

2. Management of marketing activities of agricultural enterprises

Modern market conditions for the domestic economy are characterized by intensifying competition between producers in both domestic and foreign markets, the development of globalization processes, accompanied by increasing activity of man-made changes, which in turn places increased demands on manufacturing enterprises to increase product competitiveness. The success of the enterprise regardless of the profile of activity depends on its ability to respond and timely monitor any changes in the external environment and reflect them in the strategy of long-term development, commercial and product policy of the enterprise in the form of appropriate management decisions.

In the agricultural sector, the situation is further complicated by the specific features of agricultural enterprises and products, which increases the risk of their entry into markets. Accordingly, in such conditions, the role of marketing management of the enterprise increases significantly.

In today's economy, characterized by its instability and fierce competition in the market of goods and services, the goal of every enterprise is to create favorable conditions for its successful existence and development. To achieve this goal, companies must withstand the pressure and meet the conditions set by the modern market. One of the most important components of the profitability of enterprises in any industry is marketing. To ensure the effectiveness of marketing activities you need to understand its essence.

The word "marketing" comes from English. market, which means "market", "bazaar", "sales", "trade", "price", "exchange rate", in the US also "grocery store", this word is consonant with the expression English. marketgetting – "mastering the market" [7]. Other approaches to the interpretation of this definition should be considered (Fig. 1).

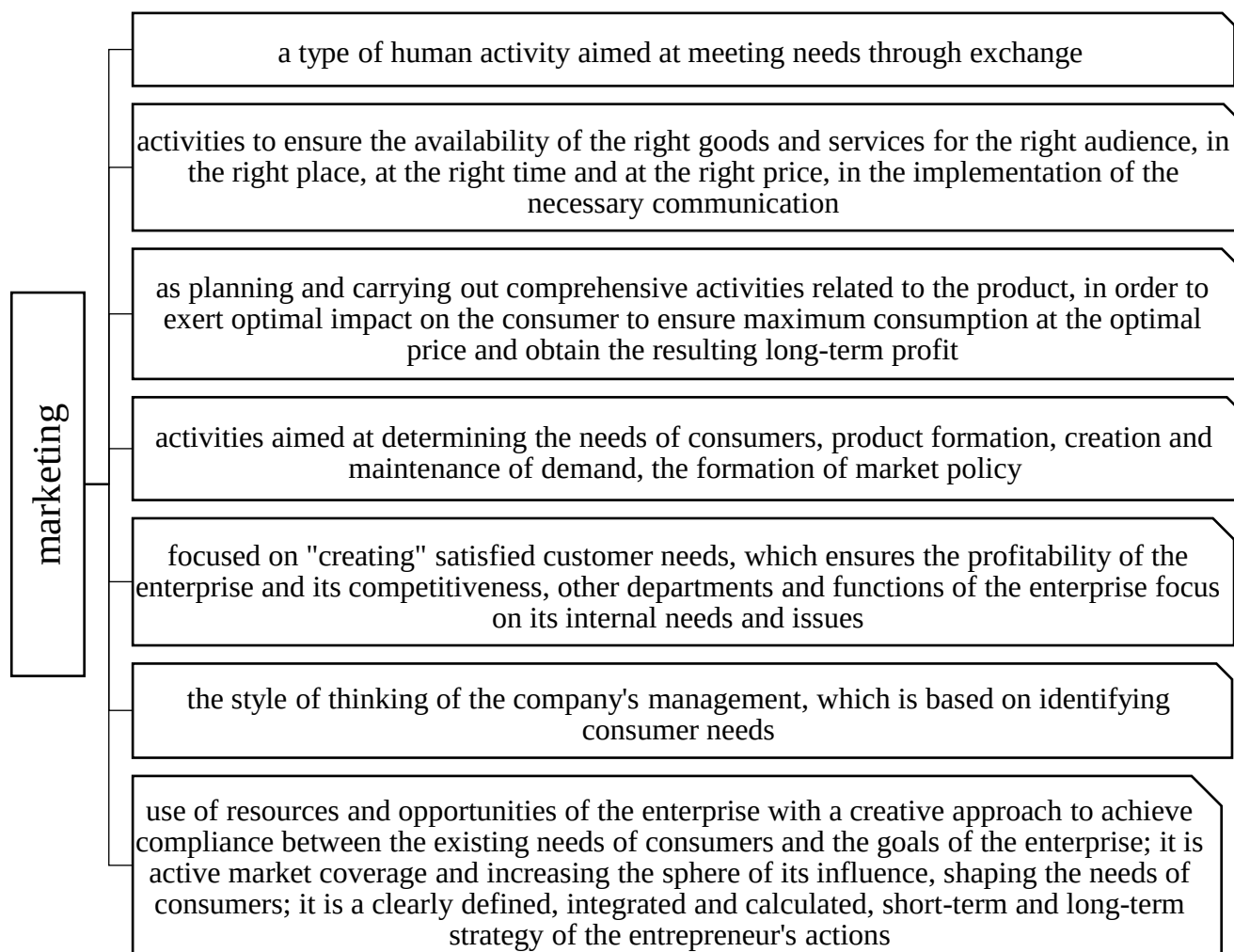


Fig. 1. Approaches to the interpretation of the concept of "marketing" in the scientific literature

Source: generated by the authors according to [7, 8, 9]

It is also worth noting the scientific interest in the study of the essence of the concept of marketing and the diversity of its interpretation. And as a continuation – marketing is: business philosophy; a set of effective tools necessary for the operation of the enterprise in conditions of high competition; an important part of the enterprise management system [7]. It is worth agreeing with this, because effective business management is necessarily marketing-oriented, based on their own tools and individualized approach to setting priorities.

The modern concept of marketing is that all activities of the enterprise are based on knowledge of consumer demand and its changes in the future. The marketing system makes the production of goods functionally dependent on demand and requires the production of goods in the range and quantity that consumers need. Given the specifics

of markets, foreign authors – well-known experts Gary Armstrong and Philip Kotler, give a broad definition of marketing, which involves market management, which aims to meet the needs of exchange and relationships to provide consumer value and consumer demand. Marketing provides a targeted orientation of the market activities of the enterprise, aimed primarily at meeting the market through social and personal needs; complexity of activity on the basis of a clear technological process – from the design of the product to its consumption; creates a focus on the future in terms of improving the product range in accordance with existing needs and consumption conditions [10]. Even in the agricultural market, sellers must look for buyers, identifying their needs, produce quality products, determine their price, advertise, store and supply [10-12].

Also in research there are such marketing tasks as the analysis of business competitiveness, the choice of competitive positioning, determining the competitive balance of power, regulating the internal and external potential of the enterprise, determining its strategic behavior [13].

The theory and practice of agricultural marketing, as an effective tool for restructuring the approach of agricultural producers to manage the entire process of reproduction, the transition from a narrow focus on increasing production to focus on meeting customer needs and maximizing benefits from agricultural production, developed quite intensively. This is due to the fact that in the market of agricultural products there is a tendency to increase competition, the importance of agricultural raw materials for industry, science, productive factors and production relations. A study of marketing in the agricultural business found that authors often use the term "agromarketing" in scientific publications. Agromarketing is seen as a comprehensive activity related to agricultural production and food, seeds, harvesting, processing and delivery to the final consumer, with the analysis of consumer needs, motivation to buy and consumer behavior [14].

Androschuk I.M. connects the preconditions for the emergence of agricultural marketing in Ukraine with the transition from a planned to a market economy, the lack of a system that allows you to navigate the market situation and inefficient positioning

of agricultural enterprises in the market [15].

There are many interpretations of agricultural marketing, but the common ground is that agricultural marketing is aimed at meeting the needs of consumers, ensuring the competitiveness of agro-industrial production and each of its industries, taking into account the patterns of functioning and development of agricultural and food markets.

Yakubovska N.V. proposes to interpret agricultural marketing as an activity aimed at implementing the concept of marketing at all stages of reproduction of agricultural products with the priority of maximizing the use of self-regulatory mechanism of the market [16]. This approach will consider agricultural marketing in the context of the environment for which it is applied. Integration (adaptation) of marketing (its tools, methods, techniques, etc.) in the agricultural environment at all stages of reproduction of agricultural products will maximize the mechanism of market self-regulation, because any economic decision must be made based on analysis of market situation and trends, as well as taking into account the likely reaction of the market to the decision. To fully implement this task in the agricultural sector is possible only with a conscious need for marketing by both industry and the state [16].

Agricultural marketing is a management concept that provides market orientation of production and marketing activities of the enterprise, and at the heart of management decisions are not only the capabilities of the producer, but primarily the needs of the agro-industrial market, existing and potential needs of consumers and buyers of agricultural products. Therefore, the list of tasks of agromarketing A.O. Starostina, O.V. Zozulov adds his specific tasks in agrarian business: forecasting natural and climatic conditions, research of the legal environment and state regulation in the field of agribusiness, studying the possibilities of state support of agricultural business and its use in small businesses [17].

