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**MANAGEMENT OF MARKETING ACTIVITIES OF  
AGRICULTURAL FORMATIONS IN THE  
CONDITIONS OF EUROPEAN INTEGRATION**

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**Lohosha R., Mazur K., Hontaruk Y., Babyna O., Babyn I., Belkin I.,  
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## ANNOTATION

In modern conditions of global and transformational changes, the role of management of marketing activities of agrarian enterprises is growing. Understanding and using the concept of marketing in the management of agro-industrial enterprises in the conditions of European integration is a mandatory element of effective entrepreneurial activity. The quality of marketing activity in management is decisive, as it determines the highly profitable rhythmic activity of the enterprise.

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

Management of marketing activities plays a significant role in the development and effective operation of an agricultural enterprise. It is effective work in the field of marketing activity management that will increase the competitiveness of an agricultural enterprise, expand its opportunities to enter new markets, and lead to an increase in product sales and profit growth. Due to inertia, many enterprises do not pay attention to the importance of such a component as marketing management, which in the future negatively affects their economic indicators. The article examines the main features of marketing management of agricultural enterprises of the Vinnytsia region and Ukraine as a whole in the conditions of European integration. The significance of the research on the management of marketing activities, which is necessary not only for profit, but also for being competitive in the market, is determined. The necessity of using an integrated marketing approach is substantiated. The expediency of using modern methods of product promotion has been determined.

The scientific basis of managing the economic development of agribusiness entities is revealed in the works of Ukrainian economists - V. Andriychuk, I. Balaniuk, I. Gryshova, G. Kaletnik, M. Malik, P. Sabluk, A. Tretyak, O. Shpykulyak and other scientists. Theoretical issues of strategic management are highlighted in the scientific

works of M. Albert, O. Amosov, I. Ansoff, Y. Zavadskiy, M. Meskon, G. Mintzberg, H. Mostovoi, G. Odintsova, M. Porter, A. Thompson, A. Fayol and other domestic and foreign authors. The theoretical principles of marketing activity management became the object of research by H. Armstrong, L. Balabanova, O. Varchenko, A. Voychak, O. Gudzynskiy, P. Doyle, H. Kaletnik, S. Kamilova, F. Kotler, Zh-Zh . Lamben, I. Lytovchenko, L. Naumova, M. Oklander, O. Osnach, P. Ostrovsky, A. Pavlenko, I. Reshetnikov, M. Sakhatsky, I. Solovyov, O. Chirva, O. Shpychak, many other domestic and foreign scientists.

Theoretical studies and practical recommendations of the mentioned scientists formed the general methodical basis of marketing management of agricultural enterprises. However, research on the management of marketing activities of agribusiness subjects is not sufficiently systematic and complete.

In the practice of domestic agricultural enterprises, there are a number of shortcomings that reduce the effectiveness of marketing activities in the conditions of European integration. These include: chaotic use of individual elements of marketing, reduction of marketing functions only to stimulating the sale of goods, food, orientation to the short-term perspective, lack of flexibility and ignorance of consumer requests.

To solve these tasks, it is necessary to develop measures to promote the sale of products through the formation of a sales support system and the development of cooperation with the EU. In these conditions, the role of marketing activity of agricultural enterprises increases and the need to develop recommendations for the organization and development of marketing tools in agro-industrial production at the level of enterprises and the region, which determines the relevance of this scientific research.

The results of the research presented in the monograph were carried out as part of the initiative theme of the Department of Agrarian Management and Marketing of Vinnytsia National Agrarian University "Development of the concept of management of marketing activity of agricultural enterprises" state registration number: 0122U002111. for 2022-2024

TABLE OF CONTENTS

1.	<p>Lohosha R.<sup>1</sup></p> <p><b>METHODOLOGICAL BASES OF THE MECHANISM OF ENSURING THE EFFICIENCY OF AGRARIAN ENTERPRISES' MARKETING ACTIVITIES</b></p> <p><sup>1</sup> Head of the Department of Agricultural Management and Marketing, Vinnytsia National Agrarian University</p>	8
2.	<p>Mazur K.<sup>1</sup></p> <p><b>PROSPECTIVE DIRECTIONS OF DEVELOPMENT OF MARKETING IN THE AGRICULTURAL PRODUCTS MARKET OF VINNYTSIA REGION IN THE CENTER OF EUROPEAN INTEGRATION</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	30
3.	<p>Hontaruk Y.<sup>1</sup></p> <p><b>IMPROVEMENT OF THE MECHANISM OF ANALYSIS AND PLANNING OF MARKETING ACTIVITIES OF AGRO-INDUSTRIAL COMPLEX ENTERPRISES IN THE FIELD OF FOREIGN ECONOMIC ACTIVITY IN THE CONDITIONS OF EUROPEAN INTEGRATION</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	49
4.	<p>Babyna O.<sup>1</sup>, Babyn I.<sup>2</sup></p> <p><b>MODERN ASPECTS OF MARKETING MANAGEMENT ACTIVITIES OF AGRICULTURAL ENTERPRISES</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p> <p><sup>2</sup> Department of machinery and equipment for agricultural production of Vinnytsia National Agrarian University</p>	82
5.	<p>Belkin I.<sup>1</sup></p> <p><b>COMMUNICATION ETHICS AS ONE OF THE COMPONENTS OF MARKETING COMMUNICATION POLICY</b></p> <p><sup>1</sup> Department of Agricultural Management and Marketing, Vinnytsia National Agrarian University</p>	107
6.	<p>Bereziuk S.<sup>1</sup></p> <p><b>DEVELOPMENT AND IMPLEMENTATION OF A RATIONAL MARKETING STRUCTURE OF ENTERPRISES IN THE FRUIT AND VEGETABLE INDUSTRY IN THE CONDITIONS OF EUROPEAN INTEGRATION</b></p> <p><sup>1</sup> Department of Administrative Management and Alternative Energy Sources, Vinnytsia National Agrarian University</p>	124

7.	<p>Harbar Z.<sup>1</sup></p> <p><b>USE OF INTERNET TECHNOLOGIES WHEN PROMOTING GOODS ON THE INTERNATIONAL MARKET</b></p> <p><sup>1</sup> Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	143
8.	<p>Germanyuk N.<sup>1</sup></p> <p><b>PECULIARITIES OF MANAGEMENT OF COMPETITIVENESS OF ENTERPRISE IN SUCH MIND</b></p> <p><sup>1</sup> Department of Agricultural Management and Marketing, Vinnytsia National Agrarian University</p>	170
9.	<p>Kolesnik T.<sup>1</sup>, Mazur K.<sup>1</sup></p> <p><b>THE RESEARCH OF THE REGIONAL DEVELOPMENT TRENDS IN UKRAINE</b></p> <p><sup>1</sup> Department of Administrative Management and Alternative Energy Sources, Vinnytsia National Agrarian University</p> <p><sup>1</sup>Department of Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	205
10.	<p>Kubai O.<sup>1</sup></p> <p><b>ENSURING COMPETITIVENESS OF AGRICULTURAL ENTERPRISE SUPPLY CHAINS IN THE CONTEXT OF THE DEVELOPMENT OF EUROPEAN INTEGRATION PROCESSES</b></p> <p><sup>1</sup> Department Agrarian Management and Marketing, Vinnytsia National Agrarian University</p>	220
11.	<p>Prylutskyi A.<sup>1</sup></p> <p><b>FEATURES OF MARKETING AN AGRO-TOURISTIC PRODUCT</b></p> <p><sup>1</sup> Department of Economics and Entrepreneurship, Vinnytsia National Agrarian University</p>	268
12.	<p>Furman I.<sup>1</sup></p> <p><b>THEORETICAL AND METHODOLOGICAL ASPECTS OF RESEARCHING THE MARKETING ENVIRONMENT OF THE ENTERPRISE</b></p> <p><sup>1</sup> Department of Administrative Management and Alternative Energy Sources Vinnytsia National Agrarian University</p>	295
13.	<p>Yaremchuk N.<sup>1</sup></p> <p><b>PECULIARITIES OF FUNCTIONING OF THE GRAIN MARKET OF UKRAINE IN THE CONDITIONS OF THE WORLD FOOD CRISIS</b></p> <p><sup>1</sup> Department of Administrative Management and Alternative Energy Sources, Vinnytsia National Agrarian University</p>	330

MANAGEMENT OF MARKETING ACTIVITIES OF AGRICULTURAL FORMATIONS IN  
THE CONDITIONS OF EUROPEAN INTEGRATION

14.	<b>Pidlubnyi V.<sup>1</sup></b> <b>THE USE OF MODERN INTERNET RESOURCES AND SERVICES IN THE PLANNING OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES</b> <sup>1</sup> Department of Computer Sciences and Economic Cybernetics, Vinnitsa National Agrarian University	339
15.	<b>Koval O.<sup>1</sup></b> <b>THE CONCEPT OF FORMING THE MARKETING STRATEGY OF AGRICULTURAL ENTERPRISES</b> <sup>1</sup> Vinnytsia National Agrarian University	362
16.	<b>Revkova A.<sup>1</sup></b> <b>MARKETING OF THE REGION AS A TOOL FOR ATTRACTING INVESTMENT</b> <sup>1</sup> Vinnytsia National Agrarian University	370
	<b>REFERENCES</b>	377



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## **1. Methodological bases of the mechanism of ensuring the efficiency of agrarian enterprises' marketing activities**

Successful management of an agricultural enterprise depends on its joint effective activity, which is carried out in such a way as to ensure the possibility of achieving timely and full implementation of the set target strategic objectives based on the effective use of existing, hidden resources and reserves. Therefore, the definition of a systematic approach to assessing the effectiveness of agricultural enterprises in accordance with the needs of owners, shareholders, employees and ensuring on this basis a promising long-term future is an important task for agricultural enterprises. In addition, modern agrarian enterprises are increasingly dependent on the conditions dictated by the agrarian market, and effective marketing activities make it possible to firmly occupy positions in it.

The issue of ensuring the effectiveness of marketing activities of agricultural enterprises was dealt with by many scientists and practitioners: Butenko N.V., Vlasov V.I., Gerasimyak N.V., Kaletnik G.M., Kaplan R.S., Norton D.P., Sabluk P.T., Selezneva O.O., Shpykulyak O.G., Yatsyuk D.V., Yasheva G.A. and others. However, the issue of scientific and methodological foundations for assessing the efficiency of agricultural enterprises still remains insufficiently studied.

Consider the definition of the effectiveness of marketing activities based on scientific analysis of various literature sources. Efficiency as an economic concept is a comparison of the results of economic activity with the resources spent: labor, material, natural, financial, fixed capital, etc. The theory of efficiency develops methods for measuring the costs and results of the functioning of the national economy and its individual links [1, p. 64].

Efficiency as an economic category reflects the correlation between the results obtained and the resources spent on their achievement, and when measuring efficiency, resources can be represented either in a certain amount at their original (revalued) cost

(applied resources) or part of their cost in the form of production costs (production consumed resources) [2, p. 189].

Jean-Claude Larrachet proposes to consider efficiency as the achievement of the desired results at the lowest possible cost or obtaining the maximum possible output from a given amount of resources [3, p. 49].

Thus, efficiency is the indicator that is determined by the ratio between the achieved result and the resources used. Assessment of this ratio, in our opinion, requires principles, methods, criteria, indicators, the disclosure of which is the main task of the study of the complex economic category of the effectiveness of marketing activities of agricultural enterprises.

The principles are the main starting point aimed at determining the effectiveness of marketing activities in the context of a systematic approach to the management of agricultural enterprises. In the scientific literature, Selezniova O.O. proposes to distinguish the following marketing principles: focus on the consumer, marketing integration, adequacy of marketing research, strategic orientation, quality of marketing activities, marketing financing, marketing effectiveness in the formation of the reputation of an agricultural enterprise [4, p. 57].

According to Butenko N.V., the basic principles of ensuring effective marketing activities are [5, p. 28]:

- objectivity – the need to collect information that adequately reflects the real market situation through a clear systematization of the marketing research process and the prevention of possible errors;

- systematicity – conducting marketing research in accordance with the developed plans and necessary stages;

- complexity – implementation of a set of interrelated actions, some of which ensure the effectiveness of the following;

- continuity – marketing research is constantly carried out due to the dynamic change of factors of the marketing environment;

- efficiency – the ability to quickly and timely respond and adjust the process of marketing research or their direction.

Since we are considering the concept of the effectiveness of marketing activities of agricultural enterprises, we will pay attention to the principles of marketing activities of agricultural enterprises, which include: consistency, informativeness, development of clear and effective strategies and tactics of communication activities, etc [3, p. 49].

Agreeing with the above approaches and supplementing them in view of the conducted research, we propose to highlight the most important from the point of view of ensuring the effectiveness of agricultural enterprises: objectivity, systematicity, comprehensiveness, continuity, efficiency, consumer orientation, consistency, informativeness. This choice is explained by the need to ensure the comprehensiveness and objectivity of the research results.

The next stage of the study is the substantiation of evaluation methods, the use of which will contribute to the most complete definition of a complex economic study of agricultural marketing activities.

