to carry out this analysis not only by quantitative indicators, but also by qualitative indicators: the level of service, customer satisfaction and commitment, the effectiveness of the communication policy, the correctness of the selection of market segments, the effectiveness of the work of the sales staff, etc.

Sales in the marketing system is of great importance, as it provides feedback to the market, provides the enterprise with information about the dynamics and structure of demand, about changes in the needs and preferences of buyers. The development of sales policy is an integral part of the enterprise's marketing program.

The choice of methods of interaction with buyers and their improvement is of particular importance in the formation of the company's sales policy. At the same time, it is necessary to determine the size and structure of costs for customer service, for the purchase of necessary equipment, personnel training, etc. In order to substantiate the sales policy, it is necessary to choose the optimal option for calculating costs in terms of the main directions of the implementation of the company's sales policy.

Sales policy is a set of principles, methods and measures used by the management to organize and manage the company's sales activities in order to ensure effective sales of goods within defined target markets.

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

The sales policy of any enterprise (sales channels, methods and methods of promoting products on the market) is formed on the basis of the goal and objectives of sales and must correspond to the business concept of the enterprise. The company's sales policy depends on the internal and external conditions of the company's operation and is built on the basis of supply and demand analysis. Since the demands of consumers are constantly changing, the company's sales policy should be aimed at constantly updating the product range and improving its quality characteristics.

The main constituent elements of the sales policy are the following: sales marketing strategies (especially in terms of positioning, which partially makes up the sales argument); regulatory policy (especially in terms of sales promotion, which also refers to argumentation); assortment policy; pricing policy; distribution policy (principles of formation of channels of product movement); commercial lending policy; collection policy, which refers to the principles in the field of repayment of receivables; transportation policy; organizational aspects of sales; policy of demand formation and sales promotion (advertising, service, commercial lending, discounts).

The main activities that must be carried out within the company's sales policy include: formation of distribution channels; physical distribution (logistics); measures to promote the product; pre-sale events; after-sales activities.

The main factors in the formation of the sales network are:

- characteristics of end consumers – their number, concentration, size of average one-time purchase, income level, patterns of behavior when buying goods, required hours of operation of stores, volume of sales staff services, preferred credit conditions, etc.;

- the capabilities of the manufacturer itself – its financial position, competitiveness, main directions of the market strategy, production scale. In particular, it is better for small enterprises with a narrow product range and limited financial capabilities to work through independent sales agents, and large companies are recommended to carry out a certain part of sales operations through their own sales network;

- characteristics of the product – type, average price, seasonality of production

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

and demand, maintenance requirements, storage terms, etc. Thus, enterprises are recommended to sell expensive, unique goods by the direct method, through their own sales network (so as not to transfer profit to intermediaries), and by the indirect method, through independent intermediaries – cheap, mass goods, seasonal goods, goods that require warehousing and storage;

- degree of competition and sales policy of competitors – their number, concentration, sales strategy and tactics, relationships in the sales system;

- characteristics and features of the market – actual and potential capacity, customs and trade practices, density of distribution of buyers, average income per capita, etc.;

- the comparative cost of different sales systems and structures of sales channels.

The sales policy of enterprises is based on marketing strategies in the field of sales and is defined as a set of tactical measures for the formation of demand, establishing relationships with buyers, pricing, transportation, goods movement, sales promotion, service and advertising, aimed at implementing strategies and achieving the goals of the company's sales activities [149, p. 155].

All marketing activities related to relations with customers, management of marketing opportunities of sales potential, leveling of sales risks must be mutually agreed and coordinated, because the effectiveness of sales activities of wholesale enterprises depends on the degree of integration of these strategies.