In general, focusing on the management of agricultural enterprises on the basis of marketing, we can identify the main tasks to be addressed by marketing [13]:

- ✓ continuous collection and processing of information in agribusiness;
- ✓ active promotion of agricultural products and advertising;

- ✓ introduction of marketing price, product and sales marketing strategies in the activities of agricultural enterprises;

- ✓ increase the competitiveness of agricultural enterprises through a variety of marketing activities – the search for new markets, the use of new communication tools, the formation of an attractive range, the application of flexible pricing policies and more.

The purpose of the agro-industrial enterprise must be consistent with the implementation of a set of marketing functions, the essence of which is as follows:

first, the orientation of the market, which involves the study of its objects and subjects, ie consumers, competitors, information about market conditions and goods;

secondly, the impact on the market through its study and analysis, adaptation to market conditions;

third, the organization of the system of marketing of competitive products, collection and processing of information; fourth, the focus on achieving long-term commercial success, which implies the subordination of short-term interests to the goals of long-term stable market advantages [18].

Distinctive features of agromarketing are determined by the specificity of markets in the agribusiness system and the peculiarities of supply and demand, as well as prices in the agricultural sector. As the products of the agro-industrial complex are diverse, this leads to the use of more marketing approaches in production and distribution compared to marketing in other sectors of the economy. In general, the peculiarities of marketing in the agricultural sector are closely related to the specifics of agricultural production, which is characterized by a variety of product ranges and market participants, as well as a variety of organizational forms of management. Thus, marketing in the field of agricultural production is due to some features related to:

- natural conditions of production, yield and intensity of agricultural land use;
- the importance of the product, which determines the special requirements for its production, storage and transportation;
- discrepancy between the time of production and its consumption;
- seasonal nature of production;
- variety of forms of ownership in the agro-industrial complex, which has

special requirements for marketing research methods;

➤ the presence of various organizational and legal forms of management (peasant farms, farms, business associations, etc.), which affects the choice of methods of marketing research;

➤ the duration of the cycle of production and consumption of agricultural products, complicates the adoption of the right marketing decisions in competition, meeting consumer demands for product quality;

➤ higher sensitivity and susceptibility of agromarketing in

➤ comparable to other marketing systems;

➤ relatively low level of scientific developments in the field of marketing [14].

The variety of methods and techniques used in marketing activities by agricultural producers is much more complex. And the specific features of management in the agricultural sector of the economy cause more problems in the implementation of marketing in the agricultural sector (Fig. 2).

Thus, the main problems hindering the development of agricultural marketing in Ukraine are underdeveloped market infrastructure, lack of qualified personnel with experience in marketing, lack of complete information on the state of domestic and foreign markets for agricultural products, lack of material, technical and financial resources to create and the functioning of the marketing department at the enterprise.

Based on theoretical developments in this area, we define the role of marketing in the management of agricultural enterprises through the prism of the following main aspects [19]:

❖ analytical – the ability to analyze, understand, predict, etc.;

❖ active – the ability to enter new markets, conduct research, etc.;

❖ ideological – the ability to create certain images of goods, brands, companies in the minds of consumers and more.

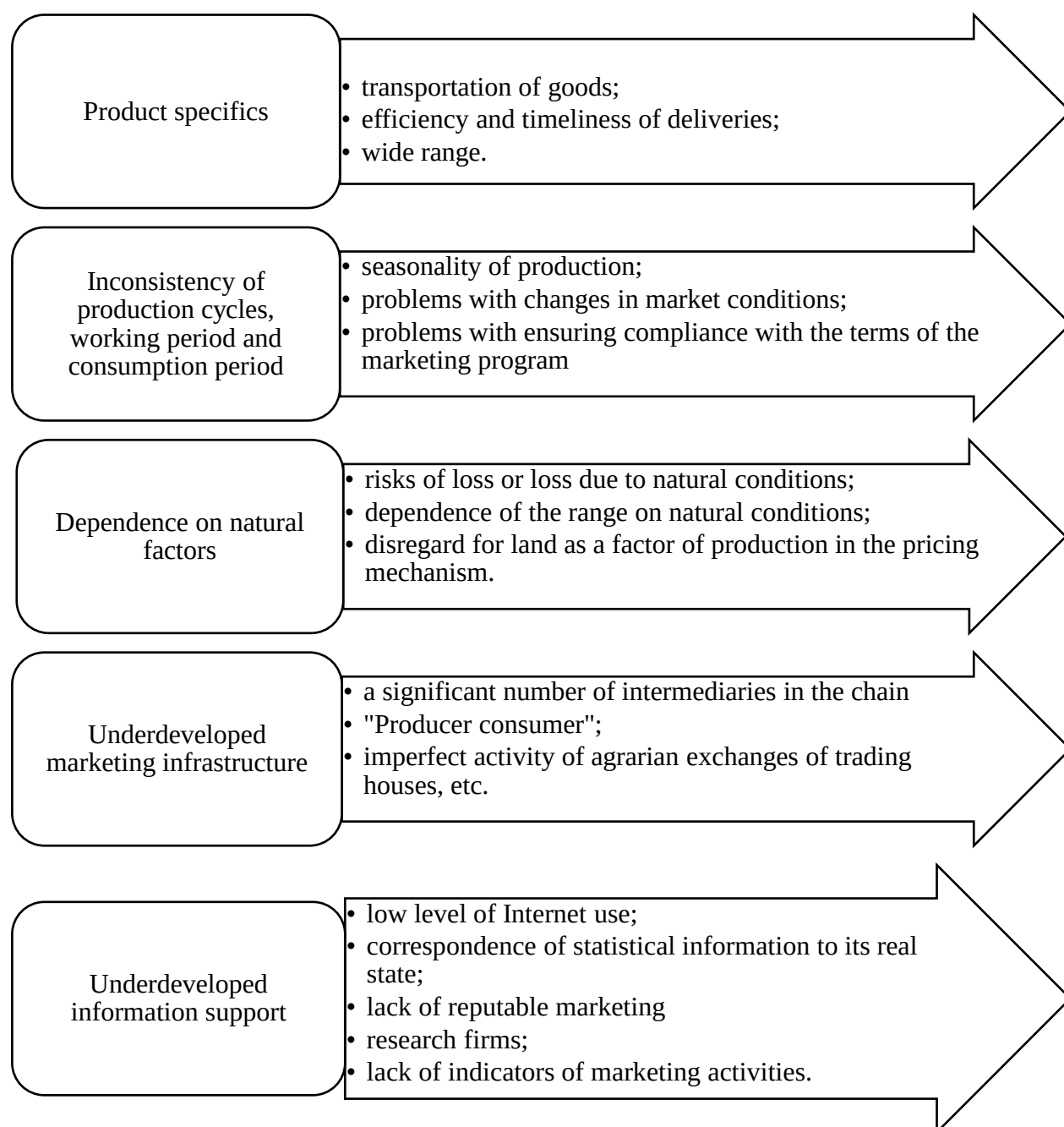


Fig. 2. Classification of the main features and weaknesses of marketing in the agricultural sector

Source: generated by the authors

Thus, marketing is the most important component of the overall enterprise management system. In agricultural enterprises, marketing as a complex system examines the patterns of manifestation, formation and satisfaction of a set of personal and social needs in agricultural products in the process of production, distribution, exchange and consumption. Its main task is to best match the internal capabilities of the enterprise with the requirements of the external environment for maximum profit.

It is marketing that allows you to partially or completely solve the problems of marketing agricultural products, to form appropriate strategies that will increase the efficiency of the enterprise and give a positive result. Therefore, an important aspect in the management system of agricultural enterprises should be marketing, which will ensure their development and competitiveness.

The marketing activities of the enterprise in modern business conditions must respond quickly and flexibly to constant changes in the marketing environment. The use of marketing in domestic agricultural enterprises has become widespread and is an integral part of most enterprises, but, unfortunately, we see a fragmentary use of only some marketing functions, which reduces the overall effectiveness of marketing activities.

The marketing system of a modern enterprise must function at all stages of production and marketing activities and levels of government. Effective marketing requires a lot of effort and professional knowledge, activity and initiative, which is inevitably associated and associated with certain risks. It is impossible to avoid risks and achieve success in business without developing an effective model of marketing management of the enterprise.

Today in Ukraine the role of management of marketing activity of the agrarian enterprise grows. An essential element of effective business is the understanding and use of the concept of marketing in the management of agricultural enterprises. The quality of marketing activities in management is decisive, as it determines the highly profitable rhythmic activities of the enterprise.

Studies of agricultural enterprises in Ukraine confirm that the introduction of marketing, although becoming more widespread, but not yet fully used all existing forms of marketing management. That would ensure the competitiveness of agricultural enterprises, adaptation to constant changes in the environment and market conditions, the stability of economic conditions.

The main task of marketing management is to synchronize the management process with the elements of the marketing complex in such a way that each of them, fulfilling its functional purpose, while improving the efficiency of other elements and thus increase the synergy effect.