In the scientific literature it is customary to classify research methods into [6, p. 146]:

- depending on the nature of the indicators are divided into quantitative, qualitative and mixed;
- depending on the connection with the object of evaluation, methods of direct and indirect evaluation are distinguished;
- depending on the universality of application are divided into general and specific;
- depending on the research methodology, they are divided into methods of deterministic, factor or taxonomic analysis, fuzzy sets, comparison;
- depending on the method of generalization of the results, methods based on one or more evaluation indicators are distinguished.

Therefore, paying attention to the methods of studying the effectiveness of marketing activities of agricultural enterprises, we can confidently assert their significant number, a partial description of which is given below.

The basic principles of marketing efficiency research are general scientific and analytical and prognostic methods, the information support of which are the results of

desk and field studies, as well as information from various sources (internal and external, own and paid, etc.) [7, p. 13]. The most important are market research and its structure, consumer and competitor research, research of representatives of related businesses, research of goods, their prices, sales and turnover, research of the system of sales promotion and advertising, as well as research of the internal environment of the enterprise.

Desk research is carried out on the basis of secondary data obtained from official printed sources of information, using methods of economic analysis in combination with elements of econometrics and mathematical statistics. This type of research allows you to get a general idea of market conditions, trends, capacity, availability, competitors' actions, etc.

Field research uses personal contacts, primary information, methods of economic analysis that allow you to quickly get acquainted with specific market requirements, sales methods, consumer behavior. These studies are conducted through surveys, observation and experimentation. Field studies are more expensive than desk research, but they provide an opportunity to obtain the necessary reliable information that will help to conduct an accurate analysis of the effectiveness of marketing activities of agricultural enterprises.

Ilchuk M.M. completes the assessment of the effectiveness of marketing activities of agricultural enterprises with economic and statistical methods of analysis, which include [8, p. 52]:

- correlation analysis, which allows to identify and evaluate the direction of the relationship between the parameters under study;
- regression analysis involves finding the most adequate equation describing the dependence of a value on a set of independent variables;
- discriminant analysis is used to determine the signs of difference between two or more categories of objects;
- factor analysis allows to identify a system of independent variables underlying a large set of interrelated variables;

- cluster analysis helps to divide a group of objects into several groups by a set of qualitative and quantitative characteristics;

- analysis of multivariate sets is designed to visualize the relative position of competing products or brands.

This approach is shared by Lohosha R.V., Mazur K.V., Krychkovsky V.Y. and emphasizes two groups of marketing research: quantitative and qualitative [7, p. 15].

According to Ivanov Y.B., financial method (analysis of marketing profitability (S. Goodman), estimation of the ratio of marginal profits to marginal costs (Feder, Scheg), vertical integration measures (Andersen, Weitz), sales analysis (McLean), prediction of deviations in the marketing budget (Hulbert, Toy), estimation of potential cash flows (Buzzell, Chassil) is not sufficient to determine the effectiveness of marketing activities, since non-financial factors that determine financial efficiency are left aside [9, p. 157]. Therefore, the scientist proposes to use marketing risk management methods to improve the efficiency of marketing activities of enterprises.

Thus, the study of the effectiveness of marketing activities of agricultural enterprises is based on such methods as:

- quantitative, qualitative and mixed;
- cabinet and field;
- economic and statistical.

The next stage of the study is to determine the criteria for the effectiveness of marketing activities of agricultural enterprises. According to the academic dictionary, a criterion is a basis for evaluating, defining or classifying something; a measure.

The effectiveness of marketing depends on 5 criteria [10, p. 69]

- development and implementation of an appropriate marketing strategy with special emphasis on product positioning

- development of more effective creativity;

- implementation of marketing strategy and tactical measures;

- effective management of external agencies, motivation, coordination of marketing activities;

- external factors – seasonality, regulatory authorities, etc.

According to Butenko N.V., there are the following criteria for assessing the marketing activities of enterprises [5, p. 76]

- improvement of marketing strategy;
- increase of competitiveness and authority of the enterprise;
- growth of income from products;
- increase in the proportion of new products in the range;
- achieving the goal of the plan, improving the competitive position of the sub-enterprise;
- increase in customer awareness;
- attracting new customers; improving the image of the enterprise;
- increasing the effectiveness of promotion activities;
- availability of systematic updated information base;
- ensuring the information needs of managers and specialists in individual marketing functions.

Telyetov O.S. proposes to apply a generalized criterion of the effectiveness of marketing services based on the calculation of the total annual economic effect of marketing activities. But, as Professor Ivanov Y.B. notes, this approach does not take into account the qualitative indicators of marketing activity [9, p. 157].

Most scientists understand the criteria for assessing the effectiveness of marketing activities as the level of sales, timeliness, level of aggregation of marketing activities and contingency planning.

To evaluate marketing technologies, a «balanced scorecard» has been developed. The balanced scorecard contains four main criteria for the effectiveness of marketing activities: finance, internal business processes, customers and the market, and enterprise personnel [11, p. 65].

The next stage of the study will be to determine the indicators for assessing the effectiveness of marketing activities of agricultural enterprises.

From the point of view of short-term results, marketing efficiency is measured by indicators related to income, and from the point of view of the long-term perspective - by indicators related to brand and consumer capital.

Pavlenko A.F. and Voichak A.V. consider control to be a component of effective marketing activity of an enterprise and propose to evaluate it by such indicators as: market growth, market share, marketing productivity, order dynamics, average order size, structure and dynamics of consumers (customers), quality of customer service, efficiency of advertising costs, price advantage, discount ratio, speed and duration of inventory turnover, sales ratio of new goods [12, p. 127].

Yatsyuk D.V. partially agrees with the above-mentioned indicators, but emphasizes that the effectiveness of marketing activities requires comparison of marketing costs with the profit received, which characterizes the final financial results of the enterprise [13, p. 662]. According to the scientist, the best criterion for marketing efficiency is not profit maximization, but maximization of the owner's benefits depending on the degree of implementation of the planned activities and achievement of the desired results. And as indicators of efficiency according to the criterion of distribution of funds (capital) Yatsyuk D.V. puts forward the amount of net profit aimed at paying dividends to the owners of the enterprise, and for the employees of the enterprise – it is the amount of net profit aimed at forming reserve capital, etc.

Lavrova Y.V. shares and supplements this classification, according to which the effectiveness of marketing activities of enterprises should be characterized by the following indicators [14, p. 45]:

1. The proportion of marketing staff reflects the share of employees performing marketing functions in the total number of employees of the enterprise. Since at domestic industrial enterprises the marketing function is often reduced to the sale of finished products, and in marketing departments more than half of the employees are engaged in sales activities, in practice this indicator is usually somewhat overestimated.

2. The share of marketing personnel costs is the share of wages received by marketing department employees in the total wage fund of the enterprise.

3. Profitability of promotion and sales costs characterizes the effectiveness of sales costs and is calculated as the ratio of the amount of profit from sales to the amount of promotion and sales costs.

4. Profitability of marketing costs is the ratio of the amount of profit from sales of products and the total amount of marketing costs and illustrates the effectiveness of marketing activities implemented by the enterprise.

5. Overstocking ratio is calculated as the ratio of changes in the balance of finished goods and the volume of sales of the enterprise. In the case when the value of this indicator is positive and continues to grow, the company has an increase in the balance of finished unsold products. And vice versa, when this indicator decreases or becomes negative, the company is reducing the balance of finished goods.

Let us consider in detail the indicators related to the balanced scorecard according to the theory of Kaplan R.S. and Norton D.P.

The block «Finance» should contain indicators that will determine whether the company is fulfilling its marketing goals, whether it is moving towards the successful implementation of marketing technologies. These can be indicators that characterize the process of selling goods of a trading enterprise, namely: sales growth, revenue from the sale of goods (services) per 1 m<sup>2</sup> of retail space, the level of turnover costs to revenue from the sale of goods, the level of gross income to revenue from the sale of goods, market share, etc.

The «Customers and Market» block is a tool for assessing the «target segment», the lack of a clear focus on which does not allow the company to distinguish itself from competitors. These can be the following indicators: the number of segments covered, the purchase completion rate, the share of regular customers, the customer satisfaction index, etc.

The block «Business processes» should contain indicators that allow to assess the rationality of the functioning of specific internal processes necessary to serve the customers of the trading enterprise and determine the consumer value. Such indicators may be: the level of prices for goods, the level of trade service of customers, the effectiveness of advertising measures, the coefficient of stability of the range of goods, etc.

The «Personnel» block should include indicators that will help to conduct a «personnel analysis». In particular, these are: the degree of satisfaction of employees



with working conditions, skills and qualifications of salespeople, productivity of one salesperson, staff turnover rate, level of education of employees, the coefficient of costs for training of salespeople, the number of proposals for marketing activities, etc.

After the formation of the list of indicators, it is necessary to establish their normative values, which are recommended to be developed taking into account market indicators, the study of competitors' indicators and the capabilities of the enterprise based on SWOT analysis [15, p. 167].

The effectiveness of marketing activities of any organization is largely determined by the functioning of the marketing system, whose employees, of course, do not create products, but, carrying out certain organizational and commercial activities for the production of goods, preserving its quality, providing commodity infrastructure, are an integral part of the production staff.

According to the approach of the foreign author J. Lenskold, the effectiveness of marketing activities is associated with the return on investment in marketing or return on marketing investments. Assumptions that affect the value of return on marketing investment are regularly adjusted with changes in the competitive environment, customer needs and marketing channel costs.

Therefore, the main task of marketing specialists is to substantiate the conditions for applying a particular indicator to assess the effectiveness of marketing activities, depending on the chosen criterion of such effectiveness.

Thus, the results of the research allow us to identify the main criteria for assessing the effectiveness of marketing activities for agricultural enterprises

- development and implementation of an appropriate marketing strategy (level of achievement of marketing goals);
- development of a more effective approach to the internal business processes of the agricultural enterprise;
- implementation of marketing strategy and tactical measures in agricultural markets;
- efficiency of personnel management of the enterprise;
- efficiency of marketing investments.

Based on these criteria, we present indicators for assessing the effectiveness of marketing activities of agricultural enterprises [11, p. 68]:

- level of sales of agricultural products: sales growth, level of turnover costs to revenue from the sale of agricultural products, level of gross income to revenue from the sale of agricultural products, market share, etc;

- rationality of functioning of specific internal processes necessary to serve customers of agricultural enterprises and determine consumer value (level of prices for agricultural products, level of customer service, effectiveness of promotional activities, coefficient of assortment stability);

- a tool for assessing target consumers in the market: the number of segments covered, the dynamics of orders, the average size of orders, the structure and dynamics of agricultural producers;

- personnel analysis: the degree of satisfaction of employees with working conditions, skills and qualifications of agricultural sales specialists, labor productivity of one agricultural sales specialist, staff turnover rate, level of education of employees, the coefficient of costs for advanced training of salespeople);

- profitability of marketing investments, profitability of promotion and sales costs, speed and duration of inventory turnover, sales ratio of new agricultural products.

The above criteria and indicators for assessing the effectiveness of marketing activities require the existence of an information system of marketing activities of agricultural enterprises, which is based on comprehensive research and effective marketing activities of agricultural enterprises, primarily on the basis of objective and reliable information. «Who owns the information – he owns the world», said – Nathan Rothschild [16]. Nowadays, marketers have a growing need for information for decision-making, but it is not so easy to collect useful information for agricultural enterprises. Scientists such as Belyavtsev M.I., Bronnikova T.S., Butenko N.V., Grigorchuk T.V., Yezhova L.F., Kozhemyakina T.V., Makarenko M.V., Chernyavsky O.G. believe that any enterprise should have a marketing information

system. An enterprise that works with a well-established marketing information system has high competitive advantages.

In fact, information plays a very important role in making any decisions. It concerns every day every person, and even more so the enterprise or the country's economy. Let's explore the marketing information system.

The system is understood as a set of interrelated elements that interact with the environment as a whole and separated from it, or an order caused by the correct, systematic arrangement and interconnection of parts of something. Therefore, ensuring the effectiveness of marketing activities can be defined as a system of purposeful actions of the enterprise to find a sustainable advantage over competitors by meeting the needs of consumers.

Effective marketing information helps to correctly determine the areas of attraction, obtain information about the capacity of the agricultural market, gain competitive advantages, reduce risk, determine consumer attitudes towards goods and services, monitor the external and internal environment, coordinate strategy, evaluate activities, increase confidence in the firm, reinforce intuition, and increase efficiency [17].

The importance of ensuring the effectiveness of marketing activities in agricultural enterprises is due to increased competitive pressure in the agricultural market. The problem of managing and ensuring the effectiveness of marketing activities at these enterprises requires a joint solution both in terms of practice and science. In the conditions of development of the modern Ukrainian economy, such a common solution can be the creation and testing of an organizational and economic mechanism for ensuring the effectiveness of marketing activities. Therefore, the question arises of clarifying the essence of such a mechanism and identifying the features of its functioning at agricultural enterprises.

