

1. Organization of the system of marketing management of agricultural enterprises

In modern conditions, the search for innovative approaches to the management of agricultural enterprises is of great importance, among which a significant place belongs to marketing management. The results of the study suggest that the use of marketing management tools will help ensure the market orientation of the agricultural enterprise, which provides a focus on success, timely adaptation to the environment, gaining a leading position in the market, providing competitive advantage.

The emergence of marketing was associated with the relative saturation of the markets of the most developed countries, the abandonment of the principle of "sell what is produced" and the transition from it to a more flexible principle of "produce what can be sold." Therefore, the first definitions of marketing were based on meeting the needs of buyers (consumers), by directing their flow of goods and services through exchange.

The most common is the scientific definition of this activity, formulated by the world-famous American Marketing Association. According to experts of the association, marketing is a process of planning and managing the development of goods and services, pricing policy, sales and promotion of goods to customers to create such a variety of goods that can meet the needs of individuals and organizations. Unfortunately, this definition of marketing is accurate and almost exhaustive only for a well-formed and stable economy. Under our conditions, marketing is mostly equated with market-oriented management of production and sales activities of the enterprise. Because only in the last 10 years has the concept of "marketing" become extremely popular as a mandatory attribute of a market economy. And this is not accidental: the state is going through a difficult stage of transformation on the way to a modern developed market, whose economic entities rely on marketing tools to choose the optimal strategy.

Marketing as a theory, way of thinking, philosophy of entrepreneurial activity requires careful scientific study and a realistic approach to management practice. First of all, marketing as a concept of enterprise management requires an analysis of

management activities. Four elements are needed to guide this process: source data (information); purpose of activity; actual activity and control of results. Management activities are divided into three levels – strategic, tactical and operational. At the strategic level, long-term (10–15 years) goals of the enterprise are determined. The resources needed to achieve these goals (financial, material, etc.) are determined. The strategy of achievement of the purposes is chosen. At the tactical level, the general objectives are specified for a shorter period (up to 5 years). Based on them, tasks are formulated and the necessary resources are involved. At the operational level, the current tasks posed by market conditions are solved. These tasks should not contradict the long-term strategic goals of the enterprise. The goals of marketing as a market concept of enterprise management are always a reflection of long-term and short-term goals of the enterprise.

It should be noted that in the process of marketing management of enterprises and organizations there are classic and non-standard problems. Management technologies with proven methods of generalized standardized planning, organization, control, accounting and regulation of business activities are used to solve classical problems. Non-standard management tasks, which include market research, development of new products, reorientation of management functions to marketing, etc., require atypical approaches to solve them, the introduction of original management technologies that increase time and material costs. At the same time, non-standard problems both directly and indirectly arise from the classic (generalized collection and analysis of economic information, the formation of product ranges, strategic and operational control, etc.) tasks. It becomes obvious that the management of marketing activities should be considered as a logical-deductive process aimed at solving certain closely related issues that have different subject-oriented orientation. Problems that arise in the process of managing the marketing activities of enterprises and organizations can be divided into several interrelated blocks, the subject-meaning sphere of which has information-analytical, implementation-instrumental, organizational-control, technological and logical-deductive orientation]. The marketing management system includes organizational structures, division of

responsibilities, positions of planning and control of marketing activities. Situational analysis is based on identifying external and internal causes that led to positive and negative results, assessing the level of competence and efficiency of employees, describing the current state and possible changes.

Marketing management defines an important functional area of business management, responsible for the flow of goods and services from producers to consumers. It includes planning, organizing, leading, coordinating, motivating and controlling marketing activities. In essence, it is demand management according to a customer-centric marketing philosophy.

Marketing management is the management of a decisive and creative task to ensure customer satisfaction and thus make a profit from consumer demand. These are the management functions of planning, execution, coordination and control of market functions of marketing research, product planning and development, pricing, advertising, sales and distribution to meet the needs of consumers, business and society.

Marketing management is a marketing concept in action. It includes all activities necessary to identify and meet the needs of consumers. Simply put, marketing management sets marketing goals, develops marketing plans, organizes marketing functions, implements marketing plans and strategies, and monitors marketing programs in the final analysis. Marketing management has become important to meet the growing competition and the need to improve distribution methods to reduce costs and increase profits. Today, marketing management is the most important function in a commercial and business enterprise, due to the following factors:

- the need to bring new products to market;
- strengthening the production of existing products;
- reducing the cost of sales and distribution;
- export market;
- development in means of communication and modes of transport in the country and abroad;
- increase in per capita income and demand for more consumers.

Effective marketing management requires the highest level of skill and mastery. This ensures careful compliance with the consumer and an understanding of the forces of change in the environment that have a profound impact on the habits and motivations of customers. This necessitates creative imagination and creative skills to plan in accordance with changing market conditions; marketing management also requires the skills to coordinate and control the widespread and complex activities of a dynamic organization.

Each product produced must be delivered to the point of sale and offered to the buyer. The implementation of this task involves a system of certain actions with the use of appropriate tools, called the distribution of goods or (in domestic science and practice) trade. Physical distribution (movement of goods) as: “All measures related to the planning, implementation and control of the physical flow of raw materials, inventories and finished products from the point of origin to the place of consumption. The main activities include customer service, inventory control, handling, transportation, warehousing and storage. It is quite interesting to look at the relationship between marketing strategy and the practice of trade. The authors connect the history of the market of cut flowers in the United States.

Market research shows that only 2.5 percent of households regularly buy cut flowers, but there were opportunities to encourage the public to buy more flowers and more often. However, flower shops have focused on special occasions such as weddings, funerals, gift days and more. Manufacturers wanted to sell their products en masse, and outlets in department stores and food chains enjoy a much higher level of customer attendance. Studies have also shown that many consumers consider the unit price too high to regularly buy cut flowers. The manufacturer's response was to abandon the agreement to sell in packs of a dozen flowers. They reduced the unit price by packing the bouquets in smaller packages. For example, roses were sold in large quantities of three units. Having determined the size of trade units – flowers were packed accordingly. To persuade retailers to stock up on cut flowers, this product must be more competitive than other products competing for limited retail space.

Manufacturers have invested in merchandising design that minimizes required

space and maximizes the impact on potential buyers. In addition, because research has shown that flowers are an impulse purchase and are more likely to be purchased at the end of a store visit than at the beginning, manufacturers have encouraged sellers to place outlets near checkouts. These tactics have helped increase the profitability of cut flowers for retailers. This case illustrates how the movement of goods and marketing interact.

To ensure the effectiveness of changes in the practice of trade require changes in marketing strategy, and vice versa.