Marketing management – the process of planning and implementing policies for pricing, promotion and development of ideas, products and services, aimed at the implementation of the exchange, which satisfies both individuals and the company. It also aims to solve the problems of the firm's influence on the level and structure of demand in a certain period of time, determining the optimal ratio of supply and demand for the firm to achieve its goal [21]. In essence, it is the management of supply and demand and is carried out when one of the parties to the potential exchange develops and uses means to achieve the desired action (response) of other parties.

In the literature there is often a formulation of the term "marketing management", as a simplification of this concept – the formulation "Marketing management". In fact, these two terms mean the same thing, having the same meaning. It is more correct, in our opinion, to use the concept "Management of marketing activities", because it more accurately reflects the essence of this process. But in the work there are both types of wording and when you write "marketing management" is meant "Marketing management".

S.S. Garkavenko considers marketing management in view of the functions of management: marketing planning, marketing organization, motivation of staff involved in marketing and marketing control; identifies marketing management and marketing management, and provides the following definition of marketing management: "Marketing Management – is a management activity that includes the analysis, planning, implementation and control of measures aimed at the formation and intensification of demand for goods or services and increase profits" [22]. Marketing management is the analysis, planning, implementation and control of activities designed to establish, strengthen and maintain profitable exchanges with target customers in order to achieve certain objectives of the organization, such as profit, sales growth, market share [12].

There are many definitions of the concept of "marketing management" (marketing activities), but they all come down to one – a set of measures (stages) to regulate the position of the enterprise in the market through marketing functions. Yes, according to L.V. Balabanova, marketing management – is the practical

implementation of a carefully thought-out integrated policy of the enterprise in the market, which includes the organization, analysis, planning, activities aimed at achieving certain goals of the enterprise in the market and control. Marketing management is a set of measures that regulate the company's position in the market through marketing functions [24].

Marketing management – the process of planning and implementing policies for pricing, promotion and development of ideas, products and services aimed at the exchange, which satisfies both individual consumers and producers of agricultural products and food. Which also aims to solve the problems of the enterprise's influence on the level and structure of demand in a certain period of time, determining the optimal ratio of supply and demand for the agricultural enterprise to achieve this goal [24].

In practice, marketing management is the management of supply and demand and is carried out when one of the parties to the exchange of goods develops and uses means to achieve the desired action of the other side of the market. In modern conditions, marketing management is considered by most scholars and practitioners from the standpoint of marketing functions within the marketing department of an agricultural enterprise, but not from the standpoint of its management within the enterprise, ie today little attention is paid to forming a holistic marketing management system. directions of economic activity.

Thus, the process of managing marketing activities includes planning, organization, implementation and control, which are interdependent on certain factors (Fig. 3) [24].

Thus, marketing management (marketing management) in an agricultural enterprise is a wide range of strategic and tactical measures aimed at effective implementation of market activities of the enterprise and achieve its main goal – to meet the needs of consumers of goods and services. Under modern business conditions, marketing management is becoming increasingly important, and provides managers with a number of advantages:

- stimulates them to constant forward thinking;
- leads to the establishment of performance indicators for further control;

- leads to a clear coordination of the efforts of the agricultural enterprise;
- the agricultural enterprise becomes more prepared for rapid changes;
- forces the agricultural enterprise to clearly define its tasks;
- more clearly demonstrates the relationship of responsibilities of all officials of the enterprise.

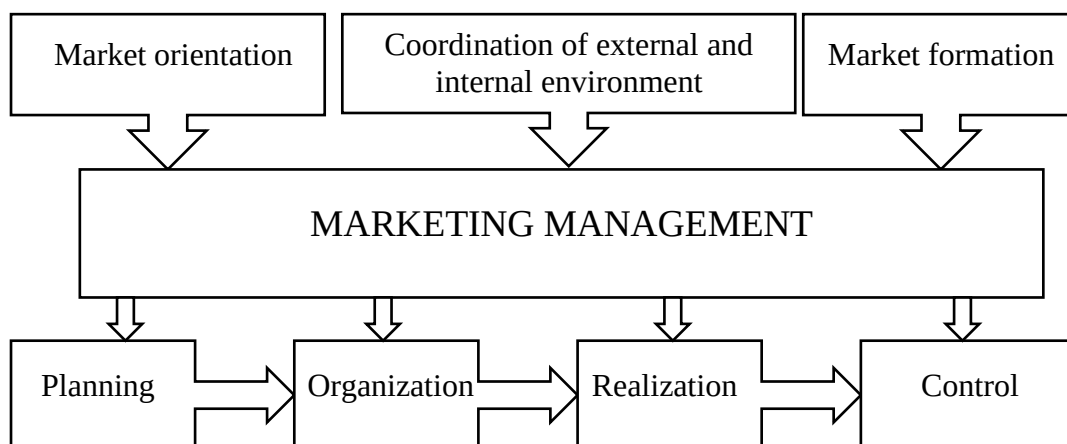


Fig. 3. Scheme of factor-dependent marketing management

Source: generated by the authors

A group of scientists led by L.V. Balabanova is offered to consider marketing management in three interdependent factors:

1) "market orientation" – as marketing management of the enterprise, which is based on a modern marketing concept, the formation of a new way of thinking and a new way of acting, the development of communicative relations of the enterprise with the market. This aspect is embodied in the system of marketing strategies in the enterprise and management decisions taking into account market requirements;

2) "coordination of external and internal environment of the enterprise" – as marketing management, which involves the formation of the marketing system of the enterprise, the most important elements of which are the organization, planning and control. In this case, the marketing function is closely related to other functions of the enterprise (production, finance, supply and marketing and administrative) and plays a coordinating role in the activities of other departments to ensure the achievement of the overall objectives of the enterprise;

3) "market formation" – as demand management in the target market, which is

provided by strategic and operational decisions to identify target market segments and the formation of marketing efforts using a set of marketing tools (product, price, distribution, promotion) [24].

We describe each of the stages of management:

The first stage – planning is a kind of systematic process of analysis and diagnosis of the conditions of the enterprise, anticipation of opportunities, dangers and existing resources, funds and reserves of the enterprise. During this stage is carried out: forecasting, analysis of the situation, setting goals, determining the direction and methods of activity. The end result of this stage is the establishment of marketing goals and identify ways to achieve them [25].

The second stage – the organization – is the process of integrating marketing activities into the organizational structure of the enterprise. The content of the stage is to build appropriate organizational structures that will implement the plan and determine the place of marketing services in the enterprise, their interaction with other departments [25].

The third stage – implementation – is based on the coordination of various structures and levels of the enterprise in order to better implement its objectives, and most importantly – the most complete satisfaction of customer needs in the market. During this stage, tasks are distributed and actions to achieve goals are coordinated and motivated [25].

The fourth stage – control, due to its main functions – diagnosis, accounting and forecasting, is to comprehensively establish the levels of plans and objectives to be achieved by the company, the speed of progress in achieving them, as well as determining the means of their implementation. Characteristic of this stage is the evaluation and measurement of progress towards the goals and verification of the effectiveness of marketing tactics and strategies [25].

Therefore, marketing management in the enterprise should provide:

- ✓ target orientation of the market activity of the enterprise, aimed at meeting the market of social and personal needs;
- ✓ complexity of activities, which is expressed in a clear technological process

from the beginning – the design of the product and to the end – its consumption;

✓ focus on the future in the direction of improving the product range in accordance with existing needs and consumption conditions [24].

Different approaches to marketing management have already been formed, but the use of a large amount of market and internal information requires the development of new approaches to marketing management, based on the coordination of marketing management tasks with consumer demand. The results of the analysis of the applied approaches to the management of marketing activities made it possible to identify the most appropriate of them.

Process approach. Marketing management is focused on optimizing the internal information flows associated with the collection, processing, storage and use of marketing information carried out using information technology. According to this approach, management is considered as a continuous process, purposeful management activities are a set of interdependent successive actions (management functions) aimed at achieving certain goals. In general, effective management requires that all management functions be a single process. The set of management functions is the technology of modern management [26].

System approach. This approach is based on the use in management of systems theory, which are a set of interdependent elements and which constantly interact with each other to achieve certain goals and serves to ensure effective management, and its essence is that all connections, elements, management functions and problems are considered as one. The implementation of a systematic approach involves the creation of an abstract conceptual model of marketing management in the enterprise, which is a certain structural and logical structure, which aims to serve as a tool for understanding, describing and optimizing marketing management, relationships and relationships of its elements.

Situational approach – is more modern, the essence of which is to argue that universal management technology does not exist, and the effectiveness of management methods depends on the circumstances that affect management during a certain period of enterprise development.

Integrated approach. Activities to identify target markets, study the needs of consumers in these markets, develop goods, set prices for them, choose ways to promote and distribute products in order to exchange stakeholders.

Organizational approach. The management system of marketing activities of enterprises, which is based on the principles of socio-ethical marketing and aims to timely adapt to the changing marketing environment, to meet the needs of consumers and ensure long-term commercial success on this basis [26].

