

6. Development and implementation of a rational marketing structure of enterprises in the fruit and vegetable industry in the conditions of European integration

The development of the processing industry is determined by many factors. These are innovative policies, public relations, work with personnel and many others. Marketing is no exception. This factor is one of the main drivers of enterprises to economic well-being.

The scientific works of K.V. Mazur are devoted to the problems of creating an effective system of state regulation of horticulture. [86, 89], Logoshi R.V. [87], Bondarenko V.M. [88], Furman I.V. [90, 91], Podvalna O.H. [92], Pravdyuk N.L. [93, 94], Kozhuhar V.V. [94] and others. However, the improvement of the system of state regulation of the development of horticulture is extremely necessary, which determines the relevance of this investigation.

The development of marketing activity at the current stage is haunted by many problems. One of these problems is the rationalization of the organization of interaction between industry enterprises and small rural businesses for the purpose of providing them with marketing services. In our opinion, some of them are designed for the marketing service of all categories of suppliers, which is absolutely not necessary, since agricultural enterprises, intermediaries and other large suppliers are also well aware of the conditions of the sales markets. As for the unification of small rural commodity producers into cooperatives, reorganization of enterprises or the creation of a special department by the forces of one enterprise, and all in order to establish marketing in the region, this requires significant efforts. The need of rural commodity producers for marketing and other (for example, material and technical) services is growing every day. In modern conditions, the possession of information and knowledge about the production and sale of market novelty products is of great importance. Today, this market niche remains unfilled in many entities of Ukraine. Vinnytsia region is no exception. Specialists of state structures cannot solve this task, because they have a different purpose. The task is beyond the power of the processing business, if its

subjects want to organize such a structure by the efforts of only one enterprise. Providing consulting services to villagers requires considerable funds and specially selected specialists, because it is extremely important to establish a long-term and productive contact.

The tasks that will be presented to such consulting firms are important and serious. The creation of such organizations should take into account a number of key points. These organizations can and should be created in different organizational and legal forms, which will only lead to an increase in economic rivalry between them and, therefore, to an improvement in the quality of the services offered. Organizations of this type should be as free as possible from the pressure of the external environment; in this way, freedom is created in making management decisions and conducting business. Their internal environment should be formed in such a way as to encourage the desire of employees to work effectively and increase labor productivity.

The organization of consulting firms, especially for small rural businesses, at the initial stage requires certain and considerable efforts, primarily in terms of resources. Their sources can be different. However, borrowed and borrowed sources are too expensive and bring with them the intervention of their owners in the activities of the created structure, the degree of which may be excessive. The most profitable source is the own funds of the enterprises themselves. It seems to us that within the limits of several neighboring districts and natural-economic zones, for example, within the framework of the processing industry (as a system with well-established structures), it is appropriate for its subjects to cooperate according to their sectoral affiliation (plantation and animal husbandry) in order to create and rational organization the work of marketing structures. They will be called to study the paying demand of buyers and help small rural producers to produce more products of better quality with lower costs and timely, profitably sell goods and services.

A number of scientists and specialists consider it necessary to turn to other (specialized) organizations when solving similar problems. We are of the opinion that it is more rational to use the base of processing enterprises. In addition, it should be noted that cooperation has a positive effect on the activities of enterprises. V.

Kuznetsov notes: "The development of cooperation contributes to the faster development of the process of integration of agricultural producers with processing enterprises, trade organizations, enterprises of other industries". T. Fliginskih of a similar opinion: "Cooperation should contribute to the intensive development of production, the establishment of exchange equivalence at the intra-industry and inter-industry levels, the increase of competitiveness and efficiency, the creation of conditions for the financial stabilization of enterprises."

For this purpose, we have considered methodical, legal and organizational and economic approaches to the creation of such formations, prepared specific developments regarding the organization of rational structures of marketing services and their practical use.

Recently, the price, credit, investment and tax policies of the state contribute to the improvement of the financial condition of processing enterprises, the growth of their number and, as a result, the increase in the volume of raw materials procurement. And at the same time, there is a problem of a relative increase in the price of raw materials, since its supplier is a large business, which is the main one. This makes it necessary to identify and turn to an additional and serious source, which should become a small agricultural business.