With increasing production capacity, increasing incomes, the market began to dictate the conditions for improving service, sales promotion, customer service culture, which led to the development of trade as a specific activity of the manufacturer or intermediary, associated with the process of moving goods and ownership from the manufacturer to the consumer. The basis for the separation of trade into a separate sector of the economy is the social division of labor and the separation of trade capital as part of industrial capital, due to attempts to use their own resources more efficiently. Trade accumulates the specific features of manufactured goods and services, their consumer qualities, the perception of buyers about the ability of goods to meet needs. It helps the company to understand the importance of commodity production, its values and the level of commercial and sales development, sales promotion, packaging and ways to move and transfer ownership of goods to target consumers. Trade activities are carried out by enterprises-manufacturers, sales and purchasing organizations, enterprises for the sale of goods in large batches and single products, persons-sellers of various forms of ownership and organizational structure. All these companies and organizations perform a number of common to all functions:

- realization of the produced consumer value, creation of economic preconditions for reproduction of the aggregate product;
- bringing consumer goods to consumers by organizing the movement of goods from producers to consumers (transportation, storage, warehousing);
- maintaining a balance between supply and demand with a simultaneous impact on production in terms of volume and range of products;

- reduction of consumption costs in the field of consumption (consumers' costs for the purchase of goods) through the improvement of sales technology, information and explanatory services, etc. ;

- conceptual and organizational measures for product development, market research, organization of distribution, formation of the price mechanism, creation of service services.

The primary link in the implementation of all functions is a trading company. A fundamental feature of the enterprise of trade as an open system is the presence of man as an active element of the system. This fact is due to the presence of special properties of the system:

- 1) the uniqueness and uncertainty of the behavior of the trading system in specific conditions;

- 2) the ability to self-organization, expressed through:

- a) the ability to change its structure, maintaining integrity and shaping behaviors;

- b) the ability to counteract negative trends and generate development trends;

- c) ability to adapt to changing conditions;

- d) ability and efforts to form goals within the system.

The enterprise carries out trade activity if it has the necessary resources: qualified personnel, inventories, technology of the trade process, credit lines, information on the state of the market, demand and consumption rates.

One of the main tasks set by each agricultural enterprise is to make a profit from economic activities, including production of agricultural products. Therefore, the formation of the production structure of agricultural enterprises is based on an assessment of demand for products they plan to produce, the availability of skilled workers who will organize the production process and the appropriate amount of resources needed for production (financial, material, information, etc.). The economic efficiency of agricultural enterprises depends on their production potential, ie their ability to produce agricultural products. Based on the analysis of these indicators, it is possible to determine the level of production potential and economic efficiency of agricultural enterprises.

For most agricultural enterprises there is an urgent need to develop ways to improve the management of marketing activities. The main ways to improve the management of marketing activities of agricultural enterprises, we include:

- creation of a full-fledged marketing service;
- formation and implementation of an effective marketing strategy.

In order to enhance the functions and improve internal relations, it is advisable to clearly divide and organize the services and departments of the enterprise in two areas: production, ie related to production, and service, including marketing, which provide the necessary conditions for proper functioning of major units. The creation of a marketing department at an agricultural enterprise can strengthen the competitive advantage and competitiveness of the enterprise in the market.

We believe that for most agricultural enterprises the implementation of the developed recommendations marks the result of the effectiveness of marketing activities. Thus, the management of marketing activities as a type of professional activity is aimed at ensuring the competitiveness of agricultural formations based on the laws of functioning and development of the agricultural market, which emphasizes the integrative role of marketing as an important management function. Effective management necessarily requires from marketers and management analytical, strategic thinking, the ability to predict the results of strategic decisions.

When organizing the marketing structure of the enterprise it is necessary to comply with such basic principles of its construction as:

- simplicity of marketing structure. The simpler the structure (other things being equal), the more mobile its management and the higher the chances of success;
- an effective system of communication between departments. This provides clear information transfer and feedback;
- a small number of chains of marketing structure. The fewer links the structure is characterized by, the more efficient the transfer of information from top to bottom and bottom to top;
- flexibility and adaptability.

Under the influence of rapid changes in consumer demand, high rates of

scientific and technological progress, growth and complexity of production, as well as other factors, the nature and direction of the goals of the enterprise, ways to achieve them. Because of this, marketing structures can be considered flexible only if they are able to change their organizational forms with changes in the marketing strategy of the enterprise. Organizational changes can be quick and without reducing the efficiency of the enterprise, if the ability to change is embedded in the structure itself. In order for marketing structures to be flexible, companies must constantly have up-to-date information on the internal state of affairs and the external environment, which is represented by demographic, economic, natural, technical, political and cultural factors. It is important to achieve internal marketing goals to create internal organizational units in the marketing department of the enterprise.

As noted by Logosha RV The development of new methods and approaches of management convincingly demonstrates the need to introduce marketing as one of the market tools that can meet market needs and combine the interests of economic entities. Marketing is the most important element of the market mechanism of management, in which the main role in the formation and planning of production and marketing activities of enterprises and organizations in the agro-industrial complex belongs to the consumer. Since the activities of all agricultural enterprises in a market economy should be based on economic profit, the presence of perfect competition and price fluctuations, marketing becomes central to the management structure. Only using the basic principles of marketing (freedom of choice, consumer orientation, commercialism and manufacturability), you can create an enterprise that will focus on both real and potential consumers of products. The experience of foreign countries with developed market economies shows that in a developed and dynamic food market management of production and sale of agricultural products is effective in the widespread use of principles, methods and techniques of marketing [1, p. 8].

According to Bondarenko VM The main principles due to which marketing performs the relevant functions are:

- free choice of purpose and strategy of functioning and development;
- concentration of efforts on achieving the final results of production and

marketing activities and gaining market share;

- openness to consumers, their needs and desires and active adaptation and influence on them;

- a comprehensive approach to solving problems in accordance with the available resources and capabilities of the firm;

- constant search and realization of reserves for optimal and effective use of sales management staff;

- scientific approach to solving marketing problems, ahead of competitors, systematic marketing research;

- flexibility in achieving the goal through the response to constant changes in the macro market environment;

- activity, aggression and entrepreneurship, which allow you to quickly and efficiently respond to changes in the external environment of the company [2, p. 11].

A qualitatively new approach to production management, due to a set of activities in marketing, is that the analysis of effective market demand for products, consumer needs becomes the basis for identifying opportunities for production, ways to intensify and increase efficiency.

Marketing planning is an integral part of, on the one hand, the overall planning system of the enterprise, and on the other hand, the system of its marketing functions. Constant attention to this problem by both practitioners and scientists, confirms its importance as a factor in the effectiveness of marketing activities. Needless to say, a well-developed marketing strategy that takes into account the objective conditions of the external environment and the company's ability to adequately implement planned activities can significantly strengthen the company's competitive position in the market environment. In this regard, the improvement of methodological foundations of marketing planning should be considered as a reserve to increase the competitiveness of the enterprise.

Despite the fact that the issues of methodological and methodological support are well covered in domestic and foreign scientific sources, our research shows that in practice the system of marketing planning in many agricultural enterprises is still far

from perfect. This is due to many reasons, but the leading place among them, in our opinion, is the inability of the company's management and marketing staff to provide marketing planning with the necessary strategic direction. The formation of strategic marketing is envisaged by us as a natural and inevitable direction of transformation of the role of marketing activities. In our opinion, the content of strategic orientation, which is a sign of a new methodological approach to the organization of the marketing planning system, is focused on ensuring sustainable competitive advantages of the enterprise.