Given the principles of the new management paradigm, we note that the ideological core in the formation of the marketing management model is the use of system approach methodology. According to A.A. Starostina, the secret of success of marketing activities of the enterprise is that "marketing is a philosophy of the whole enterprise, which is considered as a single interdependent organism" [17].

M.G. Chumachenko in his works [29] studied the systems approach and as a result the scientist identified five main properties of the system:

- 1) the system has a common goal for all elements;
- 2) the system consists of interconnected elements that form its internal structure;
- 3) together with the internal elements of the system is affected by the external environment, which forms a limitation of the system;
- 4) the system has certain resources that ensure its functioning;
- 5) the system is headed by a control center, which ensures its movement to the intended goal, ie the system has a hierarchy.

However, the main thing in the formation of the system is that all its elements (economic, technical and organizational measures) depend on the purpose of the system.

Given, on the one hand, the importance and, on the other hand, the complexity of the marketing system, the marketing management process of an agricultural enterprise can be represented as a flowchart (Fig. 4).

The result of the first stage – analytical, should be established market opportunities of the enterprise (due to a thorough analysis of the external and internal environment) and the degree of development of its marketing activities.

At the second stage – the target – set targets for setting goals, market segmentation

to identify consumer groups and their needs. The market segment consists of consumers who respond approximately equally to the same set of marketing incentives that motivate them to buy. Practice shows that the company may focus on serving one or more market segments, but management must first decide which position (positioning) can be achieved in each of the selected segments (target markets).

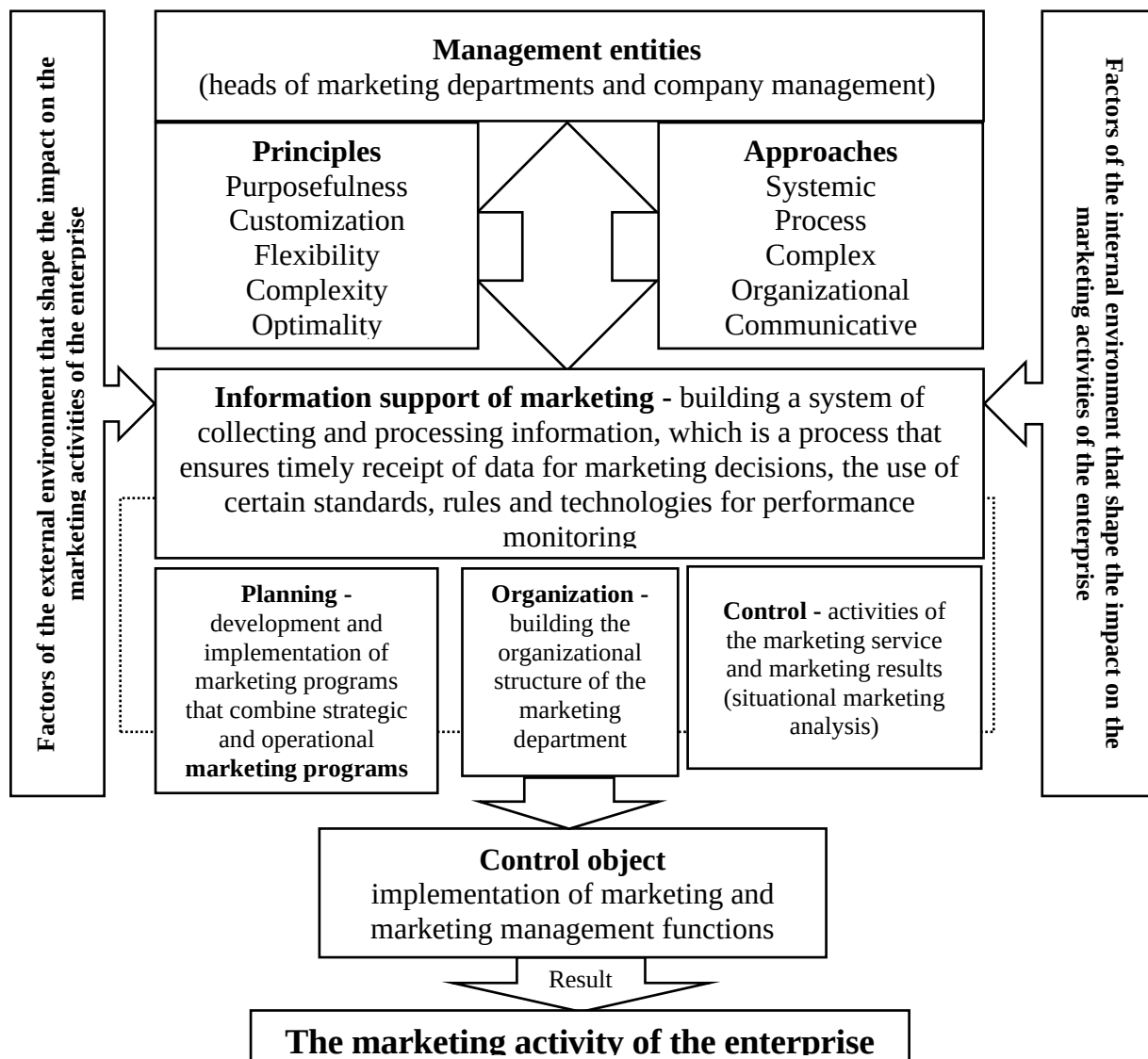


Fig. 4. Model of management of marketing activities of the enterprise

Source: generated by the authors according to [13, 24, 30]

The third stage is planned, characterized by the fact that having made a decision on the positioning of its products, the company begins to plan a marketing complex. The marketing complex includes everything that allows the company to increase the demand for its products.

In modern conditions, no agricultural enterprise is able to work effectively without planning marketing activities. There is a need to develop a new system of integrated planning of marketing activities, which should determine the mission of the company by answering the question of where, when, to whom and what services will be provided; what resources and in what period the company will need to achieve marketing goals and how to achieve the most efficient use of borrowed resources. The complex nature of the planning of marketing activities of the tourist enterprise is expediently shown in Fig. 5.

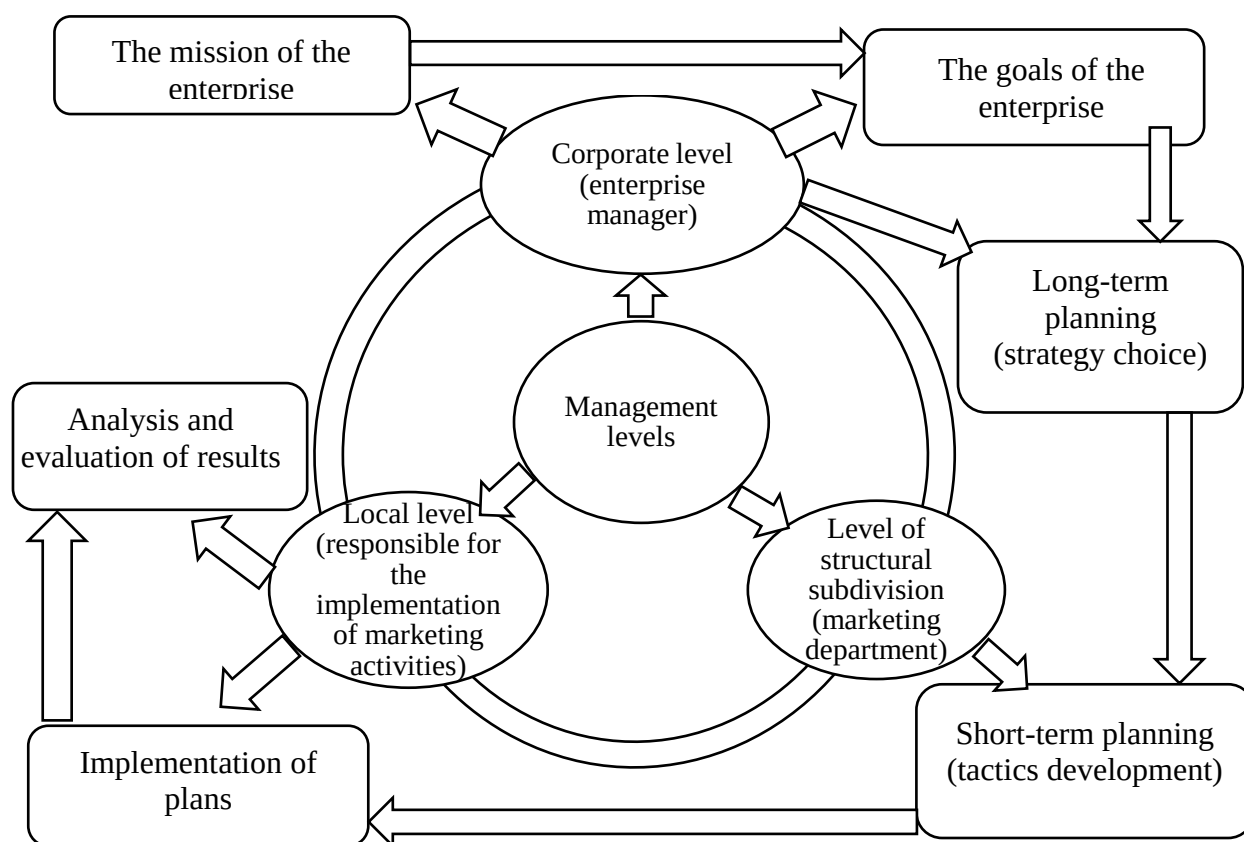


Fig. 5. Complex nature of planning the marketing activities of agricultural enterprises

Source: generated by the authors

The main problems of planning are related to the definition of goals, the formation of the structure of individual plans, the nature of their relationship, the assessment of the initial data needed for planning and determine the overall organization of the planning process and framework. We believe that the above set of

problems describes the approach proposed by McDonald to successful marketing planning, which is called "10" S "(Table 1).