Market relations based on the use of the laws of commodity production will lead to an expected increase in the effectiveness of cooperative marketing formations for small agrarian businesses, most likely, only if a number of conditions are taken into account, namely: pluralism of organizational legal forms, generality of coverage (to cover all, if possible, enterprises), provision of service support based on commercial principles: organization of scientific support and training of qualified personnel (educational institutions); organization of material and technical service and supply (dealers and cooperation of industry enterprises).

Effective functioning of cooperative marketing formations is impossible without a system of financial support. Financial support for the activities of marketing cooperatives is provided by the marketing cooperatives themselves. It should be noted that no financial investment, no perfect material and technical base can give the

expected result in the absence of effective internal incentives for the development of cooperative marketing among the participants, and in the case of new organized associations – flexibility, easy adaptability to the rapidly changing conditions of the external environment.

Independence in financing forms autonomy in provision of resources. Of course, all resources, such as, for example, information resources, cannot be one's own. But these organizations should strive for it, because the rural commodity market is a very sweet piece for many competitors, and they have the necessary resources to work on it, and they are unlikely to share them. At the initial stage, attracting resources should take place at the expense of concluding lease contracts, hiring people who own personal vehicles.

Working on the rural raw material market with its fierce competition also requires a special organizational structure of enterprises. First, it should have a small hierarchy of management levels, which will allow it to have the necessary flexibility, speed in making and implementing decisions. Secondly, the structure of the organization should be as simple as possible.

The nature of the market in which enterprises will operate also leaves an impression on the management system. In our opinion, it should be prospective and current in nature and be multifaceted and comprehensive. Management should cover the following areas: material and technical supply; production of services; innovations in the production and implementation of services; marketing of services; cadres; finances; ekoouting

When forming an organization called to perform such a task, personnel is of great importance. According to the assignment, personnel are divided into main and auxiliary personnel. If the criteria for the selection of service personnel may not be so strict, then the main staff, which are people who will directly develop approaches and conduct dialogue with customers – representatives of small rural businesses, should be carefully selected. After all, the capacity of the organization depends entirely on the effectiveness of their work. These personnel should be, on the one hand, highly qualified and willing to learn as specialists, and on the other hand, communicative.

Moreover, the last quality should apply mostly to rural residents.

The complexity and economic danger of working in this sector of the commodity market requires enterprises to have a safe organizational and legal form of organization. Of course, the organizational and legal form must meet the conditions and interests of the owners who joined together to create it. However, neglecting this rule in the face of fierce competition can have extremely negative consequences.

The modernity of work on the rural raw materials market shows that it is very difficult to work on it alone, and mostly cooperatives (for example, an association of dealers) survive. Therefore, it will be effective to combine the efforts of enterprises of a certain territory (for example, several that border each other by district). But this association, along with positive aspects, also has, at first glance, negative ones.

However, the negatives can easily be turned to the benefit of the business owners. So, for example, when a company operates in a certain territory, a limit will arise at which it may be very difficult to compete (a so-called competition limit will arise), which will certainly affect the supply of raw materials. But this situation is easy to solve. In this case, the cooperative will supply raw materials to factories based on their participation in it. It should be noted that this rule will be the main one in the distribution of raw materials between the owner enterprises.

Difficulty in competition creates requirements for the number of such formations in a certain territory of one group of owners. The number of structures must be carefully thought out in accordance with the conditions of the commodity market in this region or area, otherwise there will be competition between "their" structures, which is extremely unfavorable, as it will only lead to scattering efforts on rivalry, then they need to concentrate only in one direction – to achieve victory in competition with other market participants.

Cooperative marketing formations of processing enterprises should strictly focus on quality samples of the services produced. For this purpose, it is necessary to observe the development of the experience of competitors in finding errors and to carry out constant quality control, and not only at the stage of service preparation, but also during implementation. When organizing cooperative agricultural marketing, it is also

important to take into account modern objective conditions and peculiarities of its formation. Without taking these points into account, the developed proposals are unlikely to contribute to making processing production more productive and efficient than it is now.