At the current stage of sales activity development, the latter is considered in two directions. The first direction of the development of the company's sales activity should include the creation of a system of measures for the rational distribution and sale of products, namely: the selection of a wholesale sales strategy; construction of a sales network (which includes the establishment of distribution channels, with the determination of the number of intermediaries and specifying their quality characteristics); development of communication solutions regarding price and communication support within the wholesale distribution network [150, p. 103]. The second direction is consideration of the sales activity of enterprises as a system of measures for the effective physical movement of products, in this case, the

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

rationalization of the logistics chain from the wholesale enterprise to stores, retail outlets, warehouses of other small wholesale enterprises.

It should be noted that all elements of sales policy are interdependent and mutually dependent. Therefore, the construction of the sales policy of any enterprise should be carried out on the basis of a systematic approach.

The main stage of the process of forming a complex of measures regarding the organization of sales policy is the analysis of the needs and capabilities of competitors, as well as their comparison with the production and sales capabilities of the enterprise. At the same time, the enterprise should focus on its target consumer, that is, on the group of buyers whose needs will be satisfied to achieve its goals.

In this regard, the development of methodological provisions in the field of forming a set of measures for the sale of products on the target market is relevant, which include a number of interdependent stages: conducting a situational analysis of the target market, taking into account the activities of the enterprise in it; forecasting of product sales volume; selection of market development strategies; development of sales policy implementation tools; control over the fulfillment of obligations.

At the first stage, using statistical methods, the production potential of enterprises is evaluated, which must be implemented to meet existing consumer demand and maintain competitive positions in the target market.

Product sales forecasting is based on the analysis of dynamic series, taking into account the life cycle of the product, which characterizes seasonal and cyclical fluctuations in its consumer demand and allows more accurate forecasting of product sales volumes in the future.

The main stage of this model is the direct development and implementation of its tools based on situational analysis data, made forecasts of sales volumes and a sound strategy. According to the proposed methodology, the development of the tools of the sales complex should take place in three stages: the construction of a distribution network, the organization of goods turnover, and the organization of sales. To build a distribution network, we have proposed a method of finding the optimal structure of the marketing channel and its corresponding sales forms, depending on the goals set,

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

the characteristics of the target market, the characteristics of the product and the company as a whole. The process of forming a distribution network is built in the form of a multi-stage procedure, which consists in the systematization of the results of a preliminary analysis of the characteristics of consumers, the capabilities of the enterprise and its product, the determination of the intensity of geographical development of the market for this product, the selection and management of marketing channels, as well as the integration of their participants. The result of such actions should be the selection of appropriate elements of this complex: marketing channels, forms and sales systems. Each of them is developed taking into account criteria specific to a specific situation. In addition, the selection of strategies for developing the market for the company's products is carried out, which largely depends on the territorial concentration of consumers, their proximity, the term of sale of the product, the popularity of the trademark, market share, etc. [148, p. 99].

The final stage in the construction of a distribution network is the integration of its participants into certain systems. For the manufacturer, the need for integration in the field of sales is due to the possibility of controlling various participants in the distribution network and all stages of product sales, as well as gaining access to information about its end consumers. The level of channel integration can vary from traditional marketing channels formed by independent manufacturers and intermediaries to channels owned by the manufacturer.

The goals of sales activities should be based on the mission of the enterprise, be quantitatively measured and limited in time. At the same time, strategic goals should have priority. However, in practice, strategic sales goals are often not established, therefore, in the conditions of a market economy, enterprises need to direct their management activities in the field of sales to a strategic perspective.

Product promotion in marketing refers to a system of ensuring delivery of products to the point of sale or installation at a precisely determined time and with the highest possible level of service.

Promotion is the activity of planning and controlling the movement of products from the place of their creation to the place of sale in order to meet the needs of

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

consumers and benefit the company. The sales system can be: own (realization by the manufacturer of its own products through the company's trade branches); related to the enterprise (a system of trade under contracts, a system of franchises, that is, sales are carried out by other enterprises that are legally independent, but economically dependent on a certain enterprise); and not related to the enterprise (economically and legally independent sales companies).