Table 1.

"10" "S" of successful marketing planning

Element "S"	Planning barriers	Comment
Strategy before tactics	Inconsistency between marketing strategy and tactics	The strategy should be developed for tactics and tested in the implementation process
Situate marketing within operations	Isolation of marketing function from other operations and processes	Finding a place for marketing in the overall planning system and decision-making system
Shared values about marketing	The discrepancy between the marketing function and the orientation of the enterprise	Marketing orientation of all business processes is necessary
Structured around markets	Organizational barriers	The organizational structure should be focused on real objects of management
Scan the environmental thoroughly	Insufficient understanding of the marketing environment	Perfect monitoring and audit of the business environment is needed
Summarize information	Discrepancy between the process and the result of planning (information aspect)	Competent use of tools for collecting and analyzing information
Skills and knowledge	Lack of skills and knowledge of planning technology	Possession of knowledge and skills in the field of plan development
Systematize the process	Lack of a systematic approach to planning	Requirement of formalization of the planning process
Sequence objectives	The problem of setting the priority of goals	Establishing and maintaining the priority of goals and objectives of the enterprise
Style and structure	Contradictions with corporate culture	Compliance with corporate culture goals

Source: generated by the authors according to[31]

In particular, the marketing complex consists of four groups:

- 1) cargo;
- 2) price;
- 3) advertising and sales promotion methods;
- 4) freight traffic.

F. Kotler defined the marketing complex as "a set that can control the variables of marketing, a set of which the firm uses in an effort to provoke the desired response from the target market" [10]. Hence, marketing management can be carried out from the standpoint: improving production, goods, intensification of commercial efforts, marketing, socio-ethical marketing. The concept of improving production states that consumers will be committed to products that are widespread and affordable, and as a

result, the company must focus its efforts on improving production and improving the efficiency of the distribution system. The application of this concept is suitable in two situations: when the demand for the product exceeds the supply and when the cost of the product is very high and it needs to be reduced, which requires increased productivity.

The concept of product improvement states that consumers will be in favor of products that offer the highest quality, better performance and properties, so the company must focus its efforts on continuous product improvement. The downside of this concept is that consumers do not actually meet the need for a particular product, but their needs, which can be met by other types of goods.

The concept of intensifying commercial efforts states that consumers will not buy enough of the company's products if the company does not make sufficient efforts in sales and promotion. The scope of this concept is the promotion of so-called passive demand (insurance, encyclopedic dictionaries, etc.).

The concept of marketing states that the key to achieving the goal of the organization is to determine the needs of target markets and provide the desired satisfaction in more efficient and productive ways than competitors. Orientation in this concept is to the needs of customers.

The concept of socio-ethical marketing states that the company's task is to identify the needs and interests of target markets and ensure the desired satisfaction in more efficient and productive ways while strengthening the well-being of consumers and society as a whole. This concept seeks to resolve the contradiction between meeting the real needs of customers and their long-term well-being.

Also, the analysis of different approaches allows to offer a communication approach, which involves the formation of information flow focused on establishing constant feedback from the market in real time, which will help identify and harmonize tasks and business processes of marketing management and priority implementation. tasks taking into account the peculiarities of specific enterprises.

From these approaches follow the basic principles of marketing management in the enterprise: adaptability and flexibility, forward-looking, comprehensive, systematic, program-targeted management, innovative approach, focus on demand, unity of

information and physical marketing, combination of quantitative and qualitative market analysis, total marketing management, logistics model of the organization, e-marketing, transformation of marketing into a profit center, priority staffing [20].

The principles of marketing suggest that the achievement of the company's goals depends on identifying the needs and demands of target markets, as well as on more effective compared to competitors customer satisfaction [24]. The principles of marketing form the general direction of marketing activities in the enterprise. The results of the analysis of the works of leading scientists who considered the principles of marketing management, allowed to identify the diversity of theoretical approaches of the authors to the content and list of proposed principles (Table 2).

Table 2.

Principles of effective management of marketing activities

Principles	General characteristics
Purposefulness	Compliance with the mission, goals, strategy and policy of the enterprise, focus on solving problems, finding and meeting needs consumers.
Flexibility	Flexibility in achieving the goal by adapting to market requirements while targeting it.
Complexity	An integrated approach to the development of a set of marketing and plans marketing, which involves offering the market not only goods and services, but also means of solving consumer problems.
Optimality	Optimum Optimal use in the management of centralized and decentralized principles, ie constant search and implementation of reserves, improving the efficiency of production and marketing activities through the involvement of all employees in creative work.
Science	Scientific approach to solving marketing problems, ie systematic analysis of the use of program-target management method and implementation of marketing management tasks, planning, organization and its control.
Market orientation	Focus on achieving market results of increasing market share, developing new markets, weakening the market share of competitors and more. Search for markets, unmet consumer needs, creative approaches to solving marketing problems.
Functional	Focus on a specific concept of enterprise management, a clear definition of tasks, functions of each unit and performers, vertical and horizontal connections.
Management direction	Creating a flexible organizational structure, focus on achieving new, more complex strategic goals. Balanced specialization, ensuring the unity of management of marketing activities, controllability of performers. High qualification of staff, as well as their constant special training. Coordinating the characteristics of the objects of marketing management (organizational structure of marketing) and enterprise management systems.
Customization	Consumer orientation, its needs and requirements, which involve offering the market not goods and services, but solutions consumer problems
Security	Sufficiency of information support of marketing management. It involves the establishment of information links between units of one company and units of another company to effectively perform marketing functions. Complexity of marketing activities to achieve synergy. Sufficient financial security both in terms of ensuring the implementation of marketing activities, and in terms of motivating the work of employees of marketing services.
Supervisory	Orientation of marketing activities to the implementation of different types control (current, strategic, financial activities).

Source: generated by the authors according to[32]

Thus, "marketing management": is an activity within the enterprise aimed at a market environment based on the use of information technology, establishing constant communication with the consumer, which allows to increase the adaptability of marketing tools to market needs, and contribute to marketing goals. activities of the enterprise. Marketing management determines the quality of the marketing mix, through which the company exerts marketing influence on the consumer, creates a favorable internal environment, aims to bring to the leadership and staff the company's values and marketing goals, best meet customer needs and increase customer base.

As competition in today's market for goods and services intensifies, businesses are becoming aware of the need for effective marketing activities. Efficiency is the ratio of the result of the enterprise to its costs. Thus, the effectiveness of marketing activities is the ratio between the results of marketing activities (such as advertising, market research, etc.) and the costs incurred during their implementation.

Despite the existence of different strategies for assessing the effectiveness of marketing, its planning and implementation have some shortcomings, including: lack of awareness of the need for systematic research of marketing activities, insufficient qualifications of marketing staff, conducting a purely formal analysis without modern methods. Well-known foreign and domestic scientists have considered different approaches to determining the main components of marketing activities of the enterprise (Table 3).

Table 3.

Approaches to determining the main components of assessing the marketing effectiveness of the enterprise

Author	Treatment
Balabanova L.V.	Marketing is evaluated in the following areas: customers, integration, reliability of information, strategy, efficiency, but does not determine the system of indicators of such areas and the algorithm of performance analysis.
G. Assel	Compares the effectiveness of marketing activities with the costs of it, in particular, emphasizes the need to identify the relationship between these indicators.
N.V. Butenko	Proposes to evaluate the effectiveness of marketing activities in accordance with list of functions performed by marketers.
F. Kotler and K. Keller	Emphasize the link between performance indicators marketing activities with the environment.
A. Pavlenko and A. Voychak	It is proposed to calculate the indicator of marketing effectiveness, based on income, profits, solvency, inventory turnover and efficiency of marketing activities.

Source: generated by the authors according to [24, 23, 34, 12, 8]

Derevyanchenko T.E. in his work he reflected the following methods for assessing quantitative indicators of marketing effectiveness: multidimensional, regressive, correlation, simulation, methods of strategic decision theory, deterministic, hybrid and network planning models [33].

Today, there are two common approaches to measurement – as the degree of achievement of goals and as the ratio of the effect of marketing activities to implementation costs.