Sustainability of competitive advantages ensures their long-term nature due to the inability of competitors to imitate them. Competitive advantages cannot be considered sustainable if competing companies can recognize the relevant organizational, economic, technological changes and use them with the same efficiency.

Survival of an enterprise under conditions of constant intensification of competition and growing dynamism of market conditions is possible only if it, due to the unique features of its resource base, occupies a specific market niche in which the enterprise can most effectively meet consumer needs. In particular, agricultural enterprises of Vinnytsia district of Vinnytsia region, in addition to mass products designed for the mass consumer, according to our recommendations began to develop and narrow specialized market niches of the market of organic products.

General methodological approaches to the organization of the marketing planning system are presented in table. 1.

Providing a strategic focus to these activities will provide a comprehensive focus on their identification, justification, maintenance and use of unique resource opportunities (competencies) of the enterprise

Table 1

Methodical stages of marketing planning

Stage	Content
1. Whole definition	Establishing the company's mission, short-term and long-term goals
2. Analysis of the situation	Carrying out of marketing audit, SWOT-analysis, substantiation of assumptions on which the developed plan is based
3. Development of marketing strategy	Defining marketing goals and developing measures to achieve them, forecasting and evaluating their effectiveness, identification of alternative courses of action
4. Organization of implementation and monitoring	Financial support of marketing strategy, development of detailed short-term marketing plans, organizational support and control of effectiveness of measures

Source: systematized on the basis of [1, 2]

The system of strategic marketing planning should be aimed at maintaining a sustainable competitive advantage in a dynamic change of marketing environment. Our research allows us to identify the main areas of change in the marketing environment of agricultural enterprises, which dictate the need for constant review of their marketing strategy:

1. According to the pace of dynamics, the market of agricultural products has not changed significantly over the past 10 years.

2. There have been changes in the technological support of agar production: in addition to producers who use traditional technologies of agricultural production, there are producers who produce products using intensive production technologies of better quality ..

3. In the life cycle of the market of agricultural products no significant changes have taken place – this is a mature market with stable consumption.

4. There have been changes in consumer behavior: which are significantly differentiated by income level. Low-income consumers prefer products with the best value for money. High- and middle-income consumers are willing to pay more for high-quality products.

Thus, our research allows us to summarize the main types of such changes and identify challenges that arise in this context before the system of strategic marketing planning (Table 2).

Generalization of the experience of marketing activities of agricultural enterprises makes it possible to formulate a set of methodological principles aimed at ensuring high efficiency of strategic marketing planning.

Table 2

Ways of adaptation of agricultural enterprises to changes in the marketing environment

Sphere of change	Contents of the change	Areas of marketing activities
The pace of market environment dynamics	Reduction of time planning horizons; reduction of product life cycle; instability of consumer tastes	Increasing the aggressiveness of marketing activities; accelerating the pace of development of new products; increasing the reliability of market forecasts; optimization of pricing and communication policy
Technology	Improving the flexibility and efficiency of production systems; development of new materials; expanding automation capabilities; increasing the importance of product quality	Transition to microsegmentation strategies; transition from one-time transaction marketing to long-term relationship marketing; deepening the focus on the priority of consumer needs
Market maturity	Decreased profitability; growth retardation; elimination of excess capacity; increasing competition	Development of new types of products; access to new segments of existing markets and new markets
Consumer behavior	Strengthening product quality requirements; deepening awareness; concentration of purchasing power; reducing the predictability of behavior	Search for information on new consumer needs and appropriate modification of marketing strategies; formation of a multi-channel product distribution system
Globalization of markets	Increasing competition; reduction of profitability; market expansion; deepening alternatives to consumer choice; growing diversity of consumer needs	Renewal and restructuring of production systems; formation of multi-focus orientation to meet consumer needs; increasing the aggressiveness of marketing activities

Source: systematized on the basis of [1, 2]

The first of these principles, we consider the focus on ensuring sustainable competitive advantage, ie the occupation of individual market niches in which the company operates out of competition. The main sources of these benefits are summarized in table. 3.

Closely related to the first principle is the second principle, which can be formulated as a focus on product differentiation. Its importance is due to the fact that due to the differentiation of the existing range of goods and services the company is

able to realize differential advantages over its competitors.

The product policy of the enterprise should provide the following levers of successful differentiation:

- ensuring the highest level of product quality;
- introduction of innovative product characteristics;
- creation of functionally unique types of products;
- formation of a positive reputation of trademarks (brands);
- improving the quality of service.

Table 3

Sources of sustainable competitive advantage

Source	Type of advantage
Special market position	Protected market niche; effective product differentiation; low cost of production
Special competencies	Specialized knowledge; consumer orientation; long-term relationships with the subjects of the marketing environment; favorable organizational culture
Special resources	High functionality; scale effect (minimum value of average costs for a certain size of production); privileged access to financial resources

Source: systematized on the basis of [1, 2]

The next principle, in our opinion, can be considered to be continuous monitoring of the external environment. Since the market environment is characterized by dynamic transformations, it is important to identify in a timely manner the benefits and threats to the company, which are formed as a result of trends in the market situation. The process of carrying out this monitoring must meet two requirements: continuity and complexity. The complex orientation implies the need to cover the state of both the macroenvironment (policy, government regulation, economic cycles, technological development, socio-cultural trends) and microenvironment (market capacity and potential, consumer behavior, nature of market segmentation, interaction with suppliers, operation of distribution channels, socio-economic trends in the industry). In organizational and methodological terms, this principle is implemented through regular marketing audits.

The next principle can be considered the identification of opportunities and

threats that are present in the external and internal environment. In contrast to marketing audit, whose task is mainly to properly record the facts, the implementation of this principle is more theoretical and analytical. Identification of opportunities and threats should be the result of analysis of the environment in which the company operates. As a rule, the formulation of opportunities and threats should be concise; if it cannot be presented in a concise form, it most likely means that the analytical study of the marketing audit did not bring significant results. In contrast to the latter, a sign of the process of identifying opportunities and threats is its focus: positive and negative opportunities are always found in the context of certain combinations of "product-market". Within each such combination, it is necessary to analyze the strengths and weaknesses of competitors in the concept and design of products, sales and distribution, service, financing, management. When conducting such research, it is important not only to identify such aspects, but also to justify ways to neutralize the negative and more active use of positive opportunities. The latter is a prerequisite for the formation of sustainable competitive advantages of the enterprise.

Based on the goal of strategic marketing planning – the formation of sustainable competitive advantages – and identified opportunities and threats, it is necessary to develop an adequate strategy for market segmentation, which is the content of the following principle. Along with optimal product differentiation, market segmentation makes it possible to identify a market niche in which competition can be significantly facilitated for the company. We emphasize that market segmentation is not a purely technical procedure; in each situation it is necessary to be creative in defining its criteria, which should be established based primarily on the specific needs of consumers. This principle requires that the company avoid, if possible, the strategy of undifferentiated marketing – that is, offering a unified product to a wide range of consumers.

In modern conditions, to increase its competitiveness and determine the target market, it is not enough to segment only in one direction. Our research shows that in the framework of integrated marketing requires double segmentation on the most important criteria – competitors and consumers. In the segmentation of the market of

agricultural products it is necessary to distinguish from the traditional variables in the analyzed factors of the variable taking into account the characteristics of the industry.