The sales form shows whether sales are made through trade organizations related to the enterprise or through third-party organizations. Sales can be made through direct deliveries to end consumers or through indirect deliveries (through wholesale or retail trade).

Each enterprise must decide on the sales method it will use. There are three possible options: the direct method, the indirect method, and the combined method

The direct sales method involves the sale of goods to the final consumer by the manufacturer without the use of any intermediaries. The implementation of this method in practice is possible in two directions: thanks to the creation of own retail outlets for the sale of their products; by personal selling [154, p. 213]. Opening their own retail outlets for the sale of their products is used by enterprises that believe that their products require a special store style. However, the implementation of this method requires significant capital investments. This sales method is mostly characteristic of institutions specializing in the provision of certain services.

Personal selling is used by many companies in the perfume industry. The essence of this sales method is that the company creates its own sales team (in Ukraine they are mostly considered distributors), whose members are employees of the manufacturing company. The sales team searches for the end user and sells products.

Preparation for contact consists in the fact that each member of the sales team forms a circle (compiles an approximate list) of their own potential consumers. At this stage, the task of marketers is to create the widest range of possible customers. The specificity of personal selling is that potential customers belong to the same target audience as the salesperson. The correct selection of the consumer audience allows you to achieve the most effective sales of products.

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

In addition to forming a list of potential customers, at this stage the sales employee must: thoroughly familiarize yourself with the product (knowledge of the product, understanding its features and characteristics means understanding its usefulness for consumers); to study similar products of competitors (knowledge of goods sold by competitors enables the seller to contrast their advantages and corresponding disadvantages); plan the pre-sale presentation of the goods (the presentation should take place in such a way as to clearly demonstrate the usefulness and advantages of the offered products to potential consumers).

After the preparatory work, contact with potential consumers is established. The first impression very often affects the subsequent perception, therefore, for this stage, sales employees should prepare carefully. Buyers often form an opinion about the products offered during personal selling based on their impressions of the sellers.

The process of selling products using the personal selling method has a clear sequence: preparation for contact; contact setting; clarification of needs; product demonstration; overcoming differences; making a sale; after-sales support.

Establishing contact with potential consumers should provide a pleasant atmosphere, and at the same time, the client should receive visual confirmation of the professionalism of his visitor. The visitor (marketer) must find out the needs and problems of each specific consumer. The uniqueness of personal selling is that each consumer feels that the company cares about him and his interests. Therefore, the salesperson's task is to identify the client's needs and select the product that will best meet the client's needs and provide him with the appropriate benefits. Here we are talking about advantages that combine the needs of the client with the characteristics of the corresponding product.

The task of the sales team during personal selling is to convince the buyer that the given connection really takes place in each specific case. In order to convince the client that receiving the corresponding benefits is possible thanks to the products offered by the sellers, product presentation and demonstration are used. The main attention in the process of product presentation should be focused precisely on the



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

advantages that it can provide for this client. At the same time, the client can examine the product, try it in use, which seems to bring the desired effect closer to its reality.

Usually, after the presentation and test in use, a certain percentage of consumers immediately agrees to purchase this product. But a significant part of the consumer audience does not agree with certain conditions of making a purchase. Therefore, the personnel of the sales team must be ready to overcome disagreements with consumers. Most often, the dispute between the parties arises around the price. Therefore, the sales staff formulates arguments in favor of its expediency and justification in advance. In addition, in order to convince the client of this, salespeople should remember the basic rules for overcoming disagreements:

- you must listen to the client to the end, without interrupting his thoughts (thus demonstrating your respect);
- you should convince the client according to the principle «agree and put forward counterarguments» (the purpose of this principle is to create a climate of agreement, not conflict [151, p. 233]).

If the differences are settled, after that the actual purchase of the product takes place. However, the relationship between the buyer and the seller for personal sales does not end there. During the entire time of using the products, the sales staff implements after-sales support of relations with the client. He is interested in the results of consumption, the degree of satisfaction, accepts and responds to complaints in case of occurrence.