Marketing activity is an important aspect for the effective functioning, increasing their own financial capabilities and competitiveness of agricultural enterprises. In the current economy, in order to save their own financial sources, such

enterprises should independently structure scientific and methodological approaches and calculations for effective marketing activities.

To achieve the necessary direction of development of agricultural enterprises, it is necessary to pay attention to the state of interaction of indicators of the effectiveness of their marketing activities. Mathematical methods and models are one of the effective tools for research, analysis and forecasting of any economic system, phenomenon or process.

For objective decision-making and selection of the most effective marketing solution we will use the method of hierarchy analysis (MHA). This method of analysis was developed by the famous American mathematician Thomas Saaty in the late 1970s. The method consists in decomposing the problem into simpler components and gradual prioritization of the evaluated components using pairwise comparisons [18, p. 7].

This method occupies a special place among the developed approaches to determining the optimal management decision in conditions of multicriteria and is successfully used to solve many practical problems at different levels of planning.

The hierarchy analysis method (MHA) is a large interdisciplinary branch of science that has a clear mathematical basis and numerous applications for decision making by prioritizing alternative proposals. Decision-making is the choice of effective measures or means in terms of the mechanism of action in conditions characterized by the balance of power in a certain system to achieve complex priorities. When analyzing the factors influencing the implementation of the planned activities, the impact factors are assessed. The obtained level of influence of each factor is an integral assessment of a set of factors combined into a hierarchy [19, p. 38].

The hierarchy analysis method is the optimal method due to its advantages: versatility in analyzing complex problems and systems, the ability to take into account expert opinions, ease of use. When using this method, the choice of priority solutions is made by pairwise comparisons.

Let us apply the Saaty method in ranking the efficiency indicators of marketing activities of agricultural enterprises. The first stage of the hierarchy analysis method

begins with the decomposition and presentation of the scientific problem in a hierarchical form. Marketing specialists are faced with the questions: «To what extent does one indicator prevail over another? Which of the elements is more important? Which of the indicators is the most attractive? Which indicator is more significant?». To answer these questions, that is, to determine the predominance of indicators of the effectiveness of marketing activities of agricultural enterprises, the Saaty scale of pairwise comparisons is used. Based on this scale, we can obtain the results of the evaluation of indicators in quantitative terms.

Let us make a hierarchical model of identification of alternative indicators of ensuring the effectiveness of marketing activities of agricultural enterprises (Table 1).

*Table 1.*

**Thomas Saaty's scale of pairwise comparisons**

<b>Relative importance (points)</b>	<b>Definition</b>	<b>Explanation (level of importance)</b>
1	Equal importance	Both indicators contribute equally
3	One indicator is slightly more important than the other	Experience allows us to put one indicator slightly higher than the other
5	Significant advantage of the indicator	Experience allows to establish the unconditional superiority of one over the other
7	Significant advantage of the indicator	One indicator is so much more important than the other that it is practically significant
9	Absolute superiority of one over the other	The obvious advantage is confirmed by the majority
2, 4, 6,8	Intermediate estimates between adjacent statements	Compromise solution
Inverse values of the numbers above	If when comparing one indicator with the second one of the above numbers (1-9) is obtained, then when comparing the second with the first we will have the inverse value	

MHA is a systematic procedure of hierarchical representation of the elements that determine the essence of the question by the following types of hierarchies: dominant in the form of an inverted tree; cholarchy, which has a limited connection; medullary, starting from simple and ending with complex.

Based on the created model, we apply dominant hierarchies starting from the top through intermediate levels and ending with the lowest level, which is usually a list of alternatives. The top is the management goal, and the intermediate levels, in turn, are

the criteria, the results of which feed into the next levels. A complete hierarchy is a hierarchy in which each element of a given level acts as a criterion for all elements of a lower level. According to the law of hierarchical continuity, the elements of the lower level should be paired in relation to the elements of the next level and so on to the next level [20, p. 723].

The next step of the hierarchy analysis method is to prioritize the criteria by comparing the elements of the hierarchy of the second level from the top in relation to the focus of the problem (efficiency of marketing activities of agricultural enterprises).

In order to create a matrix of pairwise comparisons for each element of the second level, we will select the criteria that are, in our opinion, the most generalized indicators for these levels:

- level of sales of agricultural products: sales growth; level of gross income to sales revenue;

- rationality of functioning of specific internal processes necessary for customer service and determination of consumer value: level of customer service; effectiveness of promotional activities;

- tool for assessing target consumers in the market: dynamics of orders; structure and dynamics of orders of agricultural products;

- personnel analysis: the degree of satisfaction of employees with working conditions; skills and qualifications of specialists in the sale of agricultural products;

- profitability of marketing activities: profitability of marketing investments.

Based on these criteria, we form a matrix of advantages and determine their priorities in terms of the overall goal.

The issue of ensuring the effectiveness of marketing activities at agricultural enterprises through the organizational and economic mechanism remains insufficiently studied.

A significant contribution to the development of theoretical and practical issues on the scientific substantiation of the essence and structure of the organizational and economic mechanism of enterprise management was made by Vlasov V.I.,

Markova N.S., Putyatin Y.O., Pushkar O.M., Tridid O.M., Tulchinskaya S.O. and others.

Let us find out the action of the organizational and economic mechanism as a set of interrelated elements of marketing activities of agricultural enterprises.

Consider the very concept of mechanism as an economic category. The mechanism is a means of enterprise development under the influence of the external environment [21, p. 49]. Therefore, Kulman A. defines the economic mechanism as the relationship of economic phenomena and processes, and also distinguishes between a closed-type mechanism and an open-type mechanism (depending on the scope). At the same time, the author does not distinguish between the concepts of «economic mechanism» and «market mechanism». Pedchenko N.S. proposes to define the following key elements of the mechanism: method, instrument, legal support, information support, levers, institutions [22, p. 42].

We agree with the above approaches to the definition of «mechanism» as the interconnection of elements that give the object progressive development through the influence of the external environment. We also note that the set of such elements will depend on the type of mechanism of the object to which its action will be directed.

Having defined the author's vision of the concept of «mechanism», we offer its definition in terms of shading its organizational and economic variety. In the economic literature there is no unambiguous interpretation of the organizational and economic mechanism of the enterprise, which is often identified by scientists as an economic mechanism. However, modern analysis of scientific approaches to the interpretation of these concepts shows that «economic mechanism» is a broader concept than "organizational and economic mechanism". In view of this, the definition of the structure of the organizational and economic mechanism of the enterprise, which is a component of the economic mechanism, remains relevant.

Moskalenko V.P., Shipunova O.V. see the structure of the economic mechanism as a set of mechanisms based on certain management methods. In turn, Polozova T.V., Ovsyuchenko Y.V. propose to consider the determination of the place of the organizational and economic mechanism in the space of the economic mechanism of

the enterprise through the allocation of economic, social and legal mechanism [23, p. 64].

We propose to consider the system of interrelations among such mechanisms as economic, organizational, economic and development management at different levels. This model for any economic entities, enterprises of various industries, in which only the elements of the internal mechanism of development management among the subsystems, as well as the economic management mechanism will be different.

Let us distinguish two equivalent components of the organizational and economic mechanism: economic and organizational. This will highlight the directions and responsibilities in ensuring the effective operation of agricultural enterprises.

In the scientific literature it is stated that "economic mechanism" is a set of methods, which is composed of economic methods, forms, tools and levers of influence on economic relations and stages occurring in the enterprise.

Scientists propose to consider the economic mechanism as a structure of the functional-target scheme of the relationship of functional subsystems, support subsystems and economic aspects, the totality of which is to ensure the achievement of the enterprise's goals. At the same time, the functional subsystems are: planning, forecasting, regulation, remuneration, pricing, analysis and accounting; the support subsystem includes internal economic relations, rules and regulations, legal support, information support; economic levers include prices, tariffs, interest rates, economic incentives, benefits and sanctions.

Tridid O.M. divides the economic mechanism into economic, organizational and economic, organizational and managerial [24, p. 117]. The organizational component of the mechanism is understood as the allocation of legislative and managerial methods of organization of the agricultural sector.

Polozova T.V., Ovsyuchenko Y.V. define the organizational and economic mechanism of enterprises' activity as a set of organizational, financial and economic methods, ways, forms, tools and levers according to their own forms of management action, aimed at economic and organizational links of the management system and provide regulation of organizational, technical, production and technological, financial



and economic processes. The main purpose of such a mechanism is the final result of the enterprise, the formation and strengthening of organizational and economic potential and gaining competitive advantages [23, p. 64].

The organizational and economic mechanism is characterized as an organizational system, which is a set of methods, principles, rules and techniques that ensure the implementation of organizational and economic tasks. This mechanism serves to ensure the optimal level of activity of the organizational and economic component of the enterprise.

Lysenko Y. and Yegorov P. understand the organizational and economic mechanism as a system of determining goals and incentives that transforms the material and spiritual needs of consumers in the work process into the action of the means of production and their effectiveness, which should ensure the satisfaction of consumers' needs and their solvency [24, p. 118].

Malytskyi A.A. proposes to consider the organizational and economic mechanism as a complex of components of the support system, functional system and target system. These systems, according to the scientist, are a set of organizational and economic levers that act on the economic and organizational indicators of enterprise profitability for effective management and achievement of competitive advantages [25].

Sokotun G.O. understands the organizational and economic mechanism as an arsenal of means of influencing the activities of an enterprise with a complex chain of connections. The author defines the main criteria that characterize the effectiveness of the management mechanism: orientation of the enterprise structure with all its competitive differences to the end users of goods in the market, the possibility of timely adjustment of financial indicators and integration of economic activity in order to adapt to uncertainties, compliance with strategic goals and objectives, simplicity of the organizational structure, compliance with the scale and complexity of its organizational structure of the enterprise, the profile of activity [26, p. 193].

The system of ensuring the organizational and economic mechanism contains the following subsystems: legal, resource, regulatory and methodological, scientific,

technical, information management support. The organizational and economic mechanism of the enterprise consists of the following functional subsystems: planning, organization, motivation, control and regulation.

Savina S.S. divides the organizational and economic mechanism of the enterprise into the following subsystems: forecasting and planning of development; motivation, organization, control; information support [27, p. 164].

The organizational and economic mechanism of management consists of the following elements: subjects and objects of management; sequence of stages of implementation and use of the management system; management functions; a set of principles and methods that ensure effective management of the enterprise.

Selezniova O.O. shares this opinion, defining the main tools of the organizational and economic mechanism of management of a retail trade enterprise in the form of management functions, principles, methods, forms and procedures that cover the tasks of the business entity and take into account its specialization and modern conditions of functioning in the market environment [28].

Thus, the organizational and economic mechanism for ensuring the effectiveness of marketing activities is part of the management system of agricultural enterprises.

The target function of the organizational and economic mechanism is the profit from the production and sale of products that are competitive; high level of profitability and liquidity based on management methods, which include decision-making and their implementation, including monitoring their implementation and evaluation of the enterprise's performance [29, p. 46].

Having disclosed the target nature of the formation of the organizational and economic mechanism, we propose to pay attention to the principles that should be followed in order for the proposed mechanism to ensure efficiency. Therefore, the system of functional organizational and economic mechanism of ensuring the efficiency of enterprises is based on such principles as decentralization, compactness, intensity, reduction of intermediate links, cooperation with public authorities, flexibility, openness, adequacy. In our opinion, the organizational and economic

mechanism of ensuring the efficiency of enterprises is a system of elements of organization, systematization of income and economic principles aimed at obtaining the expected financial resources for the implementation of expansion in production.

Savina S.S. to the principles of organizational and economic mechanism of the enterprise, in addition to the above, also includes complexity, stability, continuity and innovation orientation [27, p. 165].

Scientists Solovyov V.P. and Savchenko O.V. propose to form such a mechanism on the basis of a system of principles: consistency, integrity, adaptability, adaptability, balance [30].

Thus, in our opinion, the basic principles of the organizational and economic mechanism of marketing efficiency for agricultural enterprises will be the following: decentralization, compactness, intensity, reduction of intermediate links, interaction of self-regulation with state regulation, flexibility, openness, adequacy to the socio-economic situation, complexity, stability, continuity and innovation, systematic, integrity, adaptability, adaptability, balance.

The organizational and economic mechanism does not exist as a closed system, but is a dynamic and open system that includes a combination of internal and external factors, since an agricultural enterprise and its marketing activities can be inhibited or limited by various influences and factors. So, let us define the main functions of the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises:

- realization of the potential of agricultural enterprises;
- ensuring competition and cooperation between agricultural enterprises when entering the path of economic growth;
- ensuring the balance of relations of agricultural enterprises with customers and consumers of agricultural products and with suppliers;
- creation of clear incentives for staff in creating effective marketing activities of enterprises;
- creation of a system of marketing information of agricultural enterprises;
- ensuring the regulatory framework of agricultural enterprises.

When adapting the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises, we propose to take into account the author's allocation of such elements as principles, methods, criteria, indicators for assessing the effectiveness of marketing activities and the marketing information system as a condition for ensuring the effectiveness of such an assessment.