Despite all the variety of forms and types of cooperative marketing structures, these are, first of all, service formations. The objects of socialization in them are (or are not) members of enterprises and the property of enterprises – fixed and working capital. The scale of such cooperation depends on the state of their resource availability, available in the area of production infrastructure and other factors. The unification of processing enterprises, which, for example, have a shortage of some material and technical means and a certain excess of others, allows to correct this situation and increase the efficiency of the use of resource potential.

Depending on the degree of socialization by property processors, their delegation of management functions, agreement by potential participants in the future formation of economic interests, such models of cooperative marketing are distinguished as legal entities: cooperatives, partnerships and societies. All these models are independent, independent and democratically managed formations, created on the basis of a voluntary union of processing enterprises.

The processes of development of cooperative marketing formations are accompanied by various problems of a debatable nature, for example, the "non-profit" development of these service formations. We offer an approach to solving this problem. Initially, the goal of creating marketing formations is to satisfy the economic needs of processing enterprises. This pleasure will be carried out on a commercial basis, since marketing formations need to provide themselves with resources, purchase raw materials and, finally, provide extended reproduction. However, these commercial principles must be regulated, since processing enterprises are the organizational and economic basis of this formation, and the latter is created to achieve the specific goals of the owners. In addition, in favor of substantiating the impossibility of "unprofitability", it is necessary to say that the created association can make a profit from the sale of raw materials to other consumers (not the owners). This is possible in

the case when the marketing structure fully meets the capabilities of the owners – processors, for example, if they are small enterprises.

Another issue that causes heterogeneity of opinions about the prospects of creating such organizations will be the so-called "oppression of economic interests" of small businesses in the countryside, which will lead to a lack of demand for the offered services and, therefore, the failure of the organization. We believe that the practical application of the stated problem is not realistic, since, on the one hand, strengthening in such a profitable market is the main goal of creating cooperative marketing structures, and on the other hand, it should be noted that the created structures will not be monopolists on the market and will not be pioneers. There is a sufficient contingent of participants in this market, with which it is necessary to compete with healthy measures of competition, and limiting any general interests of consumers will simply not be a profitable business.

The situation in which processing enterprises cooperate in the field of marketing for small market entities in our country is specific. Processing enterprises are just starting to operate in market relations and function effectively. Therefore, participation in the work of the structure is especially important for them. And in the conditions of the established growth of the economy, such a union for them is an opportunity not only to improve the organization of the production process, to use available resources more rationally, but also as a means of survival and growth.

The economic situation in the country has noticeably improved, but the problems of processing enterprises have not decreased. In this situation, the need to organize cooperative marketing formations only increases. However, in modern conditions, the creation of a full-scale service system and its infrastructure is unrealistic due to objective (including economic) reasons. In this situation, we offer fundamentally new solutions for the service of small rural businesses, which consists in the development of marketing cooperative service according to the sectoral application based on the processing industry, as the most well-established system for procurement, processing of agricultural raw materials and sale of the created product. Such interaction not only organically fits into the intended service system for small rural commodity producers

and processing enterprises, but is also, most likely, the first stage of its creation.

The domestic practice of developing cooperative marketing formations shows that combining the efforts of processing enterprises, especially at the initial stage of market relations, gives them the opportunity to more fully provide for their economic and social needs, effectively conduct production and protect their interests in the market economy. The effectiveness of marketing formations created in this way will largely depend on the organization of various types of service. And, nevertheless, the processing business needs to combine its capabilities, and the created formations need to practice engaging the services of other collectives on a commercial basis to solve many of their problems. Practice shows that, all other things being equal, the organization of raw materials supply is one of the main ones affecting the results of processing enterprises. Therefore, if possible, they should combine their efforts, and the organizations formed in this way are potentials of other market subjects.