The above principles of strategic marketing planning are mostly static, as they do not explicitly emphasize the need to adapt the company to the dynamic changes taking place in the socio-economic environment. In marketing planning it is necessary to take into account the existence of the life cycle of different product and market combinations, because at different stages of the optimal strategy of the enterprise changes significantly.

Thus, our research shows that penetration into new markets is most appropriate in the initial periods of operation of certain goods in certain markets; penetration of the mature market of goods may be difficult due to the competitive advantages of companies with experience in the relevant field. Even if these advantages can be simulated without high costs, the saturation of the market with the expansion of supply will lead to lower prices and low profitability of such products.

The next principle – the implementation of competitive structural analysis – is aimed at identifying the optimal areas of production activities of the enterprise, based on the peculiarities of the marketing situation, its dynamics, and the specific needs of target groups of consumers.

For a more formalized implementation of such an analysis, the following matrix was developed, which reflects alternative combinations of the degree of market attractiveness of a particular product in a particular market and the competitiveness of the enterprise in this area (Table 3).

Of the commodity-market alternatives presented in the matrix, only one that combines a lack of competitiveness with a low market attractiveness can be considered of little use to the enterprise. However, it is necessary to take into account the additional opportunities created by changes in consumer tastes or other factors of the market environment. Other alternatives can be considered equally important for the company, as it reflects the functional division of activities between tactical and strategic areas. If their share differs significantly, then the company faces an additional problem of balancing activities according to these criteria.

Table 3

Matrix of competitive structural analysis

		Competitive position of the enterprise	
		Strong	Strong
Market attractiveness of goods on the market	High	making investments for long-term growth (most types of agricultural products)	selective implementation of production activities (products that some companies benefit from compared to others)
	Low	Use of production facilities in order to obtain stable incomes (types of products on which large enterprises lose to small farms)	reduction of production capacity

Source: systematized on the basis of [1, 2]

The next principle, which is directly related to the focus on creating sustainable competitive advantages, is to set clear priorities and adhere to them. The processes of product differentiation, market segmentation, enterprise positioning require decisions on the choice of optimal directions and areas of activity. The effective focus of marketing activities of the enterprise to serve a certain market segment implies that the satisfaction of a certain group of consumer needs is defined in the strategic marketing planning as a priority. Although the importance of setting priorities in general is a well-known principle of any planning, in this context it is appropriate to emphasize this in connection with the special importance that prioritization acquires for strategic marketing planning.

Deepening consumer orientation is the next principle of strategic marketing planning. Deepening in this case means that this orientation must be developed in the activities of each service and each structural unit of the enterprise, regardless of their functional distance from the actual marketing service. The contribution to the formation of the ability to meet consumer needs should be considered as the main criterion for the effectiveness of each unit of the enterprise.

It is impossible to overestimate the importance of high marketing professionalism of the company's staff, especially, of course, marketing staff and management as the next principle of strategic marketing planning. The importance of formal training in

the theory and methodology of marketing activities must grow. For the purposes of practical work, as well as for the formation of a constructive organizational culture of the enterprise, the company's management should attend marketing business courses and participate in other activities that can increase the appropriate professional level.

The formation of a system of strategic marketing planning in the enterprise can potentially encounter certain obstacles that are important to identify and eliminate in a timely manner. Thus, insufficient support from the top management of the enterprise, excessive formalization, insufficient support from the heads of departments, excessive organizational complexity of planning, overload of digital material with imperfect analytical generalizations, excessive detail, imbalance of time horizons (excessively short or long term). planning efficiency. It is important to note that the products of the strategic marketing planning system are actually involved in the management decision-making process, and do not become part of the bureaucratic procedures adopted in the organization. Strategic planning should be considered not just as a function of the planning service, but as a general organizational matter.

Organizational and economic reform of agro-industrial production lays the foundations for a significant expansion of economic powers and responsibilities of agricultural enterprises in the process of carrying out their economic activities. Decentralization of the decision-making process in the agri-food sphere, increasing the economic independence of economic entities are natural and objectively necessary trends. Thus, the process of generating, developing, justifying management decisions should be carried out primarily at the enterprise level, and at the same time based on a reliable information base.

It should be borne in mind that agrarian reforms not only increase the responsibility of individual actors in the agri-food market for the quality of their management decisions, but also in a sense complicate the task of information justification of the management process. The transition to a market economy requires the construction of an effective multilevel information system of agricultural production, which would meet the information needs of all participants in the agri-food market: agricultural producers, processing enterprises, integrated associations, market

infrastructure, government regulators.

The disadvantages of the current system of information services for agricultural production can be considered:

- 1) lack of information resources, primarily market and scientific and technical information for industrial purposes;
- 2) the dominant information flows are not aimed at servicing production structures and the population;
- 3) the functioning of the system is based mainly on outdated paper technologies for collecting, systematizing, processing and disseminating information and does not provide the necessary efficiency;
- 4) contacts have not been established and the exchange of information with international and national centers of scientific, informational and business activity has not been ensured to the extent required by the reform processes.

At the same time, this list should be supplemented by another element related to the need to improve the functional orientation of information flows that are formed at this stage in the system of agro-industrial production. It is a question of maintenance of a priority marketing orientation of system of information maintenance of process of acceptance of administrative decisions.

The analysis of agricultural enterprises shows that information flows, which represent the information basis for economic decision-making in enterprises, are insufficiently adapted to the instability of the marketing situation, aggressive market environment, poor predictability of market conditions. Therefore, it is necessary to develop a system of principles of information services for business activities of agricultural enterprises, the implementation of which would maximize the economic potential of business energy to stabilize production activities and improve financial performance.

In connection with these circumstances, we agree with the provisions of modern research on the need to develop a multilevel system of information and consulting support of the agro-industrial complex as a holistic entity with a functional nature of relations. At the same time, in our opinion, the introduction of such a system is a long-

term process that requires significant investment and the formation of an effective market environment that is transparent to all participants. The formation of such a system is presented to us as a strategic direction of development of the system of information support of entrepreneurial activity of the subjects of the agro-industrial market.

It is possible that the functioning of effective internal information systems of agricultural enterprises will be a step towards the creation of a single integrated information system of agro-industrial production, operating at the regional level and nationwide. An essential feature of the internal information system of an agricultural enterprise is its marketing orientation. This is due to the fact that in market conditions, the validity of marketing approaches used by the entrepreneur, ie taking into account the objective needs of consumers, is a key factor determining the prospects for economic activity in a dynamic and aggressive market environment. In this regard, the main direction of the formation of the information system of business activities of processing structures at the present stage, we consider the most complete use of internal organizational resources to create a marketing information system of the enterprise. Prerequisite for the formation of this system is the classification of sources of information in the enterprise (Fig. 1).