Based on the research of scientists, we distinguish the following components of the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises: elements of the organizational and economic mechanism of an agricultural enterprise are aimed at ensuring effective management of marketing activities of agricultural enterprises. Accordingly, the first direction includes levers, principles, methods, relations, regulatory support and marketing information system, when the other is aimed at achieving the goal through the interaction of objects and subjects.

Such a mechanism will ensure the efficiency of marketing activities of agricultural enterprises in relations with suppliers, consumers of agricultural products, investors and competitors.

After analyzing the research, we will build an organizational and economic mechanism to ensure the effectiveness of marketing activities of agricultural enterprises.

Relations with third parties, in our opinion, are an important component of the organizational and economic mechanism of agricultural enterprises. The concept of economic relations is interpreted as relations that are objectively formed between people who participate in social labor in the production, distribution, exchange and consumption of means.

For agricultural enterprises, we have identified several types of relations, each of which is responsible for separate goals and aimed at the effectiveness of this mechanism [31-32]:

- relations with customers of agricultural products: sales; fulfillment of orders; quality control of service; merchandising; accounting for the movement of advertising

services; cash flow control; marketing activities; complexity of service; long-term cooperation

- relations with investors;

- relations with competitors: monitoring of prices, range of agricultural products; monitoring of customers; dynamics of market coverage; cooperation;

- relations with consumers of agricultural products: quality control of services; control of the image of the enterprise; reliability of services; interest; definition of the target audience;

- relations with suppliers: search, order and purchase of goods and services (rental, transport, certification, banking, insurance); planning and control of the implementation of terms, volumes of prices and quality of supply of products, payments for it.

Thus, the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises is an element of a comprehensive management mechanism that provides for the formation and strengthening of the enterprise's potential through the impact on the organizational parameters of the system and the economic elements of the enterprise's production activities. This can be done through the interaction of these elements of the organizational and economic mechanism of the enterprise and effective management of the marketing activities of agricultural enterprises, with the help of which the goals of the agricultural enterprise are effectively realized, which are used simultaneously to effectively perform certain tasks in the field of more complete satisfaction of social, collective and individual needs, aimed at ensuring the progressive development of enterprises in this industry.

**Conclusions.** The theoretical and methodological foundations of the mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises are proposed. The scientific and methodological foundations for assessing the effectiveness of marketing activities of agricultural enterprises are determined, which consist in the correlation of principles (objectivity, systematicity, comprehensiveness, continuity, efficiency, consumer orientation, consistency, informativeness), methods (quantitative, qualitative and mixed; desk and field; economic and statistical), criteria

(development and implementation of an appropriate marketing strategy; development of a more effective approach to internal business processes of the enterprise; implementation of marketing strategies; development of a more effective approach to the internal business processes of the enterprise; implementation of marketing strategies); rationality of functioning of specific internal processes necessary for servicing customers of agricultural enterprises and determining consumer value; tool for assessing target consumers in the market; personnel analysis; profitability of marketing investments, profitability of promotion and sales costs, speed and duration of inventory turnover, sales ratio of new agricultural products), the disclosure of which is the main task of researching the complex economic category of the effectiveness of marketing activities of agricultural enterprises.

To conduct a comprehensive assessment of the level of efficiency of marketing activities of agricultural enterprises, marketing specialists must comprehensively possess information about the marketing environment of the enterprise. The marketing information system consisting of four subsystems is developed: subsystem of internal reporting of the enterprise; subsystem of analysis of marketing information; subsystem of formation of methods and methodologies of researches; subsystem of collection of external current marketing information.

Two equivalent components of the organizational and economic mechanism are allocated: economic and organizational. This allowed to determine the directions and responsibilities in ensuring the effective operation of agricultural enterprises.

It is determined that the organizational and economic mechanism for ensuring the effectiveness of marketing activities of agricultural enterprises is an element of a comprehensive management mechanism that provides for the formation and strengthening of the potential of an agricultural enterprise through the influence on the organizational parameters of the system and the economic elements of the production activity of the enterprise.

## **2. Prospective directions of development of marketing in the agricultural products market of Vinnytsia region in the center of European integration**

Currently, in the conditions of the Russian invasion and problems with the export of agricultural products and ensuring food security, it is necessary to develop measures to overcome the problems of the development of the marketing environment of agricultural products markets in the short term. The most effective solution is to use the existing potential of agricultural enterprises, taking into account the marketing environment of the main markets of agricultural products. Further development of market relations and mechanisms for regulating the activities of enterprises require fundamental studies of the problems of the marketing environment of the markets of the agrarian sector of the economy. Competition is the main driving force of the market economy, a tool for ensuring its balance and harmonious development. Competitive relations, along with state regulation, are able to ensure the sustainable development of the agricultural sector, prevent discrimination of agricultural enterprises in the distribution of profits from the processing industry and trade, and ensure a rate of profit that corresponds to its level in other sectors of the national economy.

The work of T.V. Ilchenko is devoted to the problems of studying the peculiarities of the marketing environment of agricultural markets. [33, 34], Podvalna O.H. [35], Bondarenko V.M. [36] and others. The analysis of numerous literary sources shows that the process of formation of the agricultural market is still at the stage of formation, and therefore this market does not yet fully ensure the fulfillment of the functions and tasks assigned to it. Agricultural markets still remain incompletely unorganized and unregulated, they lack effective structural elements of market organization following the EU example, especially for households, and those that exist are monopolized by intermediaries.

The transformation of the domestic economy from a command-administrative to a market one caused unprecedented changes in all spheres of activity. The need to significantly raise the standard of living of the people, the revival and elevation of the

domestic economy, and the establishment of the image of Ukraine require knowledge and reasonable application of the assets of world economic theory and practice in relation to the production, economic and commercial spheres of activity, the study of the market, its structure, formation and functioning.

Marketing is one of the most important types of economic and social activity, however, it is very often misunderstood. The goal of marketing is to improve the quality of goods and services, to improve the conditions for their purchase, which in turn will lead to an increase in the standard of living in the country, an increase in the quality of life. Marketing (from the English market - market) is a complex system of organizing the production and sale of products, focused on meeting the needs of specific consumers and obtaining profit on the basis of market research and forecasting, studying the internal and external environment of the exporting enterprise, developing strategies and tactics for behavior on the market using marketing programs. These programs include measures to improve the product and its range, to study buyers, competitors and competition, to ensure pricing policy, to form demand, to stimulate sales and advertising, to optimize product movement channels and to organize sales, to organize technical service and to expand the range of services that are introduced. Marketing as a product of the market economy is, in a certain sense, a philosophy of production, completely (from research and design work to sales and service) subject to the conditions and requirements of the market, which are in constant dynamic development under the influence of a wide range of economic, political, scientific and technical and social factors. Enterprises-manufacturers and exporters consider marketing as a means to achieve the goal fixed for the current period for each specific market and its segments, with the highest economic efficiency. However, this becomes real when the manufacturer has at his disposal the opportunity to systematically adjust his scientific and technical, production and sales plans in accordance with changes in the market situation, to maneuver his own material and intellectual resources in order to ensure the necessary flexibility in solving strategic and tactical tasks. based on the results of marketing research. Under these conditions, marketing becomes the foundation for long-term and operational planning of the enterprise's production and



commercial activities, drawing up production export programs, organization of scientific and technical, technological, investment and production and sales work of the enterprise's team, and marketing management is the most important element of the enterprise management system.

The development of a strategy for the formation of sales channels includes the following stages:

At the first stage of developing a sales channel strategy, the company must determine which of the types of sales channels is the most acceptable and best corresponds to the company's mission and its development strategy. The choice of a sales channel is influenced by many factors, the most important of which are: 1) consumers; 2) the company; 3) goods; 4) competition; 5) dropped goods traffic. We will briefly describe each of them.

First of all, you should pay close attention to the research of consumers and their characteristics: quantity, concentration, average purchase size. At the same time, segmentation of consumers in terms of their attitude towards purchase should also be carried out.

Secondly, the potential of the company itself should be carefully assessed, namely: goals (control over the market, target profit, term of existence of the firm); state of resource provision (available and potential resource base, flexibility of resource provision, flexibility of the technological process, need for service maintenance); knowledge (availability of highly qualified specialists, advanced technologies, efficiency of production and management).

Thirdly, it is important to understand the characteristics of the product or services with which the company can go to the consumer: the complexity of production, that is, the technical and technological side; production volume (unit weight, divisibility); preservation (retention period, shipment frequency); cost (price per unit).

Fourthly, it is necessary to take into account that identical or similar goals are set for themselves by competing firms. In order to feel confident in the market, one should orient oneself in the characteristics of the competitive environment: quantity, concentration, range of products produced, consumers. It is even better when there is

an opportunity to get information about the chosen strategy and tactics in the methods of goods movement, relations in the sales system.

Fifth, before finally deciding on the choice of sales channels, you need to find out your attitude to their following aspects: alternative (direct or indirect); characteristics (number, performed functions, traditions that have developed in the channels, etc.); availability (monopoly agreements, territorial restrictions); legal aspects (current legislation, possible changes in it).

On the basis of the received information, as well as taking into account the suggestions given above, the company can make an informed decision regarding the choice of the type of sales channels.

When choosing a channel of goods movement, the main condition is its availability for the manufacturer. In order to achieve commercial success in the case of using one or another channel of goods movement, it is necessary to thoroughly analyze all financial issues. It is necessary to conduct a comparative characterization of the company's expenses for different sales channels. These costs include: costs for personnel selection and training, administrative costs, costs for advertising and sales promotion, for the organization of goods movement, including costs for transportation, warehousing, and the level of commission payments. At the same time, it should be taken into account that at the initial stage of the enterprise's operation, sales costs increase, but they are not constant.

At the second stage, the company determines the type of intermediaries that will be engaged in the sale of products, and the principles of interaction with them. When determining the principles of sales channel management, the company, in addition to the factors already mentioned, should also take into account:

- capabilities and reputation of intermediaries with whom the firm will deal during the movement of goods to the final consumer;
- the possibility of influence of intermediaries on the consumer;
- relations between mediators, their tension, the possibility of conflict situations;
- the basis of the interaction between the firm and the intermediaries

specified in the contract (price control, the procedure for mutual settlements, sanctions and privileges, etc.).

Having determined the type of sales channel and requirements for intermediaries, the company moves to the third stage, which defines the most general principles of sales channel management, namely:

- procedure for attracting new intermediaries;
- the procedure for interaction with counterparties, in particular: the conditions and procedure for the release of products; the moment of transfer of ownership of the product from the company to the intermediary; the procedure for carrying out mutual settlements; procedure for resolving disputed issues; privileges and sanctions in sales channels;

3. organizational measures to control the activity of sales channels.

At the next, fourth question, the firm develops a contract that takes into account all of the above and determines the specific conditions of interaction with counterparties.

At the fifth stage, the company forms its network of sales channels. This is a purely practical stage, and the effectiveness of its implementation depends mainly on the organizational abilities of the company's personnel, as well as on the proper processing of all previous stages of the strategy of forming sales channels.

At the sixth stage, the company monitors the activity of sales channels and makes appropriate adjustments to the strategy of forming and managing sales channels. This stage provides feedback that allows you to quickly change and adapt the strategy to new external conditions.

To achieve the specified state, the company must constantly monitor the main factors of the external environment that determine the strategy of forming sales channels, namely:

- 1) consumers;
- 2) the company;
- 3) goods;
- 4) competition;

5) channels of goods movement - and, in accordance with their change, return to separate stages of developing a strategy for the formation of sales channels.

Marketing is a process in which individuals and groups obtain what they need and want through the creation of goods and consumer values and their exchange with each other. Exchange processes do not happen by themselves. Sellers must search for buyers, identify their needs, create quality goods and services, promote, store and deliver them. Product development, market analysis, communications, distribution, pricing and customer service are the main types of marketing activities. It is generally accepted that marketing is mainly done by the selling party, but it turns out that buyers also take part in it – when they are looking for the right goods at affordable prices. Purchasing agents are also involved in marketing, looking for sellers with whom to make profitable deals. A seller's market assumes that the seller has more power and the buyer is a more active market participant. In a buyer's market, the buyer has more power and the seller must be a more active market participant. In a standard situation, marketing should serve the market of end consumers in the presence of competition.

In the process of implementing marketing activity plans under the influence of external and internal environmental factors, the current marketing situation often changes, which causes their non-fulfillment. The marketing control system is designed for constant monitoring of the implementation of marketing plans and the compliance of the goals set in them with the actual marketing situation.

Control of marketing activities is a periodic, comprehensive, objective review of the company's marketing activities for the implementation of corrective actions that ensure the achievement of marketing goals.

Control is the process of determining, evaluating and informing about the deviation of the actual values from the set (planned) values or their identity.

Its components:

- determination of valid parameter values;
- their comparison with planned values;
- analysis of the magnitude and causes of deviation;
- formation of conclusions and report;

– determination of measures to correct deviations and increase responsibility.