In assessing the effectiveness of marketing activities of the enterprise is a very important issue is to determine what is meant by the results and costs of such activities. The results of marketing activities are often understood as the number of new customers, the number of retained existing customers, the frequency of customer applications to the company, the number of successful contacts and more. As results for consumers it is suggested to use:

- ✓ the volume of the target segment and its characteristics;
- ✓ degree of consumer satisfaction; the level of loyalty to the company;
- ✓ prevailing models of consumer behavior;
- ✓ priority of the brand (from the point of view of consumers) in comparison with the products of competitors;
- ✓ level of awareness;
- ✓ volume of purchases made by consumers;
- ✓ cost and probability of switching consumers to purchase goods from competitors;
- ✓ consumer intentions.

With regard to the category of "suppliers", it is advisable to use indicators such as:

- the effectiveness of relationships with suppliers (the interest of suppliers in cooperation with the company, the importance for suppliers of sales, cost and probability of choosing other customers);
- clear compliance with the terms of cooperation;
- level of supply quality.

The category "competitors" should be assessed on such indicators as:

- strengths and weaknesses of each competitor or strategic group;
- relative market share;
- characteristics and reasons for the success of the most important competitors;
- strategies for positioning competitors and the degree of interest in maintaining existing positions;
- existing barriers to market entry;
- cost structure and pricing policy;
- gaps in working with consumers that competitors can use to strengthen their positions; competence of competitors.

When determining the cost of marketing activities is common approach to their identification with the cost of promoting the product. Its limitations are obvious, and, in our opinion, the costs of marketing activities should include, in addition to traditional costs of wages, materials and energy, depreciation costs, maintenance costs, and the following:

- ✓ costs of organizing and conducting product, communication, pricing and sales policy;
- ✓ costs of creating a brand;
- ✓ costs of search (benchmarking), preparation and development of new technologies;
- ✓ costs of ensuring the efficiency of transactions (negotiations, contracts, etc.);
- ✓ costs of information support of marketing activities and operation of marketing controlling systems.

In the scientific literature there are four separate groups of methods for assessing the effectiveness of marketing activities [30]:

Quantitative (factual) – involves comparing the performance indicators of marketing activities with the costs of its implementation: return on investment in marketing; brand valuation; assessing the company's market success in the area of competitors.

Sociological – aimed at using the tools of applied sociology, namely: the development of sociological research and research in accordance with these programs (eg, evaluation of communications).

Expert (subjective) – involves the use of special knowledge and practical experience of experts to obtain general judgments about the effectiveness of marketing activities of the enterprise, mainly in the form of assessments (points).

Qualitative methods based on marketing audit – a comprehensive, systematic, independent and periodic review of the external marketing environment, goals, strategies and specific areas of marketing activities for the company as a whole or for its individual units. It is carried out by own forces or independent experts.

When conducting marketing activities related to capital expenditures, it is advisable to use the rate of return on marketing investments, which allows you to compare and choose from different marketing activities, easier to make informed decisions, increase the profitability of marketing campaigns, customers and organizations.

At Ukrainian enterprises, a popular approach is to measure the effectiveness of marketing activities using the ROIM (return on investment in marketing), which is calculated as the ratio of the difference between additional revenue from marketing activities and the cost of goods (services) promoted by marketing activities to value marketing activities themselves [26]. Its use allows you to gain a competitive advantage of the company and increase its profitability, develop better strategies and make effective investment decisions.

The problem of developing marketing indicators covers a wide range of research and practical aspects of marketing, such as assessing the return on marketing investments, describing the structure and relationship between internal marketing and financial indicators, assessing customer assets, brand assets, long-term and short-term effects of marketing costs.

Marketing theorists and practitioners have developed many indicators to evaluate marketing. However, there is no standard scheme or standard set of indicators, as indicators must reflect marketing strategies. These strategies are different, respectively, and the set of marketing metrics will be different. However, some indicators are quite universal and applicable to the activities of any enterprise [35].

Scientists offer the following indicators that allow you to comprehensively

assess the effectiveness of marketing [35]:

- 1) brand awareness – characterizes the percentage of consumers who have confirmed that they know the brand;
- 2) consumers who tried the product before purchase (test-drive);
- 3) churn rate – the ratio of those customers who left before the end of a certain point in time to those who came at the beginning of this period;
- 4) level of satisfaction (CSI, customer satisfaction index) – an assessment of the level of customer satisfaction after interaction with the company, CSI reflects how successful the customer experience was;
- 5) profit;
- 6) net discounted value (NPV);
- 7) return on investment (payback);
- 8) customer lifetime value (CLTV) – is the estimated amount of gross profit that a customer can bring during his life.

Along with this, there are approaches that are based on the use of methods of economic and mathematical modeling. These include proposals Stry L.O., which proposes to assess the effectiveness of enterprise marketing or through a system of performance indicators of marketing subsystems in the management structure of the enterprise, or through the evaluation of market distribution efficiency from the standpoint of the enterprise and the level of economic efficiency of its activities. characterized by the level of profitability of production and sales [36].

Thus, the analysis of approaches to assessing the effectiveness of marketing activities of the enterprise and identifying the most effective ways of marketing, minimizes the costs of the business entity and achieve maximum results. To do this, it is necessary to assess the costs of marketing, its functions and non-economic indicators using clearly defined algorithms of economic and mathematical methods and models. It is necessary to evaluate the final results of marketing activities (profit, market share, sales of goods or services) and make effective management decisions regarding the implementation of marketing.

The formation of the marketing complex of the enterprise is the main task for

marketing services, but the management of the marketing complex is not the only task that arises in the management of marketing activities, which is why new approaches to the analysis of marketing management.

One of the main tasks of managing the marketing activities of agricultural enterprises is the introduction of effective management of those activities in enterprises that directly relate to the production and sale of products through the sales system to the final consumer.

It is worth considering the dynamics of the number of agricultural enterprises in Ukraine (Fig. 6).

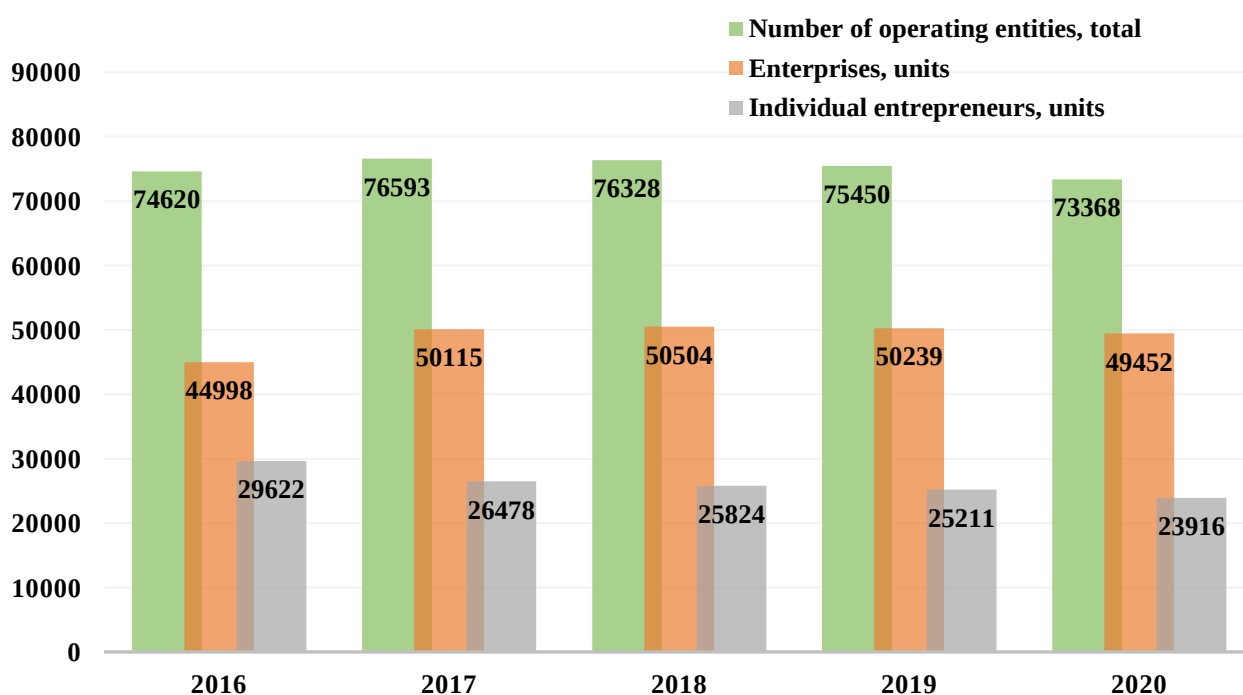


Fig. 6. Dynamics of the number of agricultural, forestry and fisheries enterprises in Ukraine, 2016-2020.

Source: calculated by the authors according to [37].