For the company, after-sales support is important for the following reasons: firstly, it allows you to form a circle of regular customers (it is much more efficient and cost-effective to serve regular customers multiple times than to look for new customers each time with personal sales); secondly, the relationship between the client and the seller is a means for the company to obtain marketing information (and this reduces costs for marketing research). Some companies consider the direct sales method (and personal selling in particular) to be the most effective among the sales policy tools. Such opinions are based on the fact that in the case of a direct sales method, communication with the end consumer takes place through the employees of

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

the manufacturing company, who best understand their own products. This is the basis for solving sales problems that are characteristic of the modern market [150, p. 134].

The indirect method of product sales involves the sale of goods to the final consumer through intermediaries, that is, the formation of one's own network of product distribution channels. Most manufacturers believe that it will be more expedient and more cost-effective to transfer part of the work related to the sale of products to intermediaries. However, this means that to some extent producers lose control over how and to whom this product is sold.

Proponents of the direct sales method criticize the opposite method of their opponents precisely for this. The manufacturers' loss of control over the sales methods and their addressability sometimes threatens the formation of an unfavorable opinion about their products. And intermediaries can be guilty of this. With the expansion of the distribution network, the probability of misunderstandings between channel participants increases.

Enterprises that use the indirect sales method motivate its expediency precisely by the possibilities of solving sales problems in a modern way.

Since each of these methods has both advantages and disadvantages, certain enterprises seek to increase the number of advantages and reduce the effect of disadvantages by using a combined sales method.

The combined sales method involves a combination of direct and indirect methods. That is, the manufacturer can form its own sales network, but not refuse the services of intermediaries and be present in certain markets with the help of agents, representatives, distributors, etc.

One of the points of the company's sales policy is the choice of the optimal sales channel. A product sales (distribution) channel is an organization or person engaged in the promotion and exchange of a specific product (several groups of products) on the market [157, p. 88].

Despite the fact that when using the services of intermediaries, the manufacturer to some extent loses control over the sale of goods, most entrepreneurs consider it beneficial to engage intermediaries. This is explained by many reasons, including: a

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

significant part of producers lacks financial resources for direct marketing; intermediaries can provide buyers with the necessary assortment of goods and high quality of service, using their contacts, experience and qualifications; even if the manufacturer is potentially able to create its own distribution channels, in many cases it is not profitable for him, because it is more efficient to invest in his main business; a significant reduction in costs for the sale of goods through intermediaries is achieved by reducing the number of direct contacts with consumers.

All distribution channel participants perform at least one of the following functions: gathering information for marketing research; dissemination of positive information about the product (participation in the communication process); establishment and maintenance of relations with potential consumers; adaptation of the goods to the requirements of the consumer, namely sorting, assembly, assembly, packaging; formation of product range; conducting business negotiations with consumers regarding the level of prices and other conditions before entering into supply agreements; organization of goods movement: transportation and storage of goods; partial or full financing of channel operation costs; lending [150, p. 122].

When choosing one or another distribution channel, it is advisable to also compare different options for building the channel and choose the sales method that is the most rational in each specific case. The development of the structure of distribution channels includes the following stages: conducting an analysis of the types of services required by the consumer; determination of channel goals and possible limitations in the process of achieving them; identification of the main options for building distribution channels; evaluation of selected options [156, p. 201].

Factors such as consumers, firm, product, competition, market, and alternative distribution channels must be taken into account to effectively develop a distribution channel structure.

Therefore, for an enterprise, the choice of a sales network (distribution channels) is a strategic decision that must be compatible not only with the expectations of the target segment, but also with its own goals. In addition, the sale of goods can be wholesale and retail.