The control process is the definition of:

- concepts of control;
- the purpose of control (making decisions about correctness, regularity, efficiency or rationality);
- objects of control (methods, results, indicators, potentials);
- controlled norms (production, sales, ethical, legal, behavior, consciousness, existence, etc.);
- controllers (internal or external);
- methods of control (from the essence of cases to their reflection or vice versa; direct or indirect control);
- scope of control (full or selective);
- control actions (consecutive or episodic);
- control points (beginning or end of processes, sequentially according to the passage of processes);
- control units (for example, individual balance positions);
- decision weights;
- tolerances and errors;
- ways of communicating decisions (orally or in writing);
- method of assessing deviations;
- quantitative results (actual data);
- and:
- comparison of planned indicators with actual ones, identification of deviations;
- identification of the causes of deviations;
- formulation of proposals (new planned actions).

Controlling is a management system that encompasses planning, control, reporting and management

Marketing control is by no means an unambiguous concept, which is considered,

firstly, by types, secondly, by techniques and methods used in the process of monitoring the implementation of plans by management and the marketing department, and, thirdly, by coverage of the marketing audit horizon. Since many unforeseen situations arise during the implementation of marketing strategies and marketing plans, the marketing department must constantly monitor the progress of their implementation. The marketing control system is necessary in order to be sure of the efficiency of the enterprises.

The purpose of monitoring marketing activities is not only to identify and document deficiencies, but also to prevent their occurrence.

Control should contribute to:

- achieving success and increasing productivity (quality control, sales processes, advertising, etc.);
- compliance with conditional restrictions (checking the annual balance sheet).

The following criteria can be used to organize effective control of marketing activities:

- control effectiveness: determination of the usefulness of control by comparing the costs of eliminating deficiencies and the costs of control (material, provision);
- the effect of influence on people: does control cause incentives to work without flaws, satisfaction (confirmation of success), learning effect (acquiring knowledge), trust (or mistrust), defensive reaction, demotivation;
- performance of control tasks (detection of equivalence or deviations, deficiencies, their qualification (quantitative and qualitative assessment), elimination of deficiencies);
- restriction of control (inadmissibility of certain methods and means — surveillance, eavesdropping) and rights of control subjects (data protection, personal spheres of life), compliance with relevant provisions.

In modern conditions, the marketing control system is represented by four types of control: control over the implementation of annual plans, operational (current)

control, profitability control, and strategic control.

The agricultural market is a complex system of relations aimed at ensuring the combination of resources of the agrarian sphere, labor, and infrastructure in order to functionally support the process of production and sale of agricultural products.

According to Ilchenko T.V. marketing research is one of the main functions of marketing, which connects marketers with markets, competitors, consumers and a set of elements of the external marketing environment, serves as a systematization and analysis of data from various levels of marketing activity. Any enterprise operating on the market operates in a marketing environment, namely in a combination of forces and factors that have an impact on its management. Monitoring of the marketing micro-environment and adaptation of the macro-environment to it require a continuous study of the nature and intensity of this influence. Therefore, marketing research provides decision-making in all areas of marketing activity. With the help of marketing research, the level of uncertainty and risk in relation to any product on a specific market is reduced [33, p. 58].

The greatest influence on the level of competition in the industry is exerted by the number and capacity of enterprises producing agricultural products. Modern agro-food markets are characterized by a situation where producers offer conventionally homogeneous products intended for a wide range of potential consumers, and therefore competition between these producers is fierce.

To increase the efficiency of the innovative activity of agricultural enterprises with the help of marketing tools, it is advisable to implement a set of measures, which are conditionally systematized into 8 groups:

- prompt response: daily statuses and monitoring of changes; regular anti-crisis programs; short-term planning; conducting marketing research of the agricultural market and consumers;

- optimization of budgets: savings and budget reduction; suspension and cancellation of innovative projects; optimization of production processes, reduction of production and logistics costs;

- remote mode and taking care of the team: remote work, changing the work

schedule; strengthening the protection of employees who cannot work remotely; informing employees, strengthening employee safety; online trainings and webinars;

– assistance to agrarian business: growth of corporate social responsibility, implementation of social initiatives, charity; support of partners, compatible projects;

– adjustment of the marketing strategy: transition to situational marketing; formation of a new strategy for brands; adaptation of communication strategy; change of the plan of innovative activity; revision of the pricing policy;

– change of communication mix: strengthening of digital communication channels; increase in the number of SMM activities;

– transformation of the portfolio of innovative products: creation of new products [34, p. 466].

In this regard, the management of the competitive environment in the agrarian sphere becomes important to ensure the process of extended reproduction and development of enterprises in a harmonious combination with the social needs of society.

Increasing the efficiency of the competitive environment is connected with the improvement of the functions of the competitive policy in the agrarian sphere. From today's point of view, demonopolization of the agrarian complex of Ukraine is considered as a kind of organizational anti-innovation. Most of the developed countries of the world see the development of the economy in the creation of territorial production systems of small and medium-sized enterprises, i.e. clusters.

The marketing strategy of the industry should also be based on the study of the competitive situation in one or another market. To determine the intensity of competition, a list of indicators is used – four- and eight-part indicators of market concentration, Gini (G), Hirschman-Herfindahl (HHI) and Rosenbluth (I) indices.

We will analyze the level of competition in the main food market in the Vinnytsia region by indicators of market concentration.

The conducted analysis made it possible to determine the most competitive markets – these are the markets of potatoes, vegetables and fruits. There is not a single large enterprise in the region that would produce at least more than 15% of the volume



of consumption of these products. The situation is similar in the market of grain crops and sunflower seeds, but these products are outside the scope of our study, as they are not final consumption products (Table 1).

Table 1

Concentration of the food market in the Vinnytsia region

Product	Indicator of market concentration					
	four-parted			eight-lobed		
	2019	2020	2021	2019	2020	2021
Meat and meat products	78,4	63,4	52,3	90,6	83,9	76,8
Sausage products	63,2	62,8	53,1	80,2	81,3	76,6
Semi-finished meat products	96,2	97,5	91,6	99,8	100	99,0
Milk and dairy products						
Animal oil	65,9	42,8	45,0	81,1	66,7	71,0
Cheeses are fatty	63,6	76,9	73,6	90,8	96,2	92,4
Whole milk products	83,7	51,1	44,7	95,2	81,5	79,4
Canned milk	100,0	100,0	100,0	100,0	100,0	100,0
Eggs	18,9	21,9	22,4	20,2	22,5	24,8
Dried, dried or salted fish	...	87,5	93,0	...	98,6	98,4
Salted herring	96,3	85,4	92,7	100,0	98,3	98,2
Sugar	46,2	40,3	46,5	64,7	59,8	67,9
Oil and other vegetable fats	97,9	97,7	97,5	98,9	98,2	98,1
Potato	<1	<1	<1	<1	<1	<1
Vegetables and melons	<1	<1	<1	<1	<1	<1
Canned vegetables	99,3	98,8	92,4	100,0	100,0	100,0
Fruits, berries, nuts, grapes	<1	<1	<1	<1	<1	<1
Butter	93,5	85,8	80,2	99,5	98,5	99,3
Fruit juices	97,1	91,1	88,9	99,4	98,2	98,1
Bread and bread products						
Flour	67,7	64,9	69,2	81,9	77,7	82,2
Groats	55,0	48,3	40,6	68,1	61,9	55,9
Bread and bakery products	77,4	78,0	76,6	84,3	83,8	82,5
Vodka products	99,5	99,5	99,5	99,9	99,9	99,9

Source: formed by the authors based on [37]

Unlike agricultural product markets, which are highly competitive, food industry product markets are much less competitive. This is caused, first of all, by a much smaller number of manufacturers, by the structuring of markets by trademarks. The least competitive are the markets of meat semi-finished products (the main producer is the Kozyatinsky meat processing plant, which is the main supplier of semi-finished products for the chain of fast food restaurants "McDonalds" in the territory of Ukraine

and some other CIS countries), canned milk products (the main subject of the market is Voronovitske PP "Mykhalych and Co"), fruit and vegetable preserves and juices (products manufactured under the trade marks "Gaisyn", "Veres", "Chumak", "Vinni", "Sandora", "Jaffa"), liquor and vodka products ( products under the trade marks "Nemiroff", "Khortytsia").

Relatively competitive are the markets of flour and cereals (the number of producers reaches 250), sugar, dairy products and sausage products (there is a significant number of equal-sized powerful players in the respective markets). The market of bakery products has its own specifics – one producer – PJSC "Concern Khlibprom" – owns 65% of the regional bread market (78% in Vinnytsia). Other large manufacturers have a share of 1 to 5% of the total bakery products market, which they sell mainly in the areas where production is located (Table 2).

Depending on the level of competition on the market, a competitive strategy for the industry is determined.

The highest level of intensity of competition in the markets of agricultural products (grains, raw milk, fruits, vegetables, potatoes, eggs), which is caused by a large number of producers, transparent borders of individual regions, a small market share of individual producers or suppliers. The markets of processed products with a low level of depth of processing are also highly competitive - flour, cereals, milk, sugar. These markets are called commodity markets. Their characteristic feature is uniformity, interchangeability of goods from different manufacturers. These markets have a large number of sellers and buyers who do not have significant market power. For commodity markets, we suggest applying the only possible strategy – leadership in reducing costs. This requires the use of intensive technologies, optimization of marketing communications and sales channels, and the selection of the most effective of them. Within this strategy, an effective direction is deepening the specialization of product manufacturers, which will allow applying the effect of economies of scale.

Table 2

The intensity of competition in the markets of the main food products of the  
Vinnytsia region

Product	IHH		IL	
	2020	2021	2019	2021
Meat and meat products	1249	894	0,11	0,08
Sausage products	1220	939	0,10	0,08
Semi-finished meat products	7852	5439	0,64	0,39
Milk and dairy products				
Animal oil	708	794	0,08	0,09
Cheeses are fatty	1756	1847	0,19	0,17
Whole milk products	963	873	0,06	0,06
Canned milk	2229	2926	0,45	0,61
Eggs	≈180	≈210	0,02	0,02
Dried, dried or salted fish	3073	3503	0,27	0,33
Salted herring	3015	3826	0,27	0,33
Sugar	872	1032	0,07	0,08
Oil and other vegetable fats	2217	1998	0,41	0,35
Potato	≈20	≈20	0,01	0,01
Vegetables and melons	≈20	≈20	0,01	0,01
Canned vegetables	4979	2976	0,47	0,31
Fruits, berries, nuts, grapes	≈200	≈200	0,02	0,02
Jams, jams, jams	3605	3134	0,28	0,25
Fruit juices	3747	3276	0,31	0,27
Bread and bread products				
Flour	1484	1596	0,05	0,05
Groats	842	782	0,04	0,04
Bread and bakery products	4104	3358	0,09	0,08

Source: formed by the authors based on [37]

A differentiated market is one in which there is a significant number of sellers who offer a product with a certain set of unique qualities. These markets are characterized by a somewhat higher level of monopoly. In the Vinnytsia region, these are markets for sausages, cheeses, certain types of dairy (yoghurt) and bread (muesli, pasta) products. For these submarkets, in our opinion, strategies of innovation of new products, offering consumers new consumer qualities of products will be effective. For example, for dairy products – enriching it with calcium, trace elements and vitamin supplements, reducing the level of fat in products. An addition to this strategy is product differentiation through active marketing communications, as well as patent protection of new products, which will emphasize their innovativeness.

A further decrease in the intensity of competition is characteristic of segmented markets. These are markets where there is a small number of sellers who control their individual segments. In the region, there are markets for fish products, canned milk, vegetable oil, fruit and vegetable products (juices, jams, jams and jams, canned vegetables), as well as semi-finished meat products. Taking into account the focus of each seller on a certain market segment, we suggest applying a strategy of focusing marketing activities and segmentation by the scope of product application and consumer characteristics. Focusing on a specific group of buyers, highlighting it will make it possible to minimize marketing costs, differentiate one's own product from competitor products or substitute products, and reduce the intensity of competition in certain market niches.

The disadvantages of the currently formed information service system for agricultural production in the Vinnytsia region can be considered:

1) lack of information resources, primarily market and scientific and technical information for production purpose;

2) dominant information flows are not aimed at serving production structures and the population;

3) the functioning of the system is based mainly on outdated paper technologies for collecting, systematizing, processing and distributing information and does not ensure the necessary efficiency;

4) contacts are not established and information exchange is not ensured with international and national centers of scientific, information and business activity in the volume required by the reformation processes.

At the same time, this trend presents fundamentally new requirements for the quality of information support for marketing activities, because the comprehensive and systematic satisfaction of consumer needs is based on the prior receipt of reliable information about them. Establishing and maintaining long-term relationships with customers requires detailed information about the specific needs, interests, tastes, and behavioral characteristics of each consumer.

In our opinion, the process of developing a marketing information system should

be carried out in the following sequence:

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

According to Pidvalnaya O.H. the formation of innovations in the marketing of agro-industrial enterprises focused on the creation of craft industries and biofuel production will provide an opportunity to: increase the GDP of the state; to ensure in-depth processing of agricultural products and to ensure an increase in the profitability of the activity; to provide the population with high-quality and competitive products of craft agricultural productions; to form high-tech productions on the basis of agricultural processing enterprises; to partially ensure the energy independence of the state's economy; to form digital channels for the promotion of craft products [35, p. 71].