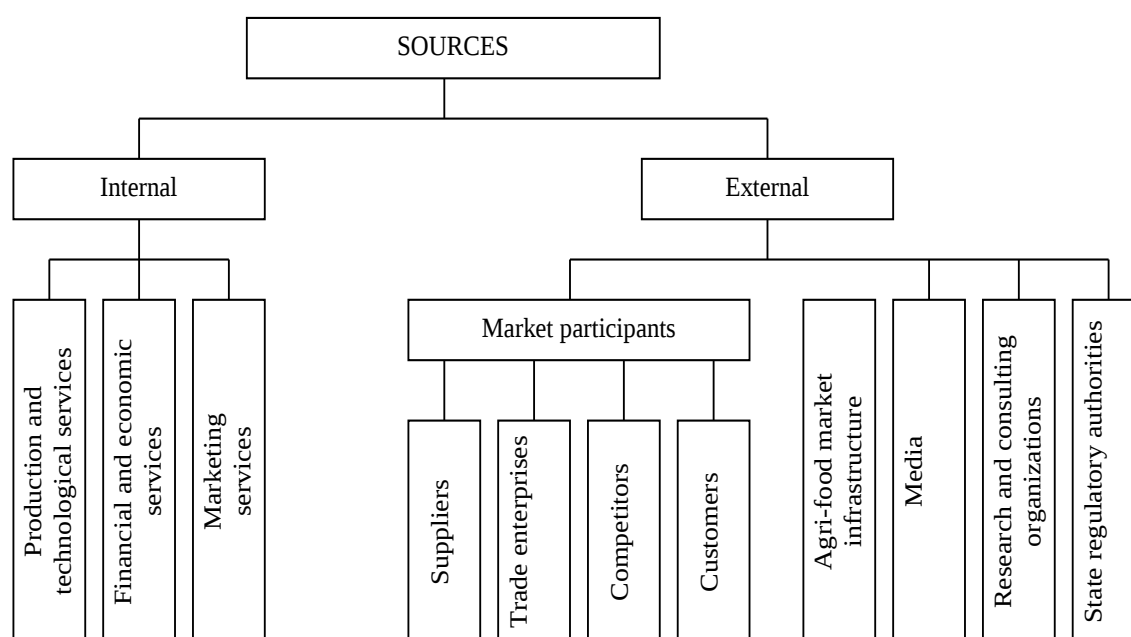


Fig. 1. Information channels of the agricultural enterprise

Source: own development

All sources of information listed in Figure 1, should become an integral part of the marketing information system of the enterprise. As you can see, the bulk of the information circulating in the company is related to marketing activities. This creates an objective basis for a functionally focused integrated information system as a marketing. The functioning of the marketing information system should be an integral part of the marketing activities of any enterprise.

We consider it appropriate to understand the marketing information system of the enterprise as a set of interdependent internal and external information flows, the main poles of which are agricultural producers and consumers of food products, locked within the marketing service of the enterprise and aimed at developing an effective marketing system.

Based on this definition of marketing information system, it is necessary to formulate the principles of its operation, both theoretically and methodologically. The functioning of the information system involves grouping information flows in the following areas:

- determination of the current marketing status of the enterprise;
- determination of the actual goals of marketing activities;
- determining the optimal goals of marketing activities;
- identification of means to achieve optimal goals.

The functioning of the marketing information system is based primarily on the internal organizational resource, which transforms existing information flows into a holistic system. The difference between a marketing information system and management consulting is the difference between the "internal" and "external" orientation of information support. Therefore, the marketing information system can be called a system of internal (management) consulting.

Having considered the basics of the functioning of the marketing information system, it is necessary to substantiate its theoretical principles. The main theoretical principle, we consider the marketing orientation of the decision-making process at the highest level of enterprise management. The highest level of enterprise management should establish the closest ties with the marketing department, because the

competitiveness of the enterprise, the prospects of its survival in a dynamic market environment depends on the effectiveness of its functioning as the main level of marketing intermediary channel connecting agricultural producers with end users. Based on this principle, we can illustrate the mechanism of action of the marketing information system in the following way (Fig. 2).

The information system must ensure that management decisions are made primarily based on the production and economic characteristics of the current state of the enterprise, and the state of the market environment. Internal factors must be fully adapted to the external. At the same time, it is the information system that creates a reliable basis for substantiating new marketing decisions aimed at qualitatively changing the market environment in the desired direction for the company.

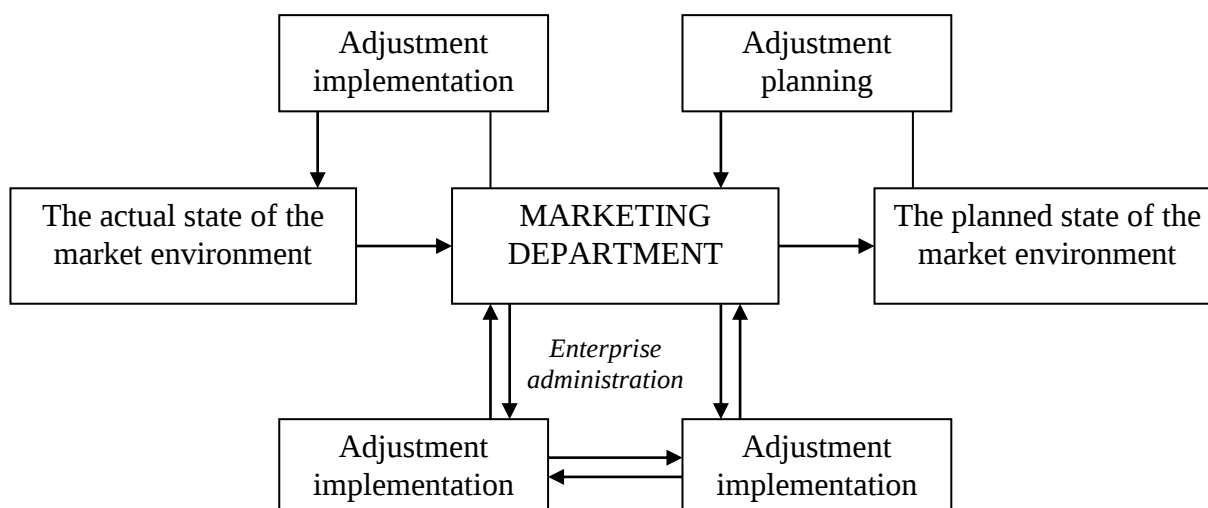


Fig. 2. The mechanism of functioning of the marketing information system

Source: own research

The next principle is the involvement of all organizational levels of the enterprise in the process of making marketing decisions. This involvement will be provided primarily by the information contribution made by each structural unit of the enterprise in the functioning of a holistic marketing information system. All employees of an agricultural enterprise must know and understand its overall marketing strategy, must see its economic activities in the context of the functioning of the relevant marketing channel. The defining element of the marketing information system is not computers, but people who work in the enterprise and make creative decisions based on automated

data sources. Therefore, our proposed information system is based on the activation of the human factor in the economic process, the humanization of production, the orientation of the technical and technological base of production to the fullest satisfaction of human needs.

Based on these principles, we have developed an organizational structure for managing the marketing activities of agricultural enterprises (Fig. 3).