The short transitional period of the development of processing enterprises in Ukraine is not rich in experience in the development of marketing services for the territorially separated peasants. Depending on the ways of formation of such marketing formations, different options can be used for their service, including the base available in former collective farms and state farms. However, the moral and psychological climate surrounding this raw material sector, the strongest competition and simply a healthy economic calculation force processing enterprises to unite by interests in order to effectively use their own equipment and successfully provide themselves with raw materials.

There are different options for unification. Everything depends on the specific interests of the organizers, their creative approach, the possibility of current legislation, territorial and national characteristics, the specificity of the raw material market, competitors, consumer preferences and many others. Of course, these features are different in all regions and, moreover, districts. Therefore, creators must choose and decide on their own approach to cooperation.

As for the Constitution of Ukraine, it is certainly intended for processing enterprises, to regulate the main provisions of their legal activities, including

cooperative ones. Cooperative relations are also regulated by the Civil Code of Ukraine. It created a holistic idea of the essence of the cooperative, about work with its organizations, including processing enterprises, and the formation of the legal framework. The Code of Ukraine also states that relations related to the creation of cooperatives are also regulated by other state and regional laws and regulations. In fact, most of the basic principles can be implemented in some other forms of association of processing enterprises.

Basic principles of cooperation:

- voluntary participation in society. Not less than two participants, but not more than fifty, under the agreement on joint activity, may combine their own efforts and act jointly to satisfy their own interests by achieving a goal that does not conflict with the law.

- the company's authorized capital is formed based on participants' contributions. Formation of the amount of the deposit is carried out based on its value. The contribution can be everything that the participants independently contribute to the common cause. It is not allowed to release a member of the company from the obligation to contribute to the authorized capital, including by crediting claims to the company. The size of the authorized capital cannot be less than a multiple of the minimum wage established by state law on the date of submission of documents for state registration of the company.

- the highest management body of the company is the general meeting of its members; operational management is carried out by an executive body (collective and (or) individual), accountable to the general meeting. The highest governing body decides only the most important issues of economic activity. Issues related to the exclusive competence of the general meeting cannot be referred to them for decision by the executive body of the company.

- profit distribution is determined by the value of the deposit; the members of the company are not responsible for its obligations and bear the risk of losses related to its activities within the limits of the value of their contributions.

- availability of information about the company's activities for all its members.

Waiver of this right or its limitation, including by agreement of the participants, is illegal.

- the mutual relations of the participants are built on a contractual basis. Various options are possible in the calculations of economic activity participants. The income of each participant is made thanks to the improvement of the quality and volume of participation, the search for more favorable conditions and sales markets.

The company does not have the right to decide on the distribution of its profit in the following cases:

- until full payment of the entire authorized capital of the company;
- until the payment of the actual value of the share (part of the share) of the participant of the company in the cases stipulated by the Law "On Limited Liability Companies";
- if at the time of making such a decision, the company shows signs of insolvency (bankruptcy) in accordance with the state law on insolvency (bankruptcy) or if the specified signs appear in the company as a result of making such a decision;
- in other cases provided by state laws.

Since a limited liability company from an economic point of view is a centralized union of efforts of several participants, some other principles of a cooperative are applied to it, which are extremely important at the current stage of economic development. For example, when leaving the company, a participant has the right to receive a part of the property corresponding to his share in the authorized capital; the partner of the company is interested in increasing the capital of the company, since part of the profit is distributed in the form of dividends, proportional to the shares in the authorized capital; each member of the company participates in management through the general meeting.

The choice of a limited liability company is justified, of course, not only by a significant coincidence of principles during its creation, but also by the positive aspects of the processing business (for example, the possibilities of a material, technical, financial and other nature). Thus, the main principles of creating cooperatives according to the current requirements for processing business structures can be

implemented in a limited liability company with their rational organization. And the rational type of cooperative marketing is based on its participants receiving the necessary benefits at minimal costs.