According to V.M. Bondarenko interaction marketing of agricultural enterprises should be considered as a process of building, maintaining and expanding strong long-term, mutually beneficial relationships with key partners, customers, suppliers, distributors, personnel and the state [36].

At present, Ukraine is witnessing an intensification of regional competition for investment resources. Mechanisms are constantly being improved, new approaches are being created to activate investment processes. Each region is trying to develop its effective investment policy. In this regard, it is reasonable to develop the concept of investment attraction at the territorial level. To do this, it is necessary to choose priorities for the development of the region, taking into account the structure of the economy. The influx of investments should, first of all, be directed to the strengthening and diversification of export potential, the promotion of competitive goods and technologies on the market external to the territory, the development of import-

substituting industries, the introduction of advanced technologies and the modernization of industry.

In our opinion, the concept of regional marketing is the most promising and implements marketing management actions that contribute to the inflow of investments into the region. At the same time, this concept forms a new type of thinking of regional leaders and entrepreneurs, contributes to the maximum satisfaction of the needs of the residents of the region and participants in the investment process identified during marketing research. In the conditions of an innovative or information-creative economy, the image and brand of the region, as well as the marketing strategies of its development, are a necessary factor in realizing the regional potential to the greatest extent [34].

Marketing of the region is a system of attracting new economic agents to the region, contributing to the prosperity of the region as a whole. The investment attractiveness of the region largely determines the level and quality of life of its population. Investments are both a cause and a consequence of economic growth, representing the relationship and interaction of the main economic categories.

It is necessary to understand that the marketing of the region is aimed at the promotion of products, services, goods, enterprises, industries that are characteristic of the territory and, of course, to attract investment in these industries. And in order to achieve this goal, it is necessary to develop a competitive policy of the regions. And the competitive orientation will be expressed in the creation of better, compared to other regions, conditions for doing business, education, tourism, living and conditions for investment.

In order for the region to become more attractive for investors, it is necessary to develop a development strategy, a marketing strategy, develop infrastructure, demonstrate competitive qualities, and develop informational materials.

To date, in the management of the development of the region, only separate marketing tools are used, a systematic approach to the organization of regional marketing has not been formed. At the same time, only the creation and implementation of a system of marketing activities at the level of the region, and not individual

marketing measures, will contribute to increasing the level of its competitiveness, and, therefore, investment attractiveness.

The system of marketing activities of the region, aimed at increasing investment attractiveness, should include analysis and forecasting of foreign markets; clear formulation of priority goals and strategies for the development of the region; development of a marketing complex. Analysis and forecasting of foreign markets, in turn, involves assessing their potential, identifying strengths and weaknesses using SWOT and clear formulation of strategies and goals based on the general strategic goals of the region's development. In many ways, the strategic goals of the region's development and its investment attractiveness are determined by a set of marketing tools for the distribution of products produced at the region's enterprises with investments. Therefore, the formation of priority strategies and goals for the development of the region from the point of view of a set of marketing measures should be based on:

- product strategy positioning and regional market segmentation, as well as portfolio analysis of products produced in the region;
- experience of successful regions with a more favorable investment climate;
- choosing a growth strategy for sustainable regional development;
- creation of an optimal sales network;
- formation of the communication policy of the region.

As you know, the main product in regional marketing is the territory of the region, which necessarily has its competitive advantages and disadvantages [37].

The analysis of the work of agricultural enterprises of the Vinnytsia region shows that information flows, which represent the information basis of economic decision-making in enterprises, are not sufficiently adapted to the instability of the marketing situation, the aggressiveness of the market environment, and the weak predictability of the market situation. Therefore, it is necessary to develop a system of principles of information service for the entrepreneurial activity of an agricultural enterprise, the implementation of which would allow the maximum use of the economic potential of entrepreneurial energy to stabilize production activity and

improve financial indicators.

While in Ukraine, the marketing approach to managing regional development from the standpoint of increasing the investment attractiveness of the region is used very rarely. Regional development marketing programs and regional marketing management methodology have not been developed. When applying marketing technologies to promote the region as a product, it is important to correctly define the target group of consumers – these are domestic and foreign investors who meet the needs of economic development to the greatest extent.

Thus, it is necessary to understand that the marketing of the region becomes an important tool for increasing investment attractiveness, aimed at the constant promotion of positive information about the region in order to create a favorable environment for attracting investments.

Currently, the issue of using a marketing approach to production, sales and commercial activity by agrarian enterprises remains the most relevant, which allows to outline the prospects for the exit of most agrarian enterprises from the crisis state. At the same time, the slow growth in the volume of sales of food products by agricultural enterprises does not allow them to maintain stable positions on the food market. There is an urgent need to develop ways to improve the management of marketing activities of agrarian enterprises. The creation of a full-fledged marketing department in an agricultural enterprise, as well as the development and practical implementation of a marketing strategy, should be considered the defining ways of improving the management of marketing activities of agrarian enterprises. A modern agricultural enterprise should have such a marketing system that would give it the opportunity to plan its own marketing activities as precisely as possible, properly organize the work of the marketing department and control these processes. All areas of marketing improvement should be implemented systematically and comprehensively. The marketing strategy of an agrarian enterprise is of crucial importance in the formation of its relationships with consumers, whose effectiveness depends on sales volume, profits and, as a result, the financial condition of the enterprise. This is explained by the fact that a well-chosen and properly implemented marketing strategy provides the



agricultural enterprise with advantages that are manifested in increasing the competitiveness of the enterprise and its products, reducing the sensitivity of consumers to the price, as well as simplifying access to financial, information and labor resources.

Summarizing the conclusion, it can be stated that at this stage of the development of market relations in the agro-industrial sector of Ukraine, any enterprise cannot function normally without the use of marketing to determine its position on the market, analyze its opportunities, study the market environment, determine the development strategy, etc.

At the same time, this list must be supplemented with another element related to the need to improve the functional orientation of information flows that are formed at this stage in the system of agro-industrial production.

We consider it appropriate to understand the marketing information system of the enterprise as a set of interdependent internal and external information flows, the main poles of which are the agricultural producer and the consumer of food products, which is closed within the framework of the marketing service of the enterprise and is aimed at the development of an effective complex of marketing of the corresponding products.

### **3. Improvement of the mechanism of analysis and planning of marketing activities of agro-industrial complex enterprises in the field of foreign economic activity in the conditions of European integration**

Planning of marketing activity is an integral component, on the one hand, of the general system of enterprise planning, and on the other, of the system of its marketing functions. Constant attention to this problem on the part of both specialists-practitioners and scientists confirms its importance as a factor in the effectiveness of marketing activities. The fact that a thoroughly developed marketing strategy, which takes into account the objective conditions of the external environment and the capabilities of the enterprise regarding the adequate implementation of planned activities, can significantly contribute to strengthening the competitive position of the enterprise in the market environment does not need special argumentation. In this regard, the improvement of the methodological foundations of marketing planning should be considered as a reserve for increasing the competitiveness of the enterprise.

Despite the fact that the issues of methodological and methodical support are well covered in domestic and foreign scientific sources, our research shows that in practical terms the marketing planning system at many agricultural enterprises is still far from perfect. This is explained by many reasons, but the leading place among them, in our opinion, is the inability of the management of the company and the personnel of the marketing service to give marketing planning the necessary strategic orientation. The formation of strategic marketing is envisaged by us as a natural and inevitable direction of transformation of the role of marketing activity. The content of strategic orientation, which is a sign of a new methodological approach to the organization of the marketing planning system, consists, in our opinion, in the orientation to ensure sustainable competitive advantages of the enterprise.

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

The survival of the enterprise under the conditions of constant aggravation of the competitive struggle and the growing dynamism of the market situation is possible only if, thanks to the unique features of its resource base, it occupies a specific market niche in which this enterprise can most effectively satisfy the needs of consumers. In particular, the agricultural enterprises of the Vinnytsia district of the Vinnytsia region, in addition to mass products designed for the mass consumer, based on our recommendations, started developing narrow specialized market niches of the organic products market.

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

Table 1

Methodical stages of marketing planning

Stage	Content
1. Goal setting	Establishing the company's mission, short-term and long-term goals
2. Analysis of the situation	Conducting a marketing audit, SWOT analysis, substantiating the assumptions on which the developed plan is based
3. Development of a marketing strategy	Determination of marketing goals and development of measures to achieve them, forecast and evaluation of their effectiveness, identification of alternative courses of action
4. Organization of implementation and monitoring	Financial support of the marketing strategy, development of detailed short-term marketing plans, organizational support and control of the effectiveness of measures

Providing a strategic direction to these measures will involve providing a comprehensive orientation to their identification, substantiation, maintenance and use of the unique resource capabilities (competencies) of the enterprise

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

1. In terms of dynamics, the market of agricultural products has not changed significantly over the past 10 years.
2. There were changes in the technological provision of agrarian production: in

addition to producers using traditional technologies for the production of agricultural products, producers producing products using intensive production technologies of better quality appeared.

3. There have been no significant changes in the life cycle of the agricultural products market – it is a mature market with stable consumption volumes.

4. There were changes in the behavior of consumers: which were significantly differentiated by the level of income. Low-income consumers prefer products with the best price-quality ratio. Consumers with high and middle incomes are willing to pay more for high quality products.

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

Table 2

Ways of adapting agricultural enterprises to changes in the marketing environment

Sphere of change	Content of the change	Directions of marketing activity
The dynamics of the market environment	Reduction of planning time horizons; reduction of the production life cycle; instability of consumer tastes	Increasing the aggressiveness of marketing activities; acceleration of the pace of development of new types of products; increasing the reliability of market forecasts; optimization of price and communication policy
Technology	Increasing the flexibility and efficiency of production systems; development of new materials; expansion of automation possibilities; increasing the importance of product quality	Transition to micro-segmentation strategies; transition from marketing of one-time transactions to marketing of long-term relationships; deepening the focus on the priority satisfaction of consumer needs
Market maturity	Decrease in profitability; growth slowdown; the occurrence of excess capacities; increased competition	Development of new types of products; access to new segments of existing markets and new markets
Consumer behavior	Strengthening requirements for product quality; deepening of information; concentration of purchasing power; reducing the predictability of behavior	Search for information on new consumer needs and appropriate modification of marketing strategies; formation of a multi-channel product distribution system
Globalization of markets	Increasing competition; decrease in profitability; expansion of markets; deepening the alternativeness of consumer choice; growing variety of consumer needs	Update and restructuring of production systems; formation of a multi-focus orientation to meet consumer needs; increasing the aggressiveness of marketing activity

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

We consider the first of such principles to be oriented towards ensuring sustainable competitive advantages, i.e. occupying individual market niches within which the enterprise functions outside of competition. The main sources of these advantages are summarized in Table 3.

Table 3

Sources of sustainable competitive advantages

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

Closely related to the first principle is the second principle, which can be formulated as a focus on product differentiation. Its importance is determined by the fact that precisely thanks to the differentiation of the existing range of goods and services, the company is able to realize differential advantages compared to its competitors.

The company's product policy should provide for the following levers of successful differentiation:

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

The next principle, in our opinion, can be considered continuous monitoring of the external environment. Since the market environment is characterized by dynamic transformations, it is important to timely determine the advantages and threats for the company that are formed as a result of the trends in the development of the market situation. The process of carrying out this monitoring must meet two requirements:

continuity and complexity. A comprehensive approach involves the need to cover both the macro environment (politics, state regulation, economic cycles, technological development, socio-cultural trends) and the micro environment (market capacity and potential, consumer behavior, nature of market segmentation, interaction with suppliers, functioning of product distribution channels, socio-economic trends in the development of this industry). From an organizational and methodological point of view, this principle is implemented by regular marketing audit.

The next principle can be considered the identification of opportunities and threats present in the external and internal environment. Unlike a marketing audit, the task of which is mainly to correctly record facts, the implementation of this principle is more theoretical and analytical. The identification of opportunities and threats should be the result of an analysis of the features of the environment in which the enterprise operates. As a rule, the formulation of opportunities and threats should be concise; if it cannot be presented in a short form, it most likely means that the analytical processing of the marketing audit did not bring significant results. Unlike the latter, a feature of the process of identifying opportunities and threats is its focus: positive and negative opportunities are always revealed in the context of certain product-market combinations. Within the framework of each such combination, it is necessary to analyze the strengths and weaknesses of competitors in the concept and design of products, organization of sales and distribution, service, financing, and management. When carrying out such research, it is important not only to identify such parties, but also to substantiate ways of neutralizing negative and more active use of positive opportunities. The latter is a prerequisite for the formation of sustainable competitive advantages of the enterprise.

Based on the goal of strategic marketing planning – formation of sustainable competitive advantages – and the identified opportunities and threats, it is necessary to develop an adequate market segmentation strategy, which is the content of the following principle. Along with optimal product differentiation, market segmentation makes it possible to identify a market niche, within which competition can be significantly facilitated for the enterprise. We emphasize that market segmentation is

not a purely technical procedure; in each situation, it is necessary to creatively approach the definition of its criteria, which should be established based primarily on the specific needs of consumers. This principle requires that the company avoids the strategy of undifferentiated marketing as much as possible – that is, offering a unified product to a wide range of consumers.