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

Wholesale method of product sales. Wholesale trade essentially covers the entire set of commodity resources, which are both means of production and objects of consumption. As a rule, in wholesale trade, goods are purchased in large batches. Wholesale purchases are carried out by intermediary organizations for the purpose of subsequent resale to grassroots wholesale organizations and retail enterprises. In most cases, wholesale trade is not related to the sale of products to specific end consumers, that is, it allows manufacturers to sell goods with the help of intermediaries with minimal direct contact with consumers. In the commodity market, wholesale trade is an active part of the sphere of rotation [155, p. 258].

In addition, wholesale trade is an important lever for maneuvering material resources, contributes to the reduction of excess product stocks at all levels and the elimination of commodity deficits, participates in the formation of regional and sectoral commodity markets. Through wholesale trade, the influence of the consumer on the producer increases, there are real opportunities to achieve a match between supply and demand, to ensure that every consumer has the opportunity to purchase products within their financial capabilities and in accordance with their needs.

Wholesale trade is a form of relations between enterprises, organizations, in which business relations for the supply of products are formed by the parties independently. It affects the system of economic relations between regions and industries, determines the ways of movement of goods in the country, thanks to which the territorial division of labor is improved, and proportionality in the development of regions is achieved. For the rational distribution of the trade situation, the wholesale trade must have specific data on the current state and prospective changes in the situation on regional and industry markets [153, p. 243].

Retail. In the process of goods movement from producers to consumers, the final link that closes the chain of economic relations is retail trade. In retail trade, material resources pass from the sphere of circulation to the sphere of collective, individual, personal consumption, that is, they become the property of consumers. This happens through buying and selling, as consumers receive the goods they need in exchange for their monetary earnings.

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

The assortment feature is taken into account in the structure of retail trade. Goods are usually grouped into appropriate groups (subgroups) based on their production origin or consumer destination. In this regard, various types of stores operate in retail trade.

Retail trade, taking into account the specifics of customer service, is divided into stationary, mobile, and parcel.

The stationary retail network is the most common, it includes large, modern, technically equipped stores, as well as tents, kiosks, and vending machines. At the same time, self-service stores are distinguished, in which the buyer has free access to goods. A type of stationary trade is also stores of the «store-warehouse» type; goods in them are not displayed on showcases, shelves, which significantly reduces the costs of their loading, unloading, stacking, therefore, they are sold at lower prices. Such stores operate, as a rule, on the outskirts of large cities.

A mobile trade network helps to bring the goods closer to the buyer and provide prompt service. This trade can be delivery using machines, trolley benches, as well as delivery using trays and other simple devices.

Parcel trade provides the population, enterprises, and organizations with book products, stationery, audio and video recordings, radio and television equipment, and medicines. With the help of this form of trade, consumers can also receive some production and technical products (spare parts, tools, rubber engineering products, etc.).

The high level of costs constantly encourages enterprises to search for new sales methods. At the same time, it is obvious that sales functions can be transferred, but they cannot be excluded. From the point of view of the company, the transfer of these functions to intermediaries is justified to the extent that, thanks to their specialization, they are able to perform them more efficiently and with lower costs than the manufacturer himself.

The privileged position of distributors in relation to manufacturers is due to five factors: reducing the number of contacts; economies of scale; reduction of functional inconsistency; improvement of assortment; service improvement.

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

It should be emphasized that the sales policy, which is formed on the basis of sales goals and objectives, must correspond to the general business concept of the enterprise and the adopted course of action. Moreover, the sales policy of the enterprise should serve as a basis for the development of its supply, production and technological, innovation and financial policies.

Enterprises in the conditions of a market economy pay considerable attention to the problems of optimizing the process of promoting goods from the producer to the consumer.

Promotion refers to a set of various types of activities aimed at conveying information about the merits of a product to potential consumers and stimulating their desire to buy it. Modern enterprises use complex communication systems to maintain contacts with intermediaries, customers, various public organizations, etc.

The marketing policy of promotion uses the elements of the promotion complex as an arsenal of communication tools. A complex of marketing communications is a system of information activities aimed at persuading the consumer to look for and buy the company's products and to stimulate his purchasing activity. In order to achieve success, communication activities must be comprehensive and conducted regularly, which will contribute to the establishment in the minds of consumers and the formation of their positive perception of information.