The created structure will organize interaction with peasant (farm) farms. When organizing such cooperation in the service of farms and personal farms, we proceeded from the fact that, first of all, managerial and organizational skills, capital, not excluding the personal work of the participants in order to maximize the effective use of the resource potential of processing enterprises in the interests of small enterprises cooperate in the structure producers in the village. For this purpose, it is necessary to systematize the interaction of such structures and producers of raw materials on the basis of establishing bilateral obligations and not only on the basis of a contract. Business relations between them should not be one-time, spontaneous, but long-term, based on mutually beneficial interest. This approach allows each party to plan their work more confidently, at least for the near term.

The organization of marketing services to representatives of the rural raw material market is not only a benefit to the processing business, but also to the producers of raw materials themselves. After all, the successful sale of manufactured products depends not only on the price set by the parties, but also on guaranteed purchases, as well as other services, up to material and technical assistance. Of course, at the early stages of the development of marketing formations, the possibility of material and technical assistance is unlikely. However, as the organization develops and strengthens, it will have reserves that should be directed to these goals, as this is a significant contribution to the competitive struggle.

Science and practice show that it is desirable to start the production activity of any organization with an analysis of the market situation, that is, with the activation of marketing. However, the specifics and direction of the purpose of the services provided, in which cooperative marketing formations specialize, presupposes a partial rejection of these aspirations. Here, the implementation of services, that is, marketing activity, should not precede, but be inextricably and simultaneously connected with their production. After all, there are many options for bringing services to the

consumer, and it is impossible to process and prepare all of them only at the marketing stage.

The realities of life show that without strengthening marketing, processing enterprises cannot effectively sell their products and services to consumers. At present, it can be said that conditions have already been created for the growth and efficiency of production activity, and marketing should only contribute to this.

Marketing activity, as an implementer of a competitive environment in the economy, needs to be strengthened in all directions, including procurement of raw materials from small rural producers. Although many industry actors are engaged in this in one way or another, it all happens alone.

A lot has been said about the need to introduce marketing in the interests of small agricultural producers. Of course, life does not stand still, and a lot is being done to solve the sales problem, and at different levels. Thus, the Ministry of Economic Development, Trade and Agriculture of Ukraine creates networks of wholesale food markets and agricultural marketing services for agro-industrial production. A number of territories have been identified to conduct the intended economic experiment on the organization of such markets between regions, primarily on the basis of modern fruit and vegetable bases, refrigerators and other infrastructure facilities. The following main tasks are set before the wholesale food markets:

- stimulating the growth of production volumes, sales of products and increasing the profitability of commodity producers and partners in the agro-industrial complex;
- providing the population with quality food throughout the year;
- providing all suppliers of agricultural products with free access to the competitive market.

Now, when Ukrainian counters are filled with imported goods, while quality domestic products depend on warehouses, it is especially necessary to help the buyer and the seller find each other. And it is worth noting that wholesale markets serve as an effective channel for the promotion of agricultural products from producers to consumers.

Domestic experience shows that for the successful implementation of many initiatives, a mixed approach of movements "from above" (with the help of state and other

initiative representatives) and "from below" (by the market subjects themselves) is necessary. Organizers need to correctly determine the relationship between these two movements – they must be able to form a marketing structure.

Certainly, when used correctly, marketing can be a very useful tool. However, most of those who have high hopes for the development of the marketing cooperative movement, especially after an over-promising start, may have to temper their enthusiasm a little due to the emergence of numerous problems that reduce the effectiveness of the process that has begun.

The realities of life show that it is impossible to immediately organize marketing work in rural areas without problems. Problems and situations that cannot be predicted in advance are bound to arise. These are problems of the nationality of the population, its culture, age, standard of living, related to transport and many others up to natural conditions. Some problems may appear immediately after the activation of the work of marketers in the village, some – after. Situations may arise, the solution of which is possible in the short term, and some of them may have a long-term nature. In addition, the complex of problems is ambiguous in terms of its territorial origin: depending on the region and even district, the approaches to the population for its service are different. However, whatever the problems are, they must be effectively forced. This is an important factor for survival in the market. And this should be taken into account by young cooperative marketing formations in order to work effectively in the market and ensure the necessary economic growth. In addition, they need to stand up to other competitors who always seek to squeeze out or prevent new entrants from entering the market. In any case, existing competition will discipline them. And it takes time to learn and understand the intricacies of working in the market.