In today's conditions, to increase your competitiveness and define your target market, it is no longer enough to carry out segmentation in only one direction. Our research shows that in the framework of integrated marketing, double segmentation is necessary according to the most important criteria – competitors and consumers. When segmenting the market of agricultural products, it is necessary to distinguish from the traditional variables in the analyzed factors the variable that takes into account the peculiarities of the industry.

The above-mentioned principles of strategic marketing planning are mostly static, as they do not clearly emphasize the need to adapt the enterprise to dynamic changes occurring in the socio-economic environment. When marketing planning, it is necessary to take into account the existence of the life cycle of various product-market combinations, since the optimal strategy of the enterprise changes significantly at its various stages.

Thus, our research shows that entering new markets is most appropriate in the initial periods of the functioning of certain goods in certain markets; penetration into the mature product market may be complicated due to the competitive advantages of enterprises with experience in the relevant field. Even if these advantages can be imitated without great expense, the saturation of the market during the expansion of the supply will cause a decrease in the price and low profitability of such products.

The next principle – the implementation of a competitive structural analysis - is aimed at identifying the optimal directions of the company's production activity, based on the characteristics of the marketing situation, its dynamics, and the specific needs of target groups of consumers.

For a more formalized implementation of such an analysis, the following matrix was developed, which reflects alternative combinations of the degree of market

attractiveness of a certain product on a certain market and the competitiveness of an enterprise in this field (Table 4).

Table 4

Matrix of competitive and structural analysis

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

Of the product-market alternatives presented in the matrix, only one, which combines a lack of competitiveness with low market attractiveness, can be considered unprofitable for the enterprise. At the same time, however, it is necessary to take into account additional opportunities created in the process of changes in consumer tastes or other factors of the market environment. The rest of the alternatives can be considered equally important for the enterprise, since it reflects the functional division of activities between tactical and strategic directions. If their specific weight is significantly different, then the company faces the additional problem of balancing the areas of activity according to these criteria.

The next principle, which is directly related to the orientation towards the creation of sustainable competitive advantages, is the establishment of clear priorities and their observance. Processes of product differentiation, market segmentation, enterprise positioning require decision-making regarding the selection of optimal directions and spheres of activity. The effective focus of the enterprise's marketing activities on serving a certain market segment assumes that the satisfaction of a certain group of consumer needs is defined in strategic marketing planning as a priority area of activity. Despite the fact that the importance of setting priorities in general is a well-known principle of any planning, in this context it is advisable to additionally emphasize this



in connection with the special importance that setting priorities acquires specifically for the strategic planning of marketing activities.

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

It is impossible to overestimate the importance of high marketing professionalism of the company's personnel, first of all, of course, employees of the marketing service and management as the next principle of strategic marketing planning. The importance of formal training in the field of theory and methods of marketing activity must constantly increase. For the purposes of practical work, as well as for the formation of a constructive organizational culture of the enterprise, the management of the enterprise must attend marketing business courses and participate in other activities that can increase the relevant professional level.

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

The organizational and economic reforming of agro-industrial production lays the foundations for a significant expansion of the economic powers and responsibilities of

agricultural enterprises in the process of carrying out their economic activities. Decentralization of the decision-making process in the agri-food sector, increasing the economic independence of the economic entities that run the business are natural and objectively necessary trends. Therefore, the process of generation, development, justification of management decisions should be carried out primarily at the enterprise level, and at the same time be based on a reliable information base.

It should be taken into account that agrarian transformations not only contribute to increasing the responsibility of individual subjects of the agro-food market for the quality of management decisions made by them, but also in a certain sense have complicated the task of informational substantiation of the management process. The transition to market-based management requires the construction of an effective multi-level information system of agro-production, which would contribute to meeting the information needs of all participants of the agro-food market: agricultural producers, processing enterprises, integrated associations, market infrastructure, state regulatory bodies.

The disadvantages of the currently formed information service system for agricultural production can be considered: 1) lack of information resources, primarily market and scientific and technical information for production purposes; 2) dominant information flows are not aimed at serving production structures and the population; 3) the functioning of the system is based mainly on outdated paper technologies for collecting, systematizing, processing and distributing information and does not ensure the necessary efficiency; 4) contacts are not established and information exchange is not ensured with international and national centers of scientific, information and business activity in the volume required by the reformation processes.

At the same time, this list must be supplemented with another element related to the need to improve the functional focus of information systems.

It is quite possible that the functioning of effective internal information systems of agrarian enterprises will serve as a step towards the creation of a single integrated information system of agro-industrial production operating at the level of regions and on a national scale. An essential feature of the internal information system of an

agricultural enterprise is its marketing orientation. This is due to the fact that in market conditions, the validity of marketing approaches used by the entrepreneur, that is, taking into account the objective needs of consumers, is a key factor that determines the prospects of economic activity in a dynamic and aggressive market environment. In this regard, we consider the most complete use of internal organizational resources for the purpose of creating a marketing information system of the enterprise to be the main direction of the formation of the information support system for the entrepreneurial activity of processing structures at the current stage. The prerequisite for the formation of this system is the classification of information sources at the enterprise

In the conditions of refusal of cooperation with Belarus and the Russian Federation, the search for ways to provide the Ukrainian economy with alternative directions for the development of agricultural enterprises, improvement of the mechanisms of analysis and planning of marketing activities in the field of foreign trade of these formations is one of the primary tasks. One of the fastest solutions is to use the existing export potential of the agricultural sector. The development of effective marketing mechanisms in the agricultural sector is a necessary component of ensuring Ukraine's energy, environmental and food security.

The scientific works of R.V. Logosh are devoted to the problems of creating effective tools of marketing activities in the field of foreign trade. [39], Baldynyuk V.M. [40], Podvalna O.H. [41], Furman I.V. [42, 43], etc. However, the development of directions for the development of analysis and planning mechanisms in marketing at agro-industrial complex enterprises focused on foreign economic activity is extremely necessary, which determines the relevance of this study.

Despite the presence of a significant number of scientific works, and studies conducted by leading economists on the peculiarities of marketing in the field of foreign trade of the agro-industrial complex, the development of effective mechanisms for the analysis and planning of marketing in the field of foreign economic activity remains relevant.

Marketing management of an enterprise is an opportunity to organize its activities

based on the principles of optimal use of its potential and obtaining the greatest profit while meeting needs. The analysis of the company's capabilities makes it possible to obtain reliable information about the state of production assets and liabilities, to analyze the external marketing environment. A systematic approach to the management organization and development of a marketing strategy is a scientifically based way to increase profitability, save costs and improve the company's position on the market. An integral part of the enterprise's marketing management system is that social problems are not left aside both in the enterprise itself and in its environment - ensuring proportionality of development, support and preservation of social guarantees for workers.

Marketing management systems are gaining more and more importance in the economic and entrepreneurial activities of enterprises of the agrarian sector of Ukraine with various organizational and legal forms of management. In our country, such systems have not yet received proper practical distribution, there are very few theoretical developments regarding their design, organization, and rational functioning. As for the use of marketing activity management systems at agro-industrial enterprises, this aspect of activity is very relevant, a necessary step for the successful market activity of any enterprise, because not only successful activity depends on the organization and implementation of enterprise activity management, precisely through the application of marketing methods the enterprise on the market, but also the coordination, organization and orientation of all the possibilities of the enterprise to the maximum improvement of the efficiency of management and the achievement of the set goals.

Marketing in the agricultural sector represents a complex system of relations both in the enterprise itself and in the external market environment, while this system requires constant regulation and management. There is a continuous exchange of resources and information between the enterprise and the external marketing environment. In order to act effectively, the enterprise must, on the one hand, adapt to changes in the external marketing environment, and on the other hand, act on it.

There are always differences between enterprises, but they are manifested not

only in the form of different content and volume of economic activity, but also in management technology. The management technology considered from this point of view includes a combination of methods and actions that enable the enterprise to effectively influence everything that happens in the micro- and macro-environment, that is, both in the enterprise itself and around it. The main characteristic of any new management technology is the desire to eliminate the shortcomings of previous management technologies. Modern business conditions, which are characterized by rapid dynamism, require market subjects to ensure the flexibility of management technology, its rapid adaptation to changing conditions at the enterprise and in its environment [38, 44].

Modern ideas about management technology are based on the thesis: the successful operation of the enterprise depends primarily on the flexibility of the management system. Management that does not keep up with dynamic changes within the enterprise and in the external environment leads to the "death of ideas" and makes the enterprise unable to adapt and, as a result, to further development [44]. Such organizations are unsustainable; the future belongs to those who are capable and have the courage to react quickly. An organization that tends to adapt also needs a new management technology, leadership with the appropriate qualities, which in modern science are called "leaders' ability to transform." Thus, it can be concluded that at present, management and organization of activity processes at enterprises of the agrarian sector of the economy of Ukraine should be based on the principles of marketing and management. For a deeper understanding, let's consider the very concepts of marketing and management and their place in the modern activity of agro-industrial enterprises.

Marketing can be considered as a dual and interconnected process of interaction of one subject of the market environment with others. On the one hand, it is a constant study of the market, requests, tastes and needs to ensure the targeting of manufactured products, and on the other hand, it is an active influence on the market, on the formation of consumer needs and offers [43].

The time of origin of this idea is difficult to establish. P. Drucker suggests that

marketing first appeared in Japan in the 17th century. In 1650, a man from the Mizui family opened a store in Tokyo, where he supplied the goods for his customers that they themselves would like to buy. The idea was simple: knowing the needs of customers, make an offer that will then also find its buyers.

Marketing departments at enterprises arose in connection with the growth and spread of market research at the beginning of the 20th century. In 1911, a market research department was created in one of the US companies. Later, similar departments were created in the USA at almost all enterprises. These divisions were considered as auxiliary services under sales departments. Their task was to collect information, to promote more efficient work on the sale of products. Over time, the responsibilities of sales analysis and marketing management were additionally imposed on these departments. Next, marketing departments were organized in most US companies, which combined the functions of market research, advertising, customer service, etc. [43].

Modern marketing is associated with the activities of the American manufacturer of agricultural machinery "International Harvester". N. McCormick used such marketing tools at his company as market research and analysis, price policy, customer conferences, service and the use of optimal payment terms as auxiliary sales arguments. Marketing as the basis of theory and study was included in the agenda of lectures and seminars at the beginning of the 20th century. In 1910, R. Butler taught the course "Methods of Marketing" at the University of Wisconsin. At enterprises, marketing developed due to the need to use market research to find starting points for creating an assortment of goods and organizing their sale. But these were only "support services" for sale. Only gradually did companies begin to understand that marketing is something more than a means to improve sales.

Intensive development of marketing at enterprises took place in the 30s of this century in the USA [43]. Of course, it was connected with the world economic crisis. Schematically, the process of "penetration" of marketing into enterprises looked like this: the excessive offering of goods and the understanding of the fact that simply selling what was produced was no longer enough led to the development of those

methods and systems of organization that made it possible to produce exactly what could be sold, which was in demand and made a profit.

In the marketing management of the activities of various agro-industrial complex enterprises, it is necessary to widely use complex methods of demand formation and stimulation of product sales, to determine their potential buyers in advance, to take measures for the production of "market novelty" products, to intensify actions on the domestic and foreign markets, etc. There are certain differences between marketing of consumer goods and marketing in the field of means of production, where the process of diversification of customer needs occurs at a slower pace.

But you should not confuse the concepts of "marketing management (marketing management)" and "marketing service management". Marketing service management is a clearly defined program developed on the basis of decisions made and strategic directions of development [41]. And marketing management, in our opinion, is a wide range of measures of a strategic and tactical nature, which are aimed at the effective implementation of the market activity of the enterprise and the achievement of its main goal – meeting the needs of consumers of goods and services and obtaining the greatest profit on this basis.

Thus, effective marketing management requires:

- determination of marketing goals, optimal combination of opportunities of the market situation, research and production, sales and service potential of the enterprise. This is a question of correct assessment of the state of the market, the state of the enterprise itself, the method of calculations, the forecast of trends in the marketing environment;
- proper planning of all marketing activities and effective organization of their implementation to achieve the set goals;
- development of the most effective system of agricultural marketing organization, which would ensure the satisfaction of consumer interests and the achievement of the goals of the agricultural enterprise;
- effective control, analysis and assessment of all agricultural marketing activities of the enterprise, constant adjustment of its goals, measures and methods;

- timely operational intervention in marketing processes in connection with the circumstances and situation;
- stimulating the effective work of all personnel employed in marketing to obtain maximum creative returns;
- providing managers with objective and comprehensive information about the external and internal marketing environment.

All this together constitutes marketing management. In the management system, there is a narrower field of activity, which is itself a subsystem – management of the marketing service.