The promotion of the product is carried out by using a certain proportion of advertising, methods of sales promotion (sales), personal selling and methods of communication with the public.

Advertising is any paid form of non-personal presentation and promotion of ideas, goods and services carried out by a specific customer. In modern conditions, advertising is a necessary element of production and sales activities, a means of creating a sales market, and an active means of fighting for the market.

As part of marketing, advertising should: first, prepare the market (consumer) for a favorable perception of a new product; secondly, to maintain demand at a high level at the stage of mass production of goods; thirdly, to promote the expansion of the sales market.

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

Depending on the stage of the product's life cycle, the scale and intensity of advertising changes, the ratio between prestigious advertising (advertising of the exporting company, the competence of its personnel, etc.) and commercial (that is, advertising of a specific product); the means of its distribution also change, its arguments are renewed, fresher, more original ideas are selected.

Although the costs of advertising are significant, especially when publishing ads in the foreign press, participating in exhibitions and fairs, they are fully justified. First, the costs incurred for advertising are included in the calculation of the price of the product, and the sale of their corresponding amount compensates for the costs. Secondly, without advertising, trade, as a rule, goes sluggishly, brings losses, often many times outweighing the costs of advertising. As international practice shows, advertising costs average 1,5-2,5% of the cost of manufactured goods and 5-15% of the cost of household goods.

Stimulating the sale of products for buyers involves a significant list of promotional activities, in particular, discounts, coupons, premiums, guarantees, packaging, contests, lotteries, demonstrations, conferences, loyalty cards, etc.

Exhibitions and fairs occupy a significant place in marketing. In any case, visitors come to the pavilions with a clearly expressed intention to learn something new for themselves, and this attitude actively contributes to the introduction of new goods and services to the market. Personal contacts between stand staff (representatives of the seller) and potential buyers make it possible to create an atmosphere of trust and goodwill, which contributes to the development of business relations. The exhibiting company (exhibiting samples of its products) can make presentations at symposia, which are usually held as part of the exhibition (fair), distribute print ads, show movies or TV films, give away advertising packages, handbags, folders, etc. Skillful exhibition activity plays no less, and sometimes a greater, role than the publication of advertisements in the press about goods for production purposes. However, work at the exhibition will be effective only if it is conducted strictly according to the plan and purposefully.

Personal selling refers to the oral presentation of a product for the purpose of

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

selling it in a conversation with one or several potential buyers. This is the most effective tool for product promotion at certain stages of its sales, especially for creating a favorable attitude among buyers to the offered products, primarily to products for production purposes.

Public relations involves creating good relations with various government and social structures by creating a favorable opinion about the company, its products and by neutralizing unfavorable events and rumors. Communication with the public also includes communication with the press, dissemination of information about the company's activities, lobbying in legislative and governmental bodies with the aim of adopting or canceling certain decisions, explanatory work regarding the state of the company, its products, and social role.

In order to successfully promote its goods on the market, it is also advisable for the enterprise to use the following basic pricing methods: the price with the return of production costs; market leader price; the price for promoting the product to the market; pricing according to the «skimming» method; prestigious price [152, p. 289].

So, under the modern conditions of management at the enterprises of the agricultural sector of Ukraine, the management of the marketing product and sales policy is gaining more and more importance. Enterprises need to pay more attention to planning and increasing the efficiency of their sales policy.

The functioning of agribusiness enterprises in the unstable conditions of the market economy requires timely adaptation of the sales system to changes in the external environment, which, in turn, necessitates the use of marketing in the management of product sales. The development and implementation of marketing approaches in the sales activities of enterprises is an important vital need for the functioning of agricultural enterprises. There is a need to create an effective model for managing the sale of products of agricultural enterprises, taking into account the modern needs of consumers and society as a whole.



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