The existence and development of any organization is impossible without provision of resources [84]. Their formation should take place on a contractual basis. The size of the provision can be different: everything depends on the scope of the activities of marketing formations, which, accordingly, is generated by success in the market. But in any case, it should be noted that the implementation of marketing services should be carried out between processors and representatives of the rural market. This is due to the fact that the

raw materials for the industry require preservation, and therefore it will be extremely risky and too expensive to carry it for a hundred kilometers or two.

Therefore, in order not to be affected by the tendency to the appearance of marketing structures with the same goals and tasks, it is better to first organize them in each rural settlement – one or two in each district. It is undesirable to create a large number of marketing structures on a limited area, since this, in addition to unnecessary competition, will lead to conflicts, shortages and understaffing of formations with resources.

Setting up marketing work for the rural population with his participation is particularly difficult, but if people feel the need and interest, you can count on their attention and understanding. First of all, it is necessary to clearly explain to them what real needs the created structure will serve, what benefits it will bring, and what risks may await them as product manufacturers with all the proposed changes. This is very important, since they have lived in the surrounding conditions for many years and intend to live there in the future. Local residents know their needs and possible risks better than any outsider. Therefore, when organizing marketing work, it is necessary to proceed from real possibilities. Of course, in the early stages it makes no sense to talk about the possibility of solving the big problems of everyone.

In order for the structure to work successfully, it is necessary to focus on the qualitative satisfaction of clear and real needs that exactly correspond to the agreements. Each service must pay for itself, or the return must be very close to the costs, otherwise it can lead to bankruptcy of the organization. In the future, according to the level of development of the organization, the volume of services should be increased, but their quality should not decrease. Only in this way is it possible to successfully compete in such a profitable and at the same time difficult market.

The proposed marketing service organization has a number of other positive properties. First, the proposed scheme for creating marketing cooperatives differs from traditional schemes for procurement of raw materials, which consist in their purchase only by own forces, secondly, it solves the most important problem of the production of many peasants – its sale and, thirdly, it provides for a certain support, which is also very

important for rural areas. In addition, the proposed system of organizing marketing services for villagers provides for such interaction between partners that does not limit, but on the contrary, supports the interests of the parties in order to further strengthen their competitiveness.

As is well known, small agricultural business is characterized by disadvantages, the elimination of which contributes to its interests. These are difficulties in attracting large capital, shortcomings of specialized management, unlimited liability for debts, the need to be a specialist in many areas, the risk of losing all your personal savings and property. The indicated shortcomings, characteristic of sole proprietorships, can be with the preservation of positive aspects in the solution of cooperative marketing formations. Compared to them, they are more powerful financially and in other areas.

In cooperative marketing formations, full-time specialists are employed who specialize not only in marketing, but also in other areas of activity related to the achievement of the organization's goals. But the most important quality of the structures proposed for organization is, of course, the implementation of activities necessary for both parties: processing and small agricultural businesses. Some want to collect and process raw materials, others want to manufacture them and sell them profitably.

The work of the organization is built in this way. Activities created by cooperative organizations must be subject to supervision, for this a supervisory board is created, consisting of representatives of enterprises and management, which are held by general meetings of participants. These bodies carry out their activities during the entire period of the organization's existence and monitor the progress of the implementation of the assigned long-term plans. Current and tactical planning and management of the marketing structure is created by the director, who is appointed by the members of the cooperative and to whom all services (departments) of the organization are subordinate.

The number of functions performed by departments may vary depending on the need. The head of the marketing department reports to the head of the organization (director), is constantly in the center of events and receives operational and any information from various channels from manufacturers and other sources, and then passes it on for use by enterprise specialists and service employees. One marketer of the

department formulates the price policy, and the other acts as a consultant on the correct and effective delivery of services to consumers for those marketers who work directly in rural areas. If necessary (illness, etc.), one replaces the other. The rest of the marketers serve the producers in their area (consisting of several settlements).