Thus, on the basis of the conducted analysis, we can formulate a thesis: marketing management, or marketing management, is a process of analysis, development and implementation of tools designed to establish, strengthen and support profitable exchanges with customers to achieve the company's goal – to make a profit, growth in sales volume, increase in market share, etc. Y.S. Zavadskyi in his book "Management" notes that the management of marketing activities as a system is embodied with the help of methods. The following methods of marketing research and actions are distinguished:

- 1) study of the external (economy, legal regulation, social sphere, etc.) and internal (finances, technology, personnel, organizational and structural aspects) environment;
- 2) study of existing and planning of future goods;
- 3) planning the movement and sale of goods;
- 4) ensuring the formation of sales and stimulation of supply;
- 5) ensuring the price policy of the enterprise;
- 6) ensuring the required level of product safety, environmental protection, requirements for consumer properties of the product.

Marketing management ensures:

Target orientation of the enterprise's market activity, which is related to meeting the needs of society and individuals.

The competence of marketing activity, which is expressed in the organization of



the technological process from the design of the product to its consumption.

The maximum approximation of the range of market needs and conditions of consumption.

Analysis of the market, that is, its potential, capacity, situation, demand, consumer behavior, company capabilities, competition, etc.

In the conditions of the development of market relations, the formation of the economy and the functioning of enterprises based on the principles of marketing, great attention should be paid to the formation of a coherent, scientifically based system of organization, formation and management of the enterprise in modern conditions. Such a system, in our opinion, can become the marketing management of the company's activities, that is, the creation and operation of such companies that would best satisfy the needs and demand on the market, could flexibly and adequately respond to changes in the external and internal market situation, increase the profitability of production and activity enterprises as a whole, etc.

The study of domestic and foreign sources proves that in modern economic theory and practice, the development of marketing is the main condition for the company's exit from the crisis, the achievement of the set market goals. The subject of marketing is the relationship of a business entity that arises between it and consumers, as well as other entities in a specific market.

In our opinion, it is necessary to clearly formulate the principles, goals and functions of marketing as an enterprise management system. Marketing as a method of activity in the conditions of market relations is based on principles. First of all, the following principles of marketing activity should be mentioned:

- free choice of goal and strategy of functioning and development, concentration of all efforts on decisive areas of activity;
- openness to the consumer, his wishes and needs, active adjustment and at the same time purposeful influence on them;
- focus on the final result of production and sales activities, as well as on the long-term perspective of the company's development;
- a comprehensive approach to solving problems, which involves

determining the goal in accordance with the company's resources and capabilities;

- optimal use in the management of centralized and decentralized bases, i.e. constant search and realization of reserves, increasing the efficiency of production and sales activities through the involvement of all company employees in creative work;
- an active policy, which consists in an offensive strategy of the company's development regarding innovations, production and the market, ahead of competitors;
- a scientific approach to solving marketing problems, that is, systematic analysis, the use of a program-targeted method of marketing research management, as well as feedback;
- flexibility in achieving the set goal due to quick adaptation to changing environmental conditions.

According to these principles, marketing performs a number of strategic, tactical and operational tasks.

For a better understanding of the essence of management based on the principles of marketing, it is also necessary to formulate the main functions of marketing management. According to the above tasks, the main functions are:

- comprehensive study of the market and problems related to marketing;
- coordination of parameters, characteristics and prices of products with the wishes and tastes of consumers;
- planning of sales and realization of products;
- physical distribution of products;
- ensuring communication relationships with consumers, implementation of agreements;
- after-sales service, adjustment, feedback.

In order to consider the marketing management of the enterprise as a complete system, we will define the concept of marketing, that is, the form of marketing organization that dominates today in countries with a market economy. The concept of marketing originally arose in countries with highly developed economies, but it involves solving problems that have arisen in modern business conditions in our country [40].

In its pure form, the concept of marketing is a set of activities that contribute to the smooth passage of goods and services from the producer to the consumer, and it is not a new category. The main task of the concept of marketing in modern economic conditions is the process of integrating the efforts of enterprises to realize the general goal of its activity, which cannot and should not be aimed at solving the internal problems of the enterprise, but should be oriented towards the production of goods and services in which the consumer is interested. When applying the concept of marketing in each individual country, it is necessary to take into account the specifics of existing and active socio-economic relations in it.

The use of the concept of marketing in those forms and types that have proven their effectiveness in countries with rational economies based on the theory of conversion of various socio-economic systems is erroneous for the application of marketing in the activities of specific enterprises. In order for a certain marketing concept to start working as a company's working philosophy, a detailed approach is needed to introduce the marketing concept, study the features of the organization, the company's activities, analyze its position on the market, and much more. In reality, the concept of marketing is introduced into the system of enterprises with great difficulty, but then it takes root very easily, if certain conditions for this are created at the enterprise.

An enterprise that applies the concept of marketing is not overburdened with solving the questions of what to produce and in what quantity, but is already specifically engaged in the approval of an assortment of goods and its quantity necessary for the consumer. On the other hand, when solving the question of meeting the needs of consumers, the company does not prioritize the volume of production and sales, but profit, which is a natural consequence of the company's orientation to market activity.

It is necessary to distinguish marketing as a separate concept from marketing as a complex of various types of activities performed by specialists, and marketing as a way of thinking from marketing as a way of acting.

Marketing does not begin where production ends, on the contrary, its purpose

includes determining the nature and scale of production, ways of profitable use of the company's production resources and engineering and technical capabilities taking into account sales prospects, that is, the generation of decisions in the field of marketing precedes decisions in the field of production and capital investments .

A systematic approach to the organization of marketing is a necessary condition for the successful operation of the enterprise on the market. It characterizes the enterprise that applies the marketing methodology as an open complex system oriented to the market and the external environment.

Enterprises that operate in the market mechanism adhere to one of the concepts of marketing: it can be the concept of product production, sales or marketing. The choice of the marketing concept directly affects the content of the market strategy being developed, which is based on the specified principles. The market strategy of marketing reflects the main direction of the company's development, its task is to ensure the achievement of the established goals of marketing activities.

The marketing system is in constant interaction with the external environment. The factors of the external environment can be divided into those that are influenced by management and the marketing department, and factors that are not influenced by management.

Marketing as a complex system of organizing the production and sale of goods, which is aimed at ensuring the optimal sale of products and obtaining maximum profit at the expense of meeting the needs of buyers, has a number of differences.

Orientation to the market and meeting the needs of potential buyers is the main feature of the marketing strategy. At the same time, the objects of study and influence are the consumer, the characteristics of the product, the situation of the market itself, and the activities of competitors. Orientation to the sales market involves the transfer of analysis and decision-making centers to the company's trade and sales chains. As a result of this orientation, the company gets the opportunity to quickly and flexibly respond to changes in market conditions and requirements.

Situational management differs from planned management: strategic decision-making is carried out according to forecasting or the appearance of problems in

achieving activity goals. Situational management is not an alternative to strategic planning and management. It only expands the possibilities of these concepts, because it involves the development of not one, but a whole set of strategic decisions and development scenarios.

For a more complete understanding of the complex of marketing activities of the enterprise, we will consider the main types of marketing.

Depending on the subjects of market relations and the characteristics of product sales, activities in the field of marketing can be classified into marketing of means of production, marketing of consumer goods, and marketing of services. Activity on the national market is characterized as internal marketing, and activity on the markets of other countries is characterized as international

The development of marketing has undergone a significant evolution: arising as an activity for the distribution and sale of goods, marketing has gradually turned into a multilateral system of principles on the basis of which enterprises can establish production and economic relations with their markets.

Thanks to marketing, the manufacturer identifies current and prospective requests of consumers, forms the transformation of purchasing power into a specific demand for a specific product or service, and achieves stable long-term relationships with consumers.

Activity in the field of agro-industrial complex has always had its own characteristics, therefore, in our opinion, it is appropriate to conduct research on the formulation of the theoretical foundations of the organization of marketing management in the conditions of the agro-industrial complex in our country. Satisfactory work of any agro-industrial enterprise is impossible nowadays without a rational organization of marketing activities

At an enterprise in agro-industrial production, the process of implementing marketing activities should take place gradually and, as a rule, go through five stages.

At the first stage, a general study of the market, its segmentation, an analysis of the enterprise's production capabilities (processing, provision of services) is carried out, possible ways of entering the market, the possibility of using advertising and sales

promotion are studied.

At the second stage, the marketing management process is formed. A marketing plan is being developed, which defines the main goal - consumer satisfaction with manufactured products and after-sales service. Buyers' requests and needs may change, so it is necessary to account for them during the production and sale of products.

As a result, in the third stage, production should be gradually renewed and the quality of products and services provided should be improved.

At the fourth stage of marketing implementation, the company must deeply study the production capabilities of both its own and competitors in order to occupy a certain position in the market, while it is necessary to develop a strategy that will be focused on certain market segments, and also try to stand out against the background of other enterprises - manufacturers similar products.

The fifth stage of marketing implementation is the performance of all functions related to the analysis of individual market segments and the satisfaction of customer needs, as well as planning, accounting and regulation of work related to capturing sales markets. An effectively operating marketing management system ensures long-term profit and stable stable position of the enterprise.

The formation and development of marketing activities in agro-industrial production by any enterprise means the organization of its work in the field of production and sales of products according to a specific program.

Marketing in the field of agro-industrial production (agri-marketing) as a complex market activity is a system of views and actions related to the study of needs, possibilities of production and exchange in order to satisfy all needs with the least expenditure of resources and the most complete consumer effect.

Ukrainian agriculture is characterized by a wide variety of organizational and legal forms: state-owned enterprises, cooperatives, collective farms, associations, partnerships, farms. All of them function on the basis of different forms of ownership: private, collective, state.

In connection with the reformation of property relations, the formation of various forms of management, and the change in the target direction of agricultural enterprises,

the functions of marketing are complicated.

The relevance of the development of effective agricultural marketing technology in the conditions of the transition to the market is objectively increasing due to the fact that the agricultural marketing system has not yet received a proper theoretical justification, there are very few theoretical developments on its design, organization and rational functioning, as a result of which the concept of agricultural marketing is rather slow is included in the economic management of managers, specialists, owners, etc.

Currently, there are a number of definitions of the marketing system in domestic and foreign literature. A marketing system is understood as a holistic formation consisting of interconnected (interacting) structural elements, which has new qualitative characteristics in relation to them. In terms of content, the marketing system is an organizational and functional integrity, all components of which are harmoniously interconnected. The system can operate effectively only with its scientifically based design, modeling, formation, organization and management of its functioning.

The agricultural marketing system consists of three groups of subsystems: functional, supply and object-functional.

The modern concept of marketing determines the work of the enterprise based on information about consumer demand and its changes in the near future. The main thing in marketing is a dual and complementary approach. On the one hand - in-depth study of the market, demand, needs and requests of consumers, orientation of production to them, targeting of manufactured products. On the other hand - active influence on the market and demand, formation of these needs and requests.

The specificity of agro-industrial production and sale of agricultural products by individual enterprises determines the variety of specific marketing schemes. However, they are all based on a set of main principles, including:

studying the state and dynamics of consumer demand and using the obtained data in the process of developing and making economic decisions;

maximum adaptation of production to market requirements in order to improve the efficiency of the enterprise's functioning, the criterion of which is profit, as a

general indicator of its activity;

influencing the market and consumer demand through means such as advertising, sales promotion and shaping them in the direction that is necessary for the enterprise.

The principles of marketing should become the main ones in management, because almost all agro-industrial enterprises in the conditions of a market economy have to pay the main attention to the issues of selling products, increasing incomes, taking into account the presence of competitors, price fluctuations, etc. The use of these principles will allow you to create enterprises focused on both real and potential consumers.

Summarizing the conclusion, it can be stated that at this stage of the development of market relations in the agro-industrial sector of Ukraine, any enterprise cannot function normally without the use of marketing to determine its position on the market, analyze its opportunities, study the market environment, determine the development strategy, etc.

In the current conditions, rural commodity producers are forced to look for effective forms of marketing management and international positioning of agribusiness. The effectiveness of marketing activity consists in reducing the costs of supply and sales, ensuring production with the necessary material and technical resources in the established terms at the lowest possible prices, increasing the volume of sales of goods, which as a result contributes to the successful operation of the enterprise on the world market as a whole.

Despite the positive dynamics of foreign trade of agribusiness enterprises in 2021, the main areas of ensuring its further development remain:

- improvement of the mechanisms of customs procedures and taxation when carrying out export-import operations, as well as transit transportation through the territory of Ukraine;

- dissemination of information on holding specialized international exhibition events among enterprises engaged in foreign economic activity [38, p. 8].

The key issues at the current stage of the development of market relations are the formation of comprehensive marketing support for domestic producers of vegetable



products, which concerns the study of internal and external product sales markets, decision-making on cultivation, storage, pre-sale preparation, packaging, transportation, sale, as well as the development of the infrastructure of the product market Agricultural industry in Ukraine [39, p. 88]

The organization of marketing activities in the agricultural sector in the field of foreign trade is designed to solve the following tasks: maximum satisfaction of the needs of buyers on the world markets in food products in terms of quantity, quality and consumer properties; implementation of interregional exchange; access to domestic and foreign markets.