Based on the results of the study of the dynamics of changes in the number of agricultural enterprises over five years, we can note that in 2016-2017 there was a significant increase by 5117 enterprises, but in the same period we also see a decrease in the number of individual entrepreneurs by more than 3 thousands. Since 2018, there has been a clear decrease in the number of existing agricultural, forestry and fisheries entities by 2960 units, in particular, the most negative trend is observed in the number of individual entrepreneurs by almost 2000. It should also be emphasized that in the

study period there is a stable negative trend in the number of natural persons-entrepreneurs of agriculture, forestry and fisheries, in particular in 2020 by 5706 units. compared to 2016. As for enterprises in this industry, their dynamics changed ambiguously, in particular until 2018, including stable growth, but in 2019-2020 their trend was negative, but in 2020 their number was still 4454 units compared to 2016.

The COVID-19 pandemic has become one of the factors reducing the number of enterprises, including agricultural ones, both in Ukraine and in the world as a whole. The main challenges in this period were: the general decline in the purchasing power of the population; quarantine restrictions on the simultaneous stay of a certain number of employees in the premises; quarantine restrictions on the functioning of agricultural markets; complication of logistics of agro-industrial complex products; lack of proper support from the state, etc. A significant number of enterprises that did not have sufficient financial reserves were forced to cease their economic activities, while other enterprises were forced to be in a constant struggle for the opportunity to "survive" and minimize the loss of their competitive advantage in target markets.

As practice has shown, quarantine measures in Ukraine have had a significant negative impact on the activities of enterprises, in particular not only on production but also on sales due to limited distribution channels and export markets for business.

The COVID-19 pandemic and the application of appropriate quarantine restrictions provoked an increase in the financial burden on businesses, as no one canceled the payment of taxes, utility bills, loan repayments, etc., and the inability to fully conduct their business led to: job losses; rising prices for raw materials and basic products; reduction of financial revenues to the state budget; reduction of enterprise profits. The consequences of such influence were particularly acute for small and medium-sized enterprises, and agricultural enterprises engaged in the production, processing and sale of agricultural products.

The military aggression of the Russian Federation against Ukraine has become even more destructive for Ukrainian enterprises of all industries, the final consequences of which are yet to be summed up. However, the consequences that have already been officially recorded show that a large number of companies have lost, in part or in full,

their capacity and resources due to armed aggression and occupation of some parts of our country, some entrepreneurs are forced to move their businesses to more or less safe regions. Of Ukraine. The agrarian business faced special challenges during the war, because those regions in which there is active hostilities are not able to fully carry out their economic activities, including sowing and other agricultural work, the situation is slightly better in those areas liberated from invaders, but they to carry out active activities are hampered by mines that remained as a result of the occupiers' occupation.

The analysis of the activity of agricultural enterprises confirms that in each region of the country there is a large number of economic structures that do not have marketing specialists. An entrepreneur is a director, marketer, accountant, he simply can not have so many professionals, so he uses the services of special consultants. Factors that strongly influence the management of marketing activities are the age of employees, their level of education, material and moral incentives, which affects the attitude to work. Each of the local groups has specific needs that must be taken into account in the practice of developing marketing plans of the enterprise. It is worth considering the dynamics of the number of employees in recent years in agricultural enterprises (Fig. 7).

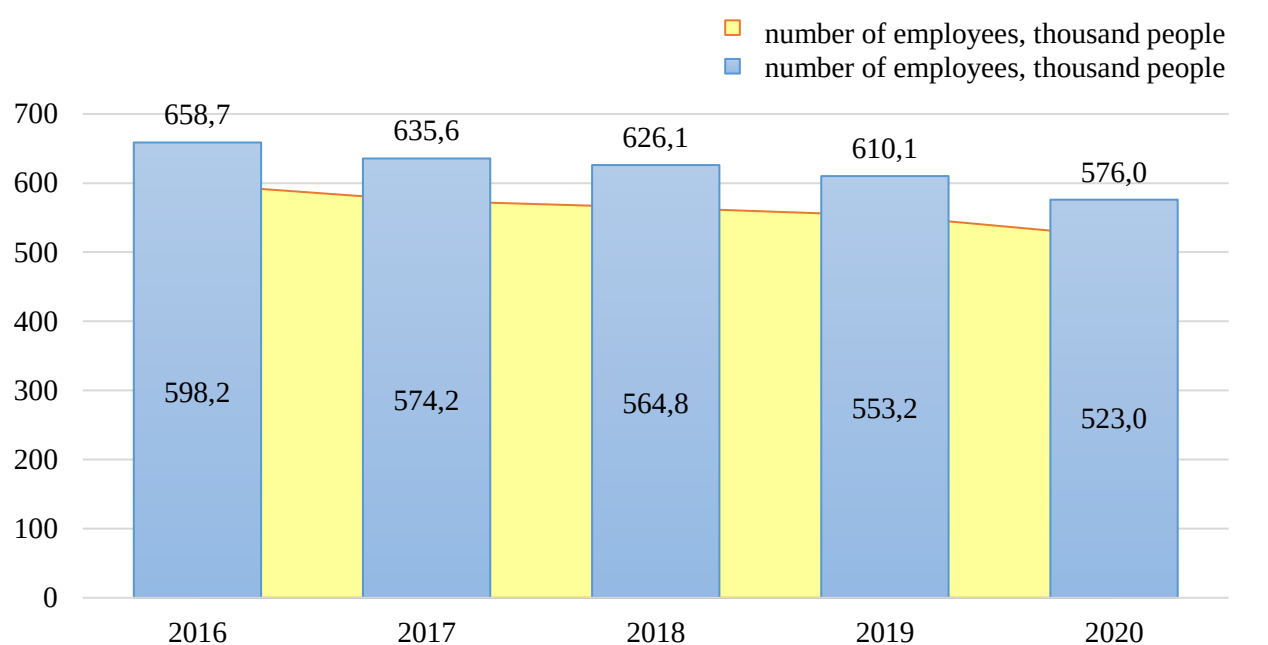


Fig. 7. Dynamics of changes in the number of employed and hired workers in agricultural, forestry and fisheries enterprises, thousand people, in Ukraine, 2016-2020

Source: calculated by the authors according to [37].

As shown by the results shown in Fig. 7, in the period under study, the dynamics of the decrease in the number of employees in 2020 is clearly traced, their number decreased by almost 83 thousand people compared to 2016. As for the dynamics of changes in the number of employees in agriculture, forestry and fisheries, in 2020 there was also a decrease of more than 75 thousand people compared to 2016. Such negative trends are directly related to the decrease in the number of enterprises, instability in the economic situation, inadequate support of business by the state, imperfect regulatory framework, the consequences of the COVID pandemic 2019 and other factors in the country.

In essence, marketing is a theoretical concept that helps farmers adapt to work in a market economy, and marketing activities in this regard is an organized form of modern commodity production. It is marketing activity that configures the efforts of agricultural producers to carry out not only operations for the sale of products, but also during the formation and implementation of conceptual foundations of production and management process, determining the nature and scale of production, opportunities for economical use of production potential logistics channels and relationships, focusing on maximum satisfaction of potential demand.

The marketing policy of an agricultural enterprise includes price, product, sales and a set of measures to promote products on the market (Fig. 8).

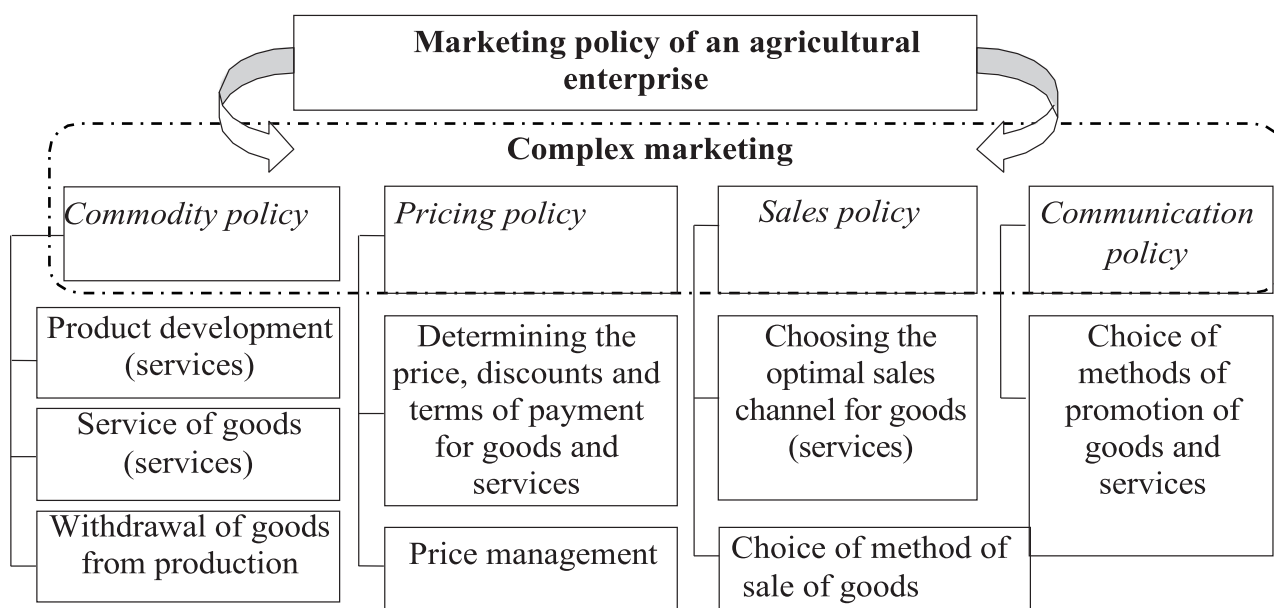


Fig. 8. The structure of the marketing policy of the agricultural enterprise

Source: generated by the authors according to [39].