Their work consists in the analysis of sales markets, buyers, competitors, products, in planning, conducting negotiations. They form demand, ensure the purchase and transportation of agricultural products to processing shops and enterprises. The work of lower-level marketers is also based on the principle of interchangeability.

Depending on the size, number of product manufacturers and the list of manufactured products, it is advisable to have up to 18–20 specialists in each structure. The size of the staff depends on the scope of the organization's activities.

It is not economically profitable to form a staff that is too large. If it turns out that way, then to reduce the number of employees, you need to use the principle of combining their functions in one person. That is, it is necessary to entrust one employee with the performance of the tasks of several professions at once, for example, two (accountant-economist) or three (truck driver-marketer). A large quantitative combination of professional tasks in one person does not make sense, as it will only lead to overloads and, as a result, to job dissatisfaction.

Sub-farms, farmers produce products in planned and agreed quantities and terms of the highest quality. Marketers pick up products from them on the spot. For this, marketers themselves solve organizational issues (destination and others). Of course, they must be provided with resources to carry out their activities. If they are not enough, then it will be mandatory for them to have financial resources in full in order to, for example, rent a vehicle, if it is not available, or to solve other similar issues.

The information received in the process of implementation is transferred to the head of the marketing department for analysis and then to the processors for adjusting production plans for the agricultural period, and the purchased raw materials are sent to the receiving shop of processing enterprises. The interaction between the consulting firm and processing enterprises regarding the main activity is carried out on the basis of contractual relations.

Further, at the regular meeting at the end of the period, marketers and agricultural producers finally agree on the volumes, terms and other parameters of production and sign (or not sign, if close trusting relations have been established between the partners and one of the parties is a personal farm) necessary documents for the next period. The period of interaction may have different duration for any raw material producers.

The work of employees engaged in the production and implementation of marketing services, i.e. the main staff, should be decently paid. Since the effectiveness of their work depends not only on professional knowledge, but also on luck, therefore, as we can see, it makes no sense to rely only on a quantitative indicator of its performance. Practice shows that the most effective will be the system of remuneration, which consists of two parts: basic and accumulative. The basic part of the salary should be constant and independent of the employee's work results, which is higher than the minimum living standard of the population in the region by 15-20%.

The accumulative part will depend entirely on the employee's performance. As a result, the salary of the main staff should be higher than that of the support staff, and at the same time should not exceed the discriminatory barrier. This principle of wage formation leads to a more complete stimulation of the employee. In addition, such a system attracts professional personnel, as it allows the latter to use their knowledge and skills to the full extent and for this to receive an appropriate financial reward.

In the proposed structure, in addition to the main staff, there is also a service or support staff (for example, an accountant, a lawyer, etc.), whose work must also be paid for. Of course, the amount of wages here will depend on the effective work of the "main" staff. However, it should be noted that in order to be interested in work, their salary should also be built from the above two parts. Moreover, the basic part will be determined by the minimum standard of living of the population in the region, and the accumulative part should vary depending on the success of the work of the main staff.

In order to support the development of horticulture and the development of small processing enterprises, it is advisable to expand the measures of state stimulation by providing subsidies in the amount of up to 60 percent of the cost of equipment necessary for processing horticultural products directly by producers of horticultural products. Under

the condition of purchasing domestically produced equipment, which will indirectly stimulate the development of relevant industrial enterprises. Selection work should be carried out with the participation of the Institute of Horticulture of the National Academy of Sciences and its structural units (Fig. 1).