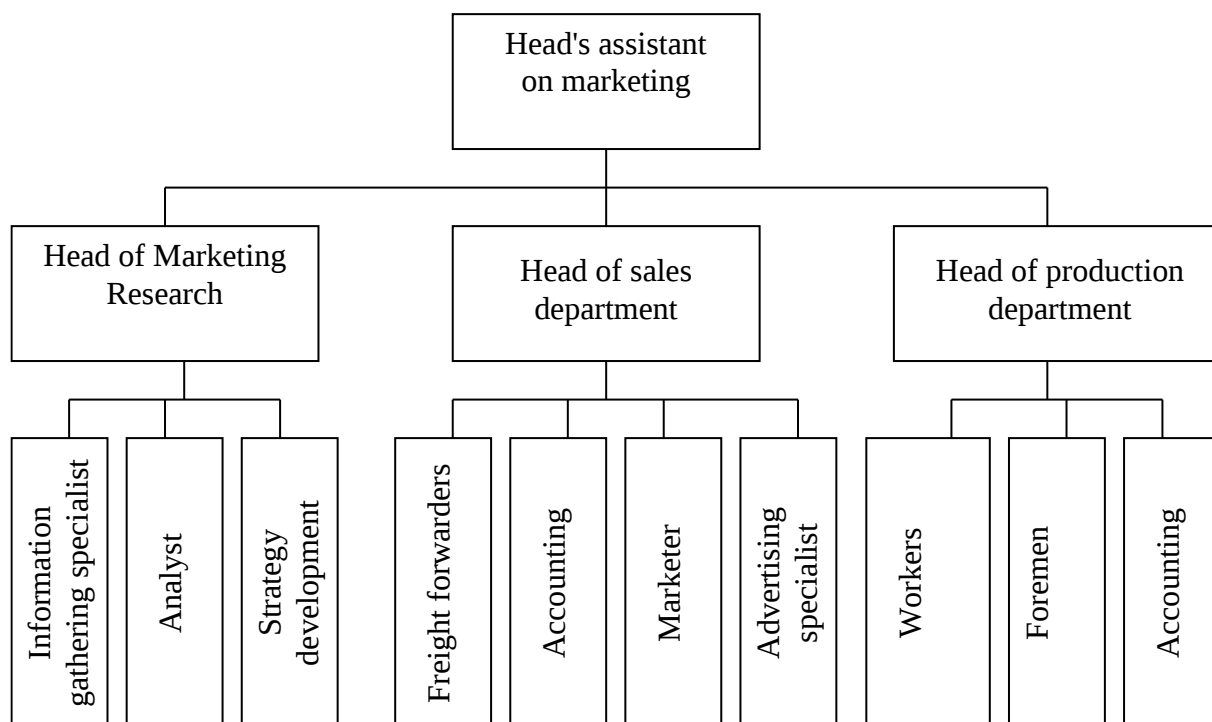


Fig. 3. Recommended organizational structure of marketing management of agricultural enterprises

Source: own research

At the same time, this trend imposes fundamentally new requirements for the quality of information support of marketing activities, as a comprehensive and systematic satisfaction of consumer needs is based on prior receipt of reliable information about them. Establishing and maintaining long-term relationships with customers requires detailed information about the specific needs, interests, tastes, behaviors of each consumer. Systematic collection, storage and logical integration of information signals coming from the environment are possible only within the framework of a well-established internal communication system aimed at information services of marketing and management decision-making processes. The objectively

necessary and natural nature of strategic marketing determines the expediency of considering the marketing information system as a prerequisite for the process of comprehensive focus on meeting the needs of consumers.

In our opinion, the process of developing a marketing information system should be carried out in the following sequence:

1. definition and measurement of current information flows and directions of their use;
2. identification of the need for additional marketing information;
3. development of new information flows that complement existing ones in order to meet the established information needs;
4. integration of new information flows into the general information support system of the enterprise;
5. control over the effectiveness of information use.

The purpose of marketing as a management function is to ensure the activities of the enterprise, based on the study and consideration of market demand, needs and requirements of consumers for products, and to obtain maximum profits. The main direction of marketing activities in the management system of the production process is the study of demand, needs and their consideration for the correct orientation of production. Under the study of demand is understood as identifying demand for specific goods and services and its formation, forecasting changes in its directions in a rapidly changing product and reducing the time of complete resumption of production, increasing the role of knowledge-intensive products.

The term "international marketing" refers to the activities of enterprises involved in international business and extending the scope of their production or commercial activities to foreign countries. It should be noted that the basic principles of international marketing are formed on the basis of national marketing, and therefore have a similar structure. At the same time, international marketing has specifics, as its subject area includes foreign trade and foreign exchange transactions, complex pricing, factors of international competitiveness, as well as the peculiarities of foreign markets and working conditions in them. Incentives for international business, says EM

Azaryan, there are comparative advantages due to the division and specialization of economies, differences in their economic and geographical conditions [3, p.23].

Marketing complex is a system of tools, methods, techniques, approaches to product price, promotion, distribution channels, the use of which aims to form a competitive advantage in the target segment or a particular foreign market [4, p. 112].

The elements of the marketing complex are the product, price, promotion, distribution channels. The set of these marketing elements and their adaptation to the requirements of a particular segment is called "marketing mix concept" (marketing mix – 4P product (product), price (price), place (place of sale), promotion (promotion) [4, p. 201].

According to F. Kotler, the process of marketing management is a process of analysis of market opportunities; selection of target markets; development of marketing complex and implementation of marketing activities [4, p. 51].

A special type of marketing is marketing in the field of foreign economic or export activities, which is associated with the implementation of functions and tasks in the field of marketing of enterprises and organizations in connection with their activities in foreign markets.

The use of the marketing concept in the practice of export-oriented enterprises is an effective tool for the development of foreign economic activity.

Today, there is no single approach to defining "export marketing". It is proposed to define export marketing as the initial form of international marketing, which involves the effective entry of the company into foreign markets.

If we consider export marketing as a set of actions of the enterprise aimed at the systematic study of foreign markets and the adaptation of its production to the requirements of this market. We propose to consider export marketing as a system of active actions to bring goods to foreign markets and the formation of conditions for its effective sale. The process of export marketing activities, in our opinion, should include the following main stages: marketing research of foreign markets, selection of target markets, the formation of a set of marketing tools (export marketing product, pricing, sales and communication policy) (Fig. 4).

Note that for successful operation in foreign markets it is necessary to make more significant and focused efforts, more carefully follow the principles and methodologies of marketing than in the domestic market. Foreign markets place high demands on the goods offered on them, their service, advertising, etc.

This is due to the strict technical and economic conditions of access to these markets, as well as fierce competition and the dominance of the buyer's market, ie a significant excess of supply and demand in most foreign markets. Marketing research of foreign markets involves the analysis of controlled and uncontrolled factors of the marketing environment. Uncontrolled factors include: economics, politics, legal factor, socio-cultural factor, demography, natural factor, technology, competition.