Gradual formation of marketing policy involves:

- implementation of analytical diagnostics of the agricultural enterprise and strategic forecasting (forecasting) of its development;
- development of a marketing complex;
- ensuring effective organization and effective marketing management.

In addition, the implementation of marketing activities is impossible without the formation of an economically sound budget for marketing, control and evaluation of marketing activities, which is a platform for management decisions (Fig. 9).

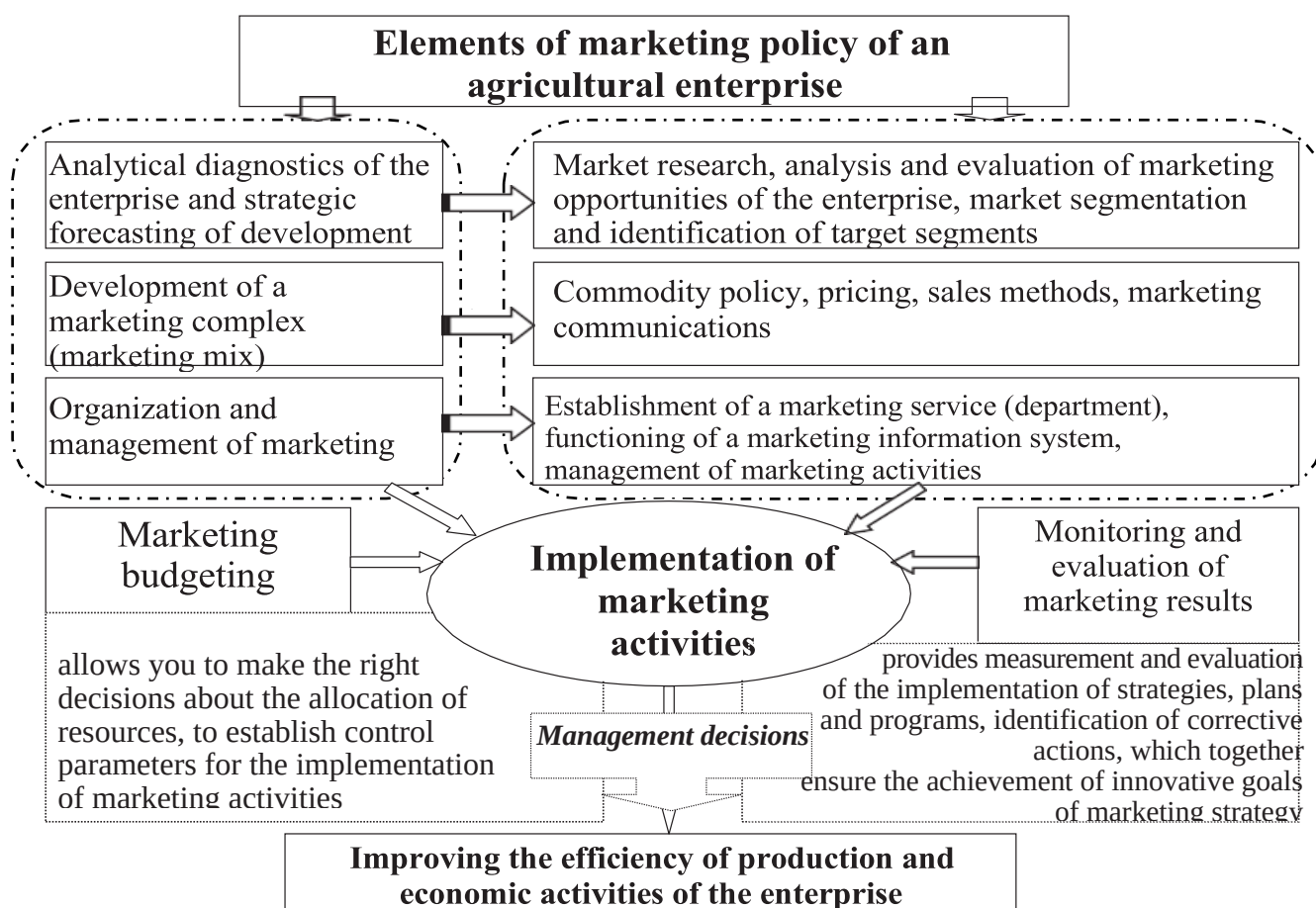


Fig. 9. Elements of marketing policy of an agricultural enterprise

Source: generated by the authors according to[39].

The main marketing prerequisites that should be guided in the formation of marketing policy of agricultural enterprises are:

1) implementation of marketing research in order to obtain complete and reliable information about exogenous and endogenous factors that affect the economic platform of the enterprise;

2) substantiation of the possibilities of adapting the specifics of production to the changing business environment and preferences of potential consumers with a simultaneous targeted impact on them at a certain (necessary) time;

3) production taking into account consumer requirements, market conditions and real production capacity and resource base of the enterprise;

4) ensuring profitability through the prism of improving marketing activities on an innovative basis in the strategic perspective;

5) configuration of strategy and tactics of active presence of the enterprise in the market and use of marketing tools to achieve maximum control over the movement of finished products;

6) the formation of effective logistics channels for the sale of products and services of the enterprise in certain markets of the envisaged volume and within specific deadlines.

Marketing approaches to the organization of the agricultural enterprise involve making some adjustments in the formation of channels for the sale of agricultural products, which must meet the following requirements:

- ✓ distribution channels should be selected in such a way that they fully provide access to certain market segments;
- ✓ it is necessary to provide flexibility in distribution;
- ✓ the use of one channel should not include the possibility of distributing products to another;
- ✓ the possibility of weak links in the established distribution chain should be ruled out.

To increase the efficiency of management of agricultural enterprises, it is advisable to actively use marketing tools. The application of marketing strategies requires appropriate organizational support for marketing activities of the enterprise.

Analyzing the situation at Ukrainian agricultural enterprises, it should be noted

that the marketing activities of some such enterprises are fragmentary, as some of them do not have a single marketing service, and marketing functions are performed by different departments. As a result, there are significant shortcomings in the organization of marketing activities of enterprises, the main ones are listed in table 4.

Table 4.

The main shortcomings in the organization of marketing activities of enterprises

The main disadvantages	The reasons for the shortcomings
Lack of a unified marketing service in the enterprise and purposeful activities in the field of marketing management	Management's lack of understanding of the importance of marketing development in the enterprise
Lack of clear strategic goals and plans	
Orientation of management on outdated marketing the concept of "intensification of commercial efforts"	
Lack of a unified methodological approach to enterprise marketing concept	Lack of a competent specialist who can solve these issues
Lack of marketing management planning, including marketing plan, is clear formulated marketing strategy	
Lack of a system of marketing control, in particular quality control of work in structural units enterprises	Absence clearly developed personnel policy
Low marketing awareness of key specialists enterprises	
Lack of clear sales policy in the company	Lack of a specialist responsible for the sales activities of the enterprise
Insufficient activity of the enterprise in the field of advertising and sales promotion, non-use of possible promising sales channels	

Source: generated by the authors

Restructuring of the organizational structure of the agricultural enterprise and its internal management system should:

- to promote the strengthening of marketing orientation of management as a means of achieving strategic goals and mission of the enterprise;
- to promote the solution of long-term strategic objectives through concrete practical steps, to ensure involvement in the creative search for the maximum amount of intellectual potential and thus prepare the ground for timely anticipation of market needs and create new consumer properties and products;
- strengthen the position and competitiveness of the enterprise in the domestic market and look for opportunities to enter foreign markets.

Agricultural marketing is a management concept that provides market orientation of production and marketing activities of the enterprise, and at the heart of management decisions are not only the capabilities of the producer, but primarily the

needs of the agro-industrial market, existing and potential needs of consumers and buyers of agricultural products. Distinctive features of agromarketing are determined by the specificity of markets in the agribusiness system and the peculiarities of supply and demand, as well as prices in the agricultural sector.

The main task of marketing management is to synchronize the management process with the elements of the marketing complex in such a way that each of them, fulfilling its functional purpose, while improving the efficiency of other elements and thus increase the synergy effect.

In the current conditions of unstable business environment, it is important to form a new model of development of Ukrainian agricultural enterprises with their reorientation to marketing principles, taking into account the specifics of production and economic activities and consumer market requirements. With the strengthening of international integration and globalization of economic processes, marketing policy is seen as a key tool for the effective functioning of agricultural enterprises in the strategic perspective. Ensuring the economic growth of businesses is possible through the diagnosis of relevant information and effective management decisions on demand research, product, pricing, communication and sales policy, as well as on marketing budgeting, strategic planning and marketing management and control.