

10. Conceptual bases of development of management of marketing activity of agrarian enterprises

The dynamic development of marketing theory occurred in the mid-nineteenth century. The theory of marketing is evolving along with the evolution of the market economy and until recently, from the point of view of economics, is not complete. At the same time, the interpretation of the category «marketing» is expanding and changing, which in the scientific and economic literature of the XX-XXI centuries began to be considered as a concept of business management for the production and sale of products or services. With the development of a market economy, the category of «marketing» has significantly expanded and diversified depending on the specialization of production activities.

Modern scientific literature uses a large number of concepts and categories: marketing complex, marketing strategy, marketing plan, marketing information, marketing services, micromarketing, macromarketing, marketing year and many other concepts formed from the word marketing.

The British Institute for Management provides a comprehensive definition of marketing and recognizes that «Marketing is a type of management activity that promotes production, trade and employment by identifying consumer demands, organizing research and development to meet these demands» [225]. This is one of the most complete definitions, because it takes into account various aspects of marketing and its role in the complex of interrelated processes of production, procurement, storage, processing and sale of products.

In our opinion, this definition can be expressed more emphatically. Marketing is an organizational and economic activity of economic entities in the commodity market in order to meet consumer demand for goods (services) and make a profit for expanded reproduction.

In this sense, marketing acts as a function of production management, aimed at studying the market and actively influencing market conditions to most fully and quickly meet consumer demand, on the one hand, and achieve their strategic goals, on

the other. Interpretation of marketing as a concept of production management allows us to clearly see the difference between marketing and sales. The task of sales is to convince the buyer to buy what has already been produced, and the goal of marketing is to make and deliver to the market only the goods that the buyer really needs here and now.

The managerial concept of marketing is realized through marketing activities, which should be considered as a set of performance of its inherent functions. These functions are performed by a certain system of logically connected actions, which, evolving in a spiral, are constantly improving.

The term «agribusiness marketing» was first coined by John Davis in 1997, and introduced into economics relatively recently – in the late twentieth century. According to R. Coles and J. Dzyga, «agromarketing is a set of all business activities involved in the flow of food and services from the beginning of agricultural production to consumer groups» [226].

The concept of agromarketing in most sources is defined as the activities of the company, consumer-oriented and aimed at optimizing the entire process of product movement: from the stage of production to the stage of consumption. Domestic scientists define agromarketing «as a type of purposeful creative activity to anticipate, plan, organize and manage consumer demand for goods, services, ideas of agricultural production through exchange» [227, p. 32].

Ostrovsky P.I. gives almost a similar definition: «Agromarketing is an activity of anticipating, planning and satisfying consumer demand for goods and services of the agro-industrial complex on the basis of market analysis, conducting adequate policies in the field of production, pricing and sales. ensuring food security» [228, p. 15].

These definitions of marketing, in our opinion, need to be clarified and supplemented, because:

first, agromarketing is not only a certain creative activity, but also standard marketing procedures based on the use of marketing mix tools;

secondly, the above definitions do not cover all elements of the agromarketing system, but only some of them.

Based on these studies, it can be argued that the marketing of an agricultural enterprise has historically (epistemologically) evolved from a production orientation to a consumer orientation with a long-term relationship with him. At the same time, for a representative agricultural enterprise, the traditional elements of the marketing complex remain important, taking into account the peculiarities of products and production, namely [229, p. 192]:

- goods – product design; production of goods with high added value; production of basic products; processing of residues and waste;
- price – setting the price within the product range;
- place – analysis and selection of markets, supply, storage;
- promotion – advertising, personal selling, public relations, sales promotion, direct marketing.

At the same time, producers, public authorities, consumers, and intermediaries are involved in the marketing process. In response to changes in the external environment, market dynamics, etc., the agricultural enterprise can develop a marketing model that should ensure margins, productivity and competitiveness.

In addition to the sphere of production, pricing and sales, the most important elements influencing the state of the agricultural market include the process of organizing the movement of goods to consumers, ie agromarketing system includes a set of interdependent elements and information flows that allow feedback to markets. agro-industrial production. Proper use of agromarketing tools helps agribusiness companies to be efficient and competitive in the market. Agromarketing as a separate direction of marketing includes the study, forecasting and implementation of business activities of market entities in the field of production, processing, storage, delivery to consumers and sales of agricultural products to improve the efficiency of the enterprise [230, p. 431].