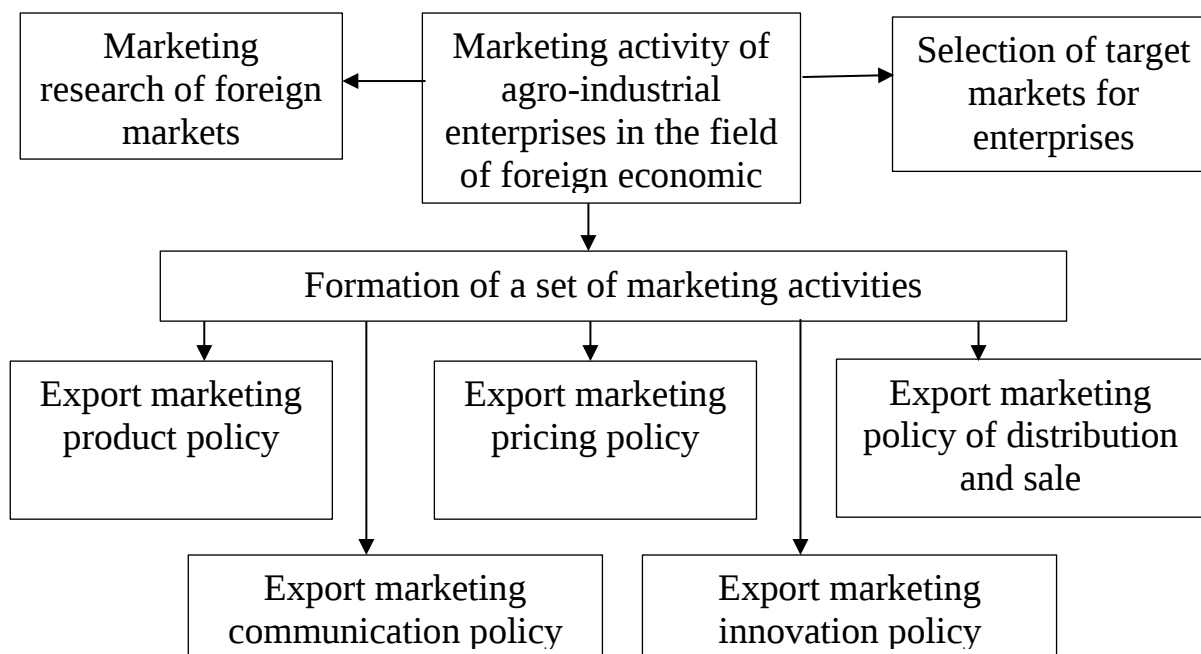


Fig. 4. The process of marketing activities of enterprises in the field of foreign economic activity

Source: own research

Controlled factors include: elements of the marketing complex, production and organizational factors.

The development of marketing export sales policy of the enterprise is based on the analysis of the following distribution channels: export sales through wholesalers or retailers abroad; export sales through intermediaries, or importing agents and exporting

agents; export sales through its own sales network abroad; export sales through direct sales to final consumers.

As noted by PA Chornomaz, development of export marketing communication policy of the enterprise provides analysis: formation of demand for exported products (development and implementation of advertising plans; participation in specialized commercial exhibitions and fairs; participation in the creation of trademarks and corporate identity development); stimulating the sale of export goods (in relation to buyers – importers, intermediaries, retailers) [5, p. 52].

The marketing system in the field of foreign economic activity includes a set of the most important market relations and information flows that connect business with markets for goods at the international level. The company establishes ties with the market and its elements, with the marketing environment, sends there information, export products, and in exchange receives money, information, materials and services. In our opinion, an important task in assessing the competitive position of a country or industry in the foreign market is to obtain the opportunity to group and rank individual product groups according to indicators of competitive advantage in the foreign market.

To strengthen the competitive advantages of the Ukrainian economy in domestic and foreign markets, it is necessary to change the structure of the real sector of the economy in the direction of production of high technology, priority development of high-tech industries, strengthening the impact of science and technology, innovation and energy saving technologies. workplaces.

Given the consequences of overcoming Ukraine's energy independence from the aggressor's country, it is advisable to develop marketing research in the direction of biofuel production.

Modeling the reaction of biofuel market participants in Ukraine (on the example of agricultural enterprises of Vinnytsia region) conducted by Logosha RV allows us to argue about the determinant influence of the studied factors of influence. Thus, the standardization of the quality of biofuels, the development and implementation of marketing policies of the partnership significantly changed the behavior of potential recipients and beneficiaries of the market. The presented system of models in basic

versions allows to estimate prospects of the partnership scheme of the organization of business on production of biofuels taking into account national, branch features of such business, including taking into account the initiation of production of agricultural enterprises. The experimental results obtained on the example of agricultural enterprises of Vinnytsia region allow us to assert the high prospects of such a business organization. Models can be considered as a systemic element of decision support for the organization of biofuel production on the basis of: standardization of production and appropriate quality management; accordingly focused marketing; development of special marketing policy, organization of cooperation schemes, etc. The simulation model allows to make a fairly correct description of the sociodynamic content [6, p. 53].

Thus, the development of marketing activities and competitive exports should be carried out on the principles of marketing integrated into the system of strategic management at the corporate level and macro-level regulation of international economic relations.

The concept of export marketing at the macro level should include: the process of forming an international marketing strategy, forms of export, methods and tools to support and stimulate exports, use creative approaches to international strategic management and the formation of effective presence in foreign markets.

Summarizing the views of domestic and foreign scientists, it is appropriate to highlight the following stages of the process of marketing management in an agricultural enterprise. The first stage of marketing management is the analysis of the internal and external environment, which involves assessing the financial condition of the enterprise; analysis of the structure and market segments that provide valuable information about customers, competitors, general trends and any unusual changes in the market that may be useful to the company; needs and desires of consumers who are not properly satisfied by competitors in the market.

The second stage is the most important stage of the marketing management process, which allows you to select target market segments. The company conducts a thorough analysis of target markets to select potential buyers. Obviously, the company

can not meet the needs of the whole market, so it must divide the whole market into different segments and choose the segment that best suits its goals.

The third stage involves the formation of marketing strategy, which depends on the position of the company in the target market, the dynamics of its own development, the behavior of competitors, the specifics of products or services provided.

The fourth stage includes the development of a marketing mix and the effective selection of a set of marketing tools and actions. The company develops an effective marketing system in such a way that the appropriate combination of marketing set was effectively selected and coordinated into a useful program to ensure the achievement of goals.

The fifth stage is the construction of the organizational structure of the enterprise, which is largely determined by the chosen strategy and objectives, the size of the resources of the enterprise, the specifics of its products and markets.

The sixth stage involves the formation of a marketing management program, which is based on comprehensive marketing research and evaluation of the company's capabilities, which optimally combines marketing tools taking into account the specific period of the plan and the corresponding financial support. At the seventh stage there is a control and analysis of marketing management, which involves monitoring the activities required to achieve the goals of the enterprise.

Thus, the process of marketing management in an agricultural enterprise contains a number of specific procedures aimed at studying and shaping the demand of target consumers, and comprehensive satisfaction of their needs.

Introduction of marketing tools in practice that will help increase the competitiveness of Ukrainian exports and the development of foreign economic activity of enterprises.

Summarizing the presentation of methodological approaches to the process of creating a marketing system, we emphasize that its effectiveness depends largely on the level of its organizational support. This process will require coordinated joint work of a large group of employees of marketing and other services of the enterprise. In addition, it is advisable to involve representatives of the highest levels of management

of the enterprise, as this will help the staff to understand the seriousness of this organizational innovation.

From a practical point of view, the organization of marketing information system can be carried out both on a situational (short-term) and strategic basis. Obviously, the situational organization of the system is easier to implement, but it limits the ability to use its data to determine long-term prospects for enterprise development.

Involvement of enterprises, including Ukrainian ones, in foreign markets, the importance of developing a set of strategies, including marketing, strengthening the trend of globalization, which is fully manifested in the production and sale of agricultural products, as well as incomplete elaboration of special issues enterprises in entering the foreign market identified the need for new methods and guidelines for doing business. The concept of marketing management provides a wide range of strategic and tactical measures aimed at effective market behavior of the enterprise and achieving the main goal of its existence, which is to ensure sustainable and comprehensive success for consumers with increasing profitability and high profitability. The introduction of this concept in the conditions of agrarian business aims to increase the level of competitiveness of domestic enterprises in both national and international markets for agricultural products. This is achieved through proposals for strategic and tactical management in the form of successful marketing projects that can fully enable agricultural enterprises to use the principles of efficiency, mobility in decision-making, comprehensive involvement of all resources to achieve goals, adaptability to changing market environment. For any country, the multifunctionality of the agricultural sector has its own specific meaning and determines the priorities for further development of agriculture, as well as its competitiveness. For many countries, the positive aspects of multifunctionality are the preservation of traditional lifestyles, preservation of traditional rural architecture, transfer of cultural heritage, nature conservation, preservation and maintenance of natural fertility of land resources, saving water resources.

Ukraine has such potential. Thus, 70% of Ukraine's territory is occupied by agricultural land, 14 million people live in rural areas, almost 45,000 enterprises work

in agriculture, of which about 2,500 are large and medium, in total about 3 million people are employed in agriculture today (excluding seasonal workers), the share of the agricultural sector in the structure of GDP is 12–15%, it increases every year, the share of agricultural products in total exports of Ukraine is about 40%. Ukraine is among the world leaders in soil fertility: there are more than 800 soil types on its territory, 60% of which are chernozems, known for their high fertility. Ukraine ranks second in the world in terms of population distribution of chernozems by population. Fertility of chernozems provides grain yield at the level of 40–45 million tons, and due to agricultural potential – at the level of 70–80 million tons [6]. However, despite the significant potential of the domestic agro-industrial complex and the positive dynamics of agricultural exports, there are several factors that hinder the effective development of agribusiness, the most important of which are:

- low rates of technological renewal of the industry and reproduction of natural potential;
- inefficient sectoral and territorial structure, lack of innovation-oriented model of industry development;
- weak application of modernized innovative technologies and industrial forms of production;
- lack of infrastructure for the industry;
- lack of staffing. The system of marketing management of domestic agricultural enterprises should be aimed at overcoming the negative manifestation of these factors, taking into account the needs of the market.

In order to make informed and optimal decisions on the entry of agricultural enterprises into the world market, it is necessary to involve all the functions of marketing management. Thus, the goals of the agro-industrial enterprise should be related to the implementation of a set of marketing approaches, the essence of which is as follows:

- 1) orientation of the manufacturer to the market, which involves a comprehensive study of consumer needs, differentiation of demand, diversification of activities, constant monitoring of market conditions and competitive situation,

monitoring of new technologies for both production and customer service;

2) impact on the market through comprehensive and regular analysis, adaptation to market conditions, effective cooperation with counterparties;

3) organization of the system of marketing of competitive products, collection and processing of necessary information;

4) focus on achieving long-term commercial success, which implies the subordination of short-term interests to the goals of long-term stable advantage in the international market.

The combination of these approaches is implemented in the strategy of the agricultural enterprise to enter foreign markets, which should be aimed at obtaining competitive advantages of the highest order, focus on high quality and novelty, which are achieved by increasing social productivity and using new technologies. There are various options for strategic development of the enterprise in foreign markets, which take into account global trends in agricultural production. Among them are the expansion of enterprises through the release of new products focused on foreign markets; opening joint ventures with foreign capital; use of innovative technologies, which allows to create competitive products. Implementation of the innovative strategy of agrarian business provides competitive advantages in the long run, brings domestic enterprises to a new quality level, ensures the popularity of products on world markets. Innovative development of agriculture is complicated by the diversity and territorial diversification of agrarian business. The instability of consumer preferences often contradicts the objectively determined length of the production cycle. In this regard, it is necessary to form a system of measures to diversify production, which could ensure the efficient operation of enterprises and facilitate entry into international markets with new products. It is also important to use various forms of access to foreign markets: from direct exports to various options for cooperation with foreign partners. The most common option for domestic agricultural enterprises to enter the foreign market is indirect exports. According to the results of 2021, Ukrainian agribusiness enterprises exported products worth \$ 18.6 billion. At the same time, up to 57% of total exports were provided by only three items, such as sunflower oil, corn and wheat, which

indicates the urgent need to diversify exports. More than 70% of export products were sold through intermediaries. This can be explained by the lack of agricultural producers with sufficient information about foreign markets, relevant experience in it, which encourages them to turn to intermediaries, giving them the function of marketing and promoting products on the international market.

The marketing strategy of agricultural enterprises entering foreign markets should include such aspects as conditions and methods of procurement, storage, logistics management, finishing and finishing, wholesale and retail trade. In the process of marketing management activates the whole complex of marketing mix, which consists of developing a range attractive to foreign consumers, setting a competitive price, establishing a supply chain and regulating logistics taking into account the specifics of foreign economic activity (customs procedures, foreign exchange operations). demand (organization of an advertising campaign taking into account the peculiarities of the culture of consumption abroad, the establishment of effective communications and forms of sales, etc.).

The formation of competitive advantages of agricultural products will facilitate their entry into foreign food markets at the lowest cost, which is generally aimed at marketing management. At the same time, it is important to implement the strategy of entering foreign markets, which is relevant both from the standpoint of modern conditions of international business and from the standpoint of the state of a particular agricultural enterprise. The choice of strategy, the most effective in certain conditions, is determined by:

- the company's ability to control the market and respond quickly to changes in consumer needs, to adapt to market fluctuations;
- the ability to activate the marketing mix in accordance with modern requirements of the business environment;
- the availability of the necessary amount of financial, material and labor resources for the organization and development of activities, the possibility of their timely use to achieve the goals;
- the effectiveness of risk management, which is manifested in the timely and

reliable assessment of threats to unforeseen losses of expected profits or property, the development of adequate management measures to minimize or completely overcome the negative impact;

- involvement in international marketing, ie comprehensive use of the concept of international marketing in the organization of the enterprise.

Intensification of marketing management of agricultural enterprises will increase the speed and depth of promotion of agricultural products on world markets. Increasing the supply of domestic agricultural enterprises when entering the foreign market will help stabilize the economic situation, which is an extremely pressing issue today. Further areas of research on this topic are the substantiation of modern marketing tools to promote agricultural products in the international market, the development of modern approaches to the formation of marketing strategies in the face of increasing competition in international agricultural business.