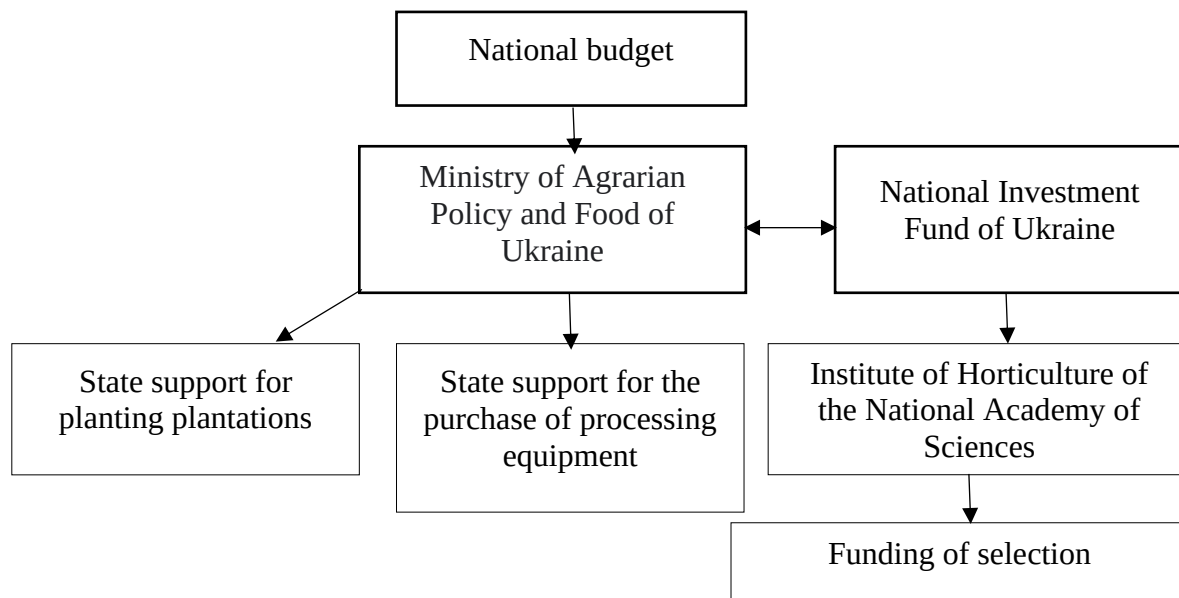


Fig. 1. Directions for stimulating the development of horticulture in Ukraine

Source: formed on the basis of research [84, 85, 86, 95]

Measures of state support and protection of agricultural commodity producers should contribute to the reduction of production costs, the redistribution of profits from the sale of final horticultural products, and not to the growth of retail prices for them. In this case, measures aimed at reducing the cost of material and technical resources, transport tariffs, and the use of various forms of compensation become more effective. Such a mechanism will be effective at the initial stages of creating horticultural enterprises.

The conducted studies confirm the importance of the issue of developing areas for improving state support for horticulture. The main areas of improvement of state regulation of the horticultural industry should be:

- creation of a single price strategy for state support of agricultural producers for the entire territory of the state;
- refusal of any restrictions on interregional exchange of products on the fruit and berry market;
- state support for the development of horticulture and the development of craft

processing enterprises through the expansion of state incentive measures by providing subsidies in the amount of up to 60% of the cost of equipment necessary for the processing of horticultural products.

The implementation of the proposed measures will make it possible to significantly increase the level of competitiveness of horticulture products and can serve as an addition to the Strategy for Environmental Security and Adaptation to Climate Change for the period up to 2030.

It is appropriate in further research to determine ways of investing in the breeding industry in Ukraine on the basis of public-private partnership.

Of course, the successful activity and value of any organization lies in its personnel, therefore, to protect them from turnover, it is necessary to create a special fund. The funds of this fund will be directed, first of all, to the training of personnel, improvement of their working conditions, social programs, as well as financing of the basic part of the salary in the event that, for various reasons, there will be little funds from the results of the organization's activities (this may be related to with the seasonality of raw material procurement). In addition to the specified fund, it is desirable to create other specialized funds, such as savings. Their number and purpose may be different and depend on the management of the organization.

So, summing up, it is worth noting that the organizational and legal forms, internal environment and options for interaction of marketing formations built on the principles of cooperation in the efforts of processing enterprises can be different. Everything depends on the specific interests, aspirations of the participants, their capabilities, as well as the conditions of the rural raw material market, which differs in different regions and even districts. However, communication with leaders of agricultural and processing businesses in Vinnytsia region and neighboring regions shows that the proposed developments can be implemented in the practical activities of enterprises, although not in all regions of the country without exception.