As you can see, modern definitions of agromarketing do not contain any differences from the definitions of marketing in other areas. However, agromarketing

is different from other types of marketing. These differences are due to the peculiarities of agro-industrial production and should be taken into account in the formation of the marketing mix system or in the local use of marketing tools in most agricultural enterprises [231, p. 29 – 30]:

- agromarketing service usually deals with essential goods, usually perishable. This requires ensuring that demand is met not only in the right quantity and quality, but also in the shortest possible time;

- the discrepancy between the period of production, processing and consumption puts before marketers and sales professionals the task of forecasting demand, market research based on the time gap between the phases of reproduction;

- the main means of production in agriculture - land, requires determination of the volume, range and quality of products based on soil productivity, which depends on natural and climatic conditions;

- the variety of forms of ownership forms a diversified agrarian economy and corresponding competition. This necessitates the use of different marketing strategies. In addition, we should not forget about the high share of imported products, which have to compete with domestic agribusiness;

- the seasonal nature of agricultural production requires marketers to focus not only on the realization of the harvest during its availability on the market, but also the ability to maintain it for the entire period of consumption, as well as until product prices rise and supply falls;

- agricultural products are in constant demand and have a long life cycle, which makes it difficult to choose a strategy to expand the range. Research of marketers in this area should be aimed primarily not at finding product innovations and consumer demand, but at finding additional consumers, including in the international market;

- low level of technical equipment of agro-industrial enterprises and introduction of achievements of scientific and technical progress in comparison with other spheres of economy do not promote growth of labor productivity and competitiveness of agrarian sector. In this regard, marketers need to work with other services to lease, transfer technology and innovation.

In modern conditions, the development of a market economy is accompanied by the creation of fundamentally new conditions for doing business. First of all, this applies to increasing competition in both domestic and foreign agri-food markets. It should be noted that the main competitors in such markets are countries with developed agricultural sectors of the economy, which pay special attention to subsidizing this area. This leads to an economic situation that involves the reorientation of agricultural production to market conditions. In this aspect, there is a special need for the development of marketing, which allows to best take into account the market behavior of agricultural consumers, changes in market conditions, segmentation of commodity markets and consumer and other factors. In our opinion, the active use of principles, methods and tools of marketing is one of the areas of food security in the country, means of overcoming the crisis in agro-industrial production, increasing its competitiveness, which is especially important in strengthening integration processes in the world economy.

Agromarketing can be defined as a set of interdependent organizational, technical, financial and commercial functions of the enterprise, aimed at ensuring the sale of agricultural products in accordance with consumer demands for the benefit of the enterprise [232, p. 239].

A well-established agromarketing system allows you to establish contact with markets for goods, take into account consumer demand. In other words, the competent use of agromarketing tools helps agribusiness enterprises to be competitive in the market. As a separate area of marketing agromarketing includes the study, forecasting and implementation of business activities in the field of production, processing, storage, delivery to consumers and sales of agricultural products to improve the efficiency of the enterprise.

When researching the marketing mix, it should be noted its systemic nature. Marketing mix tools used systematically have such a market and consumer impact effect that none of them are used separately, ie the quality of each of the system tools is lost if it is used out of connection with other elements. For example, an increase or

decrease in the price of a product will be effective only in the event of changes in product policy, distribution policy and product promotion.

One of the key tasks of the state in the field of agricultural policy is to build management systems adapted to modern economic conditions, aimed at restoring the controllability of agro-industrial production. The need to form such a model of management of agro-industrial production is due to the fact that the transition to the market has led to more difficult economic conditions, increased competition between agricultural producers. Insufficient efficiency of agricultural production and other sectors of the agri-food sector of Ukraine is due not only to the lack of experience in market conditions, but also to the weak elaboration of the agrarian reforms from the standpoint of marketing approach. The reason for this is the lack of a clear understanding of the nature, functions and concepts of agromarketing and marketing management systems and the lack of methodological developments for planning marketing activities and developing marketing strategies.

In accordance with the strategic tasks facing Ukraine, the priorities of industrial and innovative development of the agricultural sector of Ukraine are: production with stable markets; transition to new types and mechanisms of state support of the agricultural sector that stimulate the introduction of new technologies; development and implementation of master plans in priority areas of the agricultural sector with the definition of clear indicators; stimulating the development of high-tech industries [226, p. 472].

The implementation of the selected priorities requires the creation of an appropriate management mechanism, the subsystems of which are: indicative planning, financial leverage, industry management based on market approaches, in particular, agromarketing tools [233].

Agromarketing as a system has not yet become widespread in the formation of agriculture in Ukraine. This is due, firstly, to the fact that agricultural products are insufficiently produced and the level of competition is low; secondly, some business leaders have a misconception about the role of marketing in market conditions, outdated psychology works, when the business leader, first of all, thinks not about how

and where to sell products, but, above all, how to produce. As a result, consumer demands are not fully met, reduced product quality and service level [234, p. 23].

In our opinion, in the current conditions, agromarketing as a system is designed to solve the accumulated problems of the agricultural sector. It is marketing that will make it possible to reorient agro-industrial production and sale of agricultural products to address food security issues, reduce food imports, increase Ukrainian content, and so on. Marketing allows agro-industrial formations to better adapt to market competition, helps to unite the efforts of agricultural producers, enterprises of processing industry and trade not only at the stage of implementation, but already at the stage of determining the volume and structure of production by efficient use of production facilities. conditions of activity for all subjects of the market, to realize as much as possible the strong points and opportunities for satisfaction of needs of buyers and reception of profit, to forecast activity of the enterprises taking into account influence of factors of internal and external marketing environment.

Modern scientists identify conceptual approaches to defining the essence of the agromarketing system. Some authors believe that this phenomenon is a system of tasks and measures to create an image and create attractiveness for new agribusiness entities, investors and other consumers of «agricultural product». On the other hand, a number of scholars interpret agromarketing as a management system that orients agricultural enterprises to meet the needs of consumers in goods and services.

In our opinion, these approaches are complementary and reveal various aspects of the agromarketing system, defining the final link of fragmentation and separation of areas of agricultural marketing – the ratio of interests of consumers, producers (sellers) of certain agricultural products and individual areas. The market of agricultural products is presented to us from the point of view of the process of reproduction, namely as a sphere of combination and interaction of agrarian business entities and territories, as well as part of interregional and international economic relations. The importance of detailing areas of agromarketing in the form of socio-economic systems highlights the food supply system.

Prerequisites for identifying the essence of agromarketing in the system of food supply as a separate area of marketing, with its inherent specifics of the object of study, with the possibility of using marketing philosophy of business to food management, are objective processes of structural diversification of marketing in modern times [235-236]. Despite the specific level of development of the agricultural entity, its size, features of marketing parameters and characteristics of the food sector are quite significant.

Agromarketing in the system of agri-food products we define it [229, p. 194 – 196]:

First, as a new factor of management, which creates the preconditions for the stable development of the agri-food sector through the use of the potential of the agri-food sector and the settlement of the interests of the subject of the agricultural market. The directions of the impact of agromarketing on the effective functioning of the food sector should be consistent with the conceptual positions of the theory of territorial marketing. First of all, it is a social component of marketing in the food supply system, which involves the formation of policies to improve the living standards of the population, its social well-being and health, the quality of labor potential.

Secondly, agromarketing in the agri-food supply system can be considered as a special type of management activity, which is used as a unifying element to reconcile the interests of agri-food market participants.

Third, agromarketing in the food sector can be seen as a modern business philosophy that transforms the role and functions of management structures and changes their priority to optimal use of resource potential, investment attractiveness, production and sale of agri-food products and agricultural raw materials.

Thus, marketing in the system of agri-food products involves the formation of mechanisms that direct the activities of various economic entities in accordance with the interests of the enterprise and consumers: sustainable development, production of competitive products, investment attractiveness, improving living standards.

The main goal of agromarketing is to fully satisfy the rational norm of food consumption by the population while ensuring the effective development of

agribusiness entities. From the standpoint of standards caused by the need to ensure food security by the general parameters of production, providing the population with food, within the concept of effective development can be determined [234, p. 89 – 106]:

- growth of food production within the specified limits, the maximum value of which is the value of consumer needs (territorially localized market), calculated according to rational norms, and the minimum value represents the existing level of consumption;

- formation of the structure of the product range according to the theory of balanced nutrition, which is, first of all, providing the human body with the necessary amount of nutrients; as well as maintaining the correct proportions between them;

- compliance with the conditions of purchase, physical and economic availability of essential food for all segments of the population to ensure full satisfaction of food needs.

The semantic load of the concept of agromarketing in the context of the food supply system is based on the system of general ideas, the main idea, the ideology of organizing the activities of agribusiness entities, integrated target philosophy of economic activity. The main idea is to increase the level and quality of food supply to consumers through an effective strategy in the presence of the necessary market tools, creates mechanisms to achieve the main goals of agricultural enterprises.

The main manifestations of the interaction of subjects and objects of the agromarketing system are:

- the use of marketing technologies for the complex impact of the subject on the object;

- research of the main directions of marketing influence of the subject on the object;

- analysis of information on the scope and condition of the object;

- assessment of the degree and vectors of the probable influence of the characteristics of the object on the state of the agromarketing system.

The constituent elements of marketing tools to achieve the goal of effective development of the food supply system are the classic elements of the marketing complex (4P), namely product and price policy, promotion and distribution policy.

Based on the above, the category «agromarketing» is an approach to the functioning of the food supply system, which creates the principles, methods and mechanisms of implementation, support of such relationships of agri-food market entities, which contribute to achieving the priority goals of their activities. food security [237].

Agromarketing from the standpoint of the philosophy of reconciling the needs of market participants in the food supply system to achieve key goals is based on the following principles: focus on consumer needs, effective cooperation of business partners on mutually beneficial terms, achieving coherence between state priorities and activities of entities [238, p. 138].

Agromarketing from the standpoint of a means of obtaining competitive advantages for all actors at different levels of this system: state level, regional, enterprise level, personal.

Thus, at the enterprise level, the implementation of agrarian business marketing program in accordance with the basic parameters of the concept of agromarketing, the main purpose of which is to meet the quality needs of consumers in food, provides an opportunity to create an advantage that can be assessed relative, comparative status. agribusiness project in relation to a competitor.

At the personal level, individual competitive advantages can be formed on the basis of the principles of balanced nutrition in the form of maintaining a healthy lifestyle, attractive appearance, and so on. Free economic choice of desired and necessary food, as well as the ability to easily and quickly buy and consume them, form the basis for meeting the individual's need for self-esteem and aimed at strengthening patriotism, which is a priority of state policy in socio-economic development.

Agromarketing from the standpoint of the method of search and decision-making is an option for the selection, processing and analysis of information for decision-making aimed at the main positions of the concept of food security, which is:

– for the agribusiness entity – the creation, of course, information base through marketing research to assess the volume of agricultural products and the structure of its demand, analysis of consumer segmentation by behavior, marketing research of the competitive environment, the business structure of the market in which enterprise activity, etc .; use of matrix approaches to the process of planning the development strategy within the methods of portfolio analysis for active investment attraction; use of the newest methods of formation of structure of the nomenclature of the goods, fast and timely management of assortment, marketing methods of management of the commodity movement, pricing, a life cycle of the goods; use of methods of cluster analysis, methods of interpretation of similarity of consumers in marketing concepts for possibility of competent positioning of the goods;

- at the state level, understanding marketing in the context of food security as a leading method of managerial decision-making creates the concept of a post-industrial society. Comprehensive reorientation of production to consumer needs, transition to a service economy, active participation of the population in political and economic life, significant transformation of the social structure of society – these factors and processes are fundamental in the process of radically changing the structure of social production and economic goals. The state regulatory function proclaims the highest value of providing the population with a decent life, the formation of favorable conditions for the comprehensive development of the individual. The category of «efficiency of economic activity» is increasingly deepening the connection with the concept of social comfort, which today is a source of resources, as well as the very resource of activity for agribusiness entities. The role of the state in the process of ensuring the sustainable development of society is manifested in the creation of a favorable environment for economic activity. Under such circumstances, a close relationship is created between economic and social methods of management, a combination and complementarity of the provisions of economics and sciences such as sociology, psychology, ethics, ecology in the economic sphere of the state;

- at the regional level, food marketing as a method of finding management solutions, through the inclusion of marketing principles in the process of food security

management in the region, involves the use, among other functions, methods of strategic analysis. The application of these methods, first of all, is necessary for the formation of the marketing component of the food system strategy at the regional level, monitoring the competitive environment of agricultural markets, to justify decisions when there is a need for its regulation, and so on.

Agromarketing reveals the main content of the activities of the subjects of the food system within the food security program of the state and its territories, it allows to determine their goals and strategies.

Marketing management of the food security system should be considered as a set of methods, technologies and mechanisms that help shape the regulation of economic, social and other processes in the field of agri-food production with a view to its sustainable development and improving the quality of life.

Features of marketing management are [239, p. 463]:

- giving priority to the levers of interaction and stimulation;
- multilevel composition of the subjects of the management system;
- combining the principles of marketing with the principles of liberalization of public life and the formation of economic pluralism;
- indicative nature of the planning process;
- use of strategic planning as the main management tool;
- integration role of marketing management;
- the complex nature of the decision-making process.

The subjects of marketing management who lead the food supply system at the macro level are the legislative and executive authorities, which promote the development of the market by reconciling interests and creating conditions for competitive advantage of agribusiness entities that form the food chain. As subjects of marketing management at the micro level, the role of enterprises and organizations that have an impact on the market through the use of marketing technologies, through the formation of the product range, pricing policy, promotion and distribution policy; implementation of tools for creating and managing demand for goods; development and use of marketing strategy in relations with partners [240, p. 47].

The defining feature of the agri-food marketing management system is the bilateral role of the population. On the one hand, the population can be seen as an object of governance within the food security system. At the same time, on the other hand, the population acts as an element of the represented system of the population, creating groups of households, public associations, having various levers of influence on the state of equilibrium of the system. Manifestations (integration) of marketing in the food security management system are reflected in each of the selected hierarchical sections.

Despite the significant results achieved in the agricultural sector in recent years, the performance of the industry lags behind the pre-reform level. To achieve it and create the conditions for further development of agriculture, it is necessary to identify and implement the reserves inherent in the system of public administration of agriculture, and actively implement the tools of agricultural marketing in the practice of agricultural formations.

Due to the specifics of the development of agro-industrial complex, the laws of supply and demand are somewhat different in nature than in other industries. Customer preferences for food are almost unchanged, but given the low income of consumers for a large part of the population, the predominant factor influencing demand is the price factor. To assess the supply and demand in the market, elasticity indicators are used for certain types of goods. Taking into account different types of elasticity of demand in the development of market relations marketing strategy will ensure the accuracy of forecasts for the short and medium term, as well as increase the efficiency of response of economic entities to changes in the market situation.

The calculated coefficients of elasticity for all foods are less than one, so the level of their consumption, depending on income, is weakly elastic. Thus, the level of consumption grows more slowly than the level of income. In the group of population with average monthly per capita income, negative values of the coefficient of elasticity were obtained for all types of food (except for fruits, whose elasticity is also quite low). This confirms the conclusion that the level of consumption of these products decreases with further increase in income.

The marketing sphere of agro-industrial complex is considered as a system of transformation of agricultural raw materials into ready-to-eat product, which includes procurement, storage, transportation, processing and trade. It is necessary to highlight the following differences in the marketing sphere of agro-industrial complex: special marketing status of agricultural products, which are mainly raw materials, not related to packaging and other means of individual consumer identification, requires special approaches to promote it in the marketing environment; wide use and variety of brands of goods in the processing industry; isolation of the agro-industrial sphere, which is characterized by a wide range of forms of manifestation and industry specifics.

The study found that the development of agro-industrial marketing systems is characterized by an increase in the number of intermediaries in marketing channels, and hence - an increase in the share of indirect channels in the structure of the agro-marketing environment. However, this trend has not affected the importance of direct contacts between producers and consumers. Modern food market marketing systems provide for the operation of different length marketing channels – from extremely short (direct) to long enough indirect, the structure of which allows you to implement complex and extensive schemes of distribution of agricultural products.

The main volume of agricultural products is sold to processing enterprises and other sales channels. For example, in 2021, sugar beets (91%), milk and dairy products (98%) came almost entirely to processing enterprises. Regarding cereals and eggs, the highest sales volumes were in other sales channels – 85 and 73%, respectively, which includes sales of products to trade and intermediary structures, catering establishments, sales in natural food markets.

In order to establish the transparency of agricultural sales channels, it is advisable for statistical authorities to specify other channels, as existing forms of statistical reporting do not allow for an objective study of agricultural trade.

Due to the lack of an organized transparent system for the sale of agricultural products on the food market, there is a situation of feigned saturation, due to low purchasing power of the population as a deterrent to sales. One of the problems with the movement of agricultural products is the lack of specialized storage facilities for

fruits and vegetables. According to various estimates, Ukraine can provide only 5-10% of the grown fruit and vegetable products, the rest is stored in unsuitable conditions, resulting in the loss of at least 20-25% of the harvest.

Despite the shortage of funds and the unavailability of credit resources, some domestic producers of fruits and vegetables continue to increase their production and storage space, as there is unsatisfied consumer demand in both domestic and foreign markets. Thus, Agroholding LLC in the Kyiv region, which produces vegetables under the Vovka-Carrot and Vashi Ovochi brands, has a 14,000-tonne storage and processing complex and plans to increase its capacity to 40,000 tons.

There are 9 exchanges in the Kyiv region, through which wheat, rye, oats, rapeseed and millet are sold. However, only one exchange submits reports to the Department of Statistics – Kyiv Agroindustrial, so it is impossible to draw sound conclusions about the role of this object of marketing infrastructure of the agricultural market. Thus, it can be argued that stock exchanges do not play a significant role in intensifying sales activities of agricultural enterprises in the study area.

During the study of the state of marketing at agricultural enterprises of Kyiv region, two types of surveys were conducted: oral (interview) and written (questionnaire). The study found that at the present stage of development of marketing of agricultural enterprises in Kyiv region there are no common ways to improve this process. Many companies use certain marketing methods in a very limited number. The main factors hindering the development of marketing in agricultural enterprises are the following: the inertia of outdated relationships; elements of the former infrastructure; ignoring the market relations and, accordingly, marketing by the heads of agricultural enterprises. In conducting business, managers of agricultural enterprises rely on previous experience (both positive and negative), which hinders or limits the use of marketing tools. In most agricultural enterprises, the main part of agromarketing functions is performed by the head. The analytical function of marketing is carried out mainly on the basis of internal reporting, which in combination with the limited use of marketing research tools leads to inefficient performance of this function and does not provide positive results. The logistics system of agricultural enterprises is ineffective

due to supply disruptions, lack of ordering system and long-term relationships. In combination, this leads to unstable financial condition and low competitive positions of agricultural producers in the food market.

In the process of reforming the agricultural sector of the economy, agri-food markets have been formed, which are mostly unorganized, and the state unsystematically uses the levers to regulate them. The marketing sphere of agromarketing is heterogeneous not only in terms of composition and functions, but also in terms of market characteristics. There are four types of markets within the marketing sphere:

- commodities;
- food products of a high degree of processing;
- relatively homogeneous products with a low degree of processing (fresh and chilled meat, milk, dairy products, etc.);
- food service, which covers all forms of mass nutrition.

The study found that from the standpoint of differentiation of marketing as a system of views, it is considered in two aspects:

- 1) as a market concept of enterprise management;
- 2) as a set of functions and tools that allow you to work effectively in the market.

Functional marketing is derived from its conceptual understanding, because the concept of marketing can not be implemented without the implementation of its functions in practice.

In the marketing management system at the enterprise we can state the existence of three levels of management (by which we mean a set of management bodies at the same level of hierarchical structure): the management of the enterprise, the management of the marketing department, structural units of the marketing department. Each level of government has its own goals, objectives and functional responsibilities. The main element in the marketing management system is directly the marketing service at the enterprise.

It should be noted that the marketing approach as a special field of activity has not yet been properly disseminated in agricultural formations due to the action of

subjective and objective factors. This situation has led to the emergence of intermediaries in the market, which in some cases resort to dishonest actions, removing due to imperfect pricing large financial resources from agriculture. In order to avoid the negative manifestations of such actions and the formation of civilized relations in the market of agricultural products, it is advisable to encourage joint efforts of agricultural producers to carry out marketing activities in the market.

The specifics of marketing activities in the agricultural sector are related to the peculiarities of agriculture, agricultural production, food, as well as the market mechanism. It is concluded that agricultural marketing is a complex and multifaceted business activity aimed at organizing the movement of agricultural products and ready-made food from the field to the consumer, which focuses on meeting the interests of: consumer – more effective needs through purchasing quality products; commodity producer – making a profit, ensuring sustainable development and friendly relations with business partners; states - in improving welfare.

Agromarketing as a complex socio-economic system is formed taking into account certain features. That is why the development of marketing activities in agro-industrial formations is a multifaceted phenomenon, which largely depends on the influence of external and internal factors, as well as levers of state regulation of agricultural production.

Features of marketing activities in the agro-industrial complex should be grouped into the following groups:

- due to the nature of the goods;
- due to production and marketing technologies;
- methodological features;
- organizational;
- structural;
- economic;
- features of state regulation.

Foreign experience in managing the agricultural marketing system shows quite significant progress in this regard, especially in the United States, Japan, Canada, EU

countries, China and others. The study found that joint activities of farmers in many EU countries have contributed to the emergence of agricultural marketing cooperatives. Modern farmers' marketing cooperatives are focused on ensuring sustainable rural development and food quality and safety. In agriculture as a multifunctional sphere of life and work, with increasing competition in the food market and exacerbation of food safety problems, farmers are creating new activities and developing non-traditional and specialized production.

Summarizing the existing methodological approaches to assessing the activity of management of marketing activities, it is advisable to consider the criterion of effectiveness of marketing activities of agricultural enterprises from the standpoint of maximum satisfaction of consumers in high quality agricultural products through rational use of existing production opportunities. relationships with business partners.

In the vast majority of agricultural enterprises, the organizational structure does not meet the principles of marketing, which is manifested in the complexity of internal interaction of services and departments, limited marketing tools for market analysis, inefficient management. The generalization of the results of the implementation of marketing-oriented organizational structure of agricultural enterprises suggests that it optimizes the relationship between services and departments of the enterprise, avoids duplication of functions and contradictions between them and use marketing tools to study the market.

It is established that marketing services or large sales departments are formed at almost all processing plants in the study region. At the same time, agricultural enterprises can be divided into three main groups according to the level of development of the supply and marketing service. The first group includes enterprises where this service is not organized, and its functions are performed by specialists of other departments. These enterprises, as a rule, do not have a full-fledged base of finishing, storage and processing of products.

The second group is represented by agricultural enterprises, which have established supply and marketing services, but they work inefficiently. However, these enterprises have a higher level of business activity compared to the enterprises of the

first group. Such farms are trying to adapt to new business conditions, focusing mainly on their partners. They also take into account the requirements of regional markets and in order to protect their own interests affect processing companies.

The third group includes agro-industrial enterprises, which have staffed by specialists of the supply and sales service. These companies are developing their own production base for processing, storage and sale of agricultural products. They have the opportunity to keep part of the profits, which in the farms of the previous groups belong to processing and trading companies. According to sample surveys in Ukraine, no more than 15% of them are in the third group.

According to the results of the study, most agricultural enterprises in the region due to subjective and objective reasons can not create an independent marketing service, so it is advisable to organize marketing services at district and regional departments of agro-industrial development, which should work closely with agricultural services.

The study found that currently at the district level, the Department of Agricultural Development provides almost no marketing services, because according to the regulations, they are not obliged to do so. At the same time, these departments are forced to refuse to perform a significant part of even those functions that are part of their responsibilities, in order to minimize the cost of their maintenance. These bodies are mainly engaged in tracking information and its analysis, preparation of certificates for the leadership of the district and region.

For the comprehensive implementation of marketing in agricultural enterprises, it is necessary to involve all services and production units, because the participation of their specialists will help achieve this goal. Particular attention should be paid to customer relationship management (CRM), as this method is less expensive than other marketing tools, but is effective.

The development of modern agromarketing can be ensured provided that there is comprehensive, regularly updated information. The above tasks can be solved through the organization of a single agromarketing system of Kyiv region. We propose the following structure of the branch system of agromarketing information of the region:

regional and district information and consultation centers, which work closely with agricultural producers.

Coordination of information on market conditions of agricultural products and food will analyze competitiveness, sales dynamics by product range in the region, organize and conduct agromarketing activities and research on important types of agricultural products and food, provide advice and provide marketing information to all products. , to advertise the activities of agricultural enterprises on the Internet in order to promote the development of social infrastructure and solve environmental problems.

Generalized economic results and systematized trends in the development of cooperation in different countries allow us to draw conclusions about the ability and prospects of cooperative forms of production in the agricultural sector at the moment and in the future.

Ensuring the competitiveness of agricultural enterprises in modern conditions is possible not only through the optimization of production but also marketing costs associated with finding channels for raw materials and food, its processing, sorting, transportation, storage. In order to rationalize costs, it is necessary to develop a single regulatory and methodological complex that allows farms to make calculations for all types of their costs, including those related to anti-risk measures.

An important role in this direction is given to the state through the use of financial resources for the active conduct of procurement and commodity interventions, as a result of which agricultural producers receive guarantees of marketing their products. The implementation of these operations reduces the economic costs associated with finding buyers of agricultural raw materials and food, ensures that farms receive sufficient income to reimburse production costs, commodity interventions also reduce the growth rate of retail prices for certain foods in short supply.

Government marketing programs in agriculture in our country are not yet implemented, so farmers are not informed about prices in the market of means of production, the sources of financing of agricultural production and have no information about competitors. In this regard, it is legitimate to rationalize the management of marketing costs in the agribusiness system through:

- the formation of an electronic database of potential buyers of agricultural products;
- provision of legal, information and marketing services in order to reduce the gross costs of farms of various forms of ownership and management;
- offering services for the movement of agricultural products;
- retraining of managerial staff engaged in marketing activities in business incubators of higher educational institutions in the region.

Thus, the main purpose of agromarketing management is to maintain compliance between the state of the marketing environment and its adequate marketing system of the agricultural enterprise. The management system of the agricultural enterprise and its marketing department act as a control system in the process of marketing management. The competence of the management includes the following: definition of the sphere of activity (animal husbandry, processing, crop production), type of ownership, territorial boundaries of activity; setting general goals of the enterprise; formation of corporate culture – a single system of values, norms and rules of activity that must be known and followed by all employees. At its core, marketing, acts as a link between producers and consumers. Its functioning requires the solution of a set of organizational, methodological, legal and other issues [241, p. 197].

It is established that a significant intensification of market processes, trends globalization, growing individual needs of consumers, high development technologies while adhering to environmental standards significantly change priorities, means and types of marketing activities. Marketing y modern conditions must respond quickly and flexibly to constant changes market environment, taking into account the needs of producers, consumers, society and the environment.

The economic essence and the maintenance of functions of agromarketing taking into account specific features of production, realization, storage, processing and realization of agricultural production are specified. The marketing of these products, raw materials and food is an integral part of the production management function, aimed at studying the market and actively influencing market conditions to most fully and quickly meet consumer demand, on the one hand, and ensure profits for expanded reproduction

on the other. It is proved that the marketing management of agricultural enterprises should be considered as a purposeful activity of relevant entities in terms of identifying and meeting the needs of consumers in goods and services in order to balance and achieve strategic and tactical goals of economic and socio-environmental nature.

The agromarketing system contains a set of the most important market relations and information flows that connect the agricultural enterprise with the markets for its goods. These two systems are connected by several streams. The company establishes links with the market and elements of its marketing environment, directs information, raw materials, services, etc.

The marketing management system must be integrated, with interrelated elements (personnel, structure, functions, logistics, management influences). At the same time, it must be constantly improved on the basis of scientific achievements and best practices. In addition, the marketing system must be economical, flexible, responsive to agribusiness policy, consumer needs and demand, competition, market conditions, production levels.

Marketing activities in agricultural formations are carried out by individual services and employees. In farms, private enterprises and other formations of small business marketing functions are performed by heads, managers and other specialists of farms.

It is substantiated that the marketing activities of agribusiness entities should be divided into two processes – production and trade. The production process includes a set of physical operations for the formation of the range of products, its warehousing and storage. The barter process is associated with the implementation, change of owners and includes the full range of communication activities for the preparation, implementation and control of trade agreements.

It is determined that agromarketing management is a set of actions aimed at implementing the main functions of management and ensuring a balance between the marketing environment and direct activities of farms in the field of marketing to achieve long-term well-being of agribusiness and harmonize the interests of farms, consumers and society.

Peculiarities of modern management of marketing activity of agricultural enterprises are determined, the main ones of which are:

- multiplier effect of set of micro- and macroeconomic factors of rural territory;
- imbalance of socio-economic processes of the transitive economy;
- the difference of socio-economic processes of agribusiness caused its close relationship with natural and ecological, socio-demographic and organizational and economic phenomena;
- the influence of factors of objective and subjective nature related to the adoption and implementation of management decisions;
- the dynamics of modern agricultural marketing, which is a consequence of the accelerated introduction of innovative principles in the practice of management and increased competition in the market of agri-food low-transportability and perishable products.

The economic characteristics of the management of marketing activities of agricultural enterprises, which involves the use of a system of indicators that reflect: the competitiveness of the business entity and its products; economic efficiency of distribution channels; economic effectiveness of marketing activities in general; the level of satisfaction of consumer needs in products from the range, quality and price positions; social and environmental performance of production and economic activities.

The system of quantitative parameters of agromarketing in the food supply system has been structured, which directs the vectors of marketing influence of agribusiness entities on the indicators of food security of the territory.

The proposed system of parameters of sustainable development of agri-food entities is characterized by integrated application of methods of balance planning and differentiated regulation of agricultural and food consumption, which allows to specify areas of development and methods of agri-food regulation, quantify objectives in agribusiness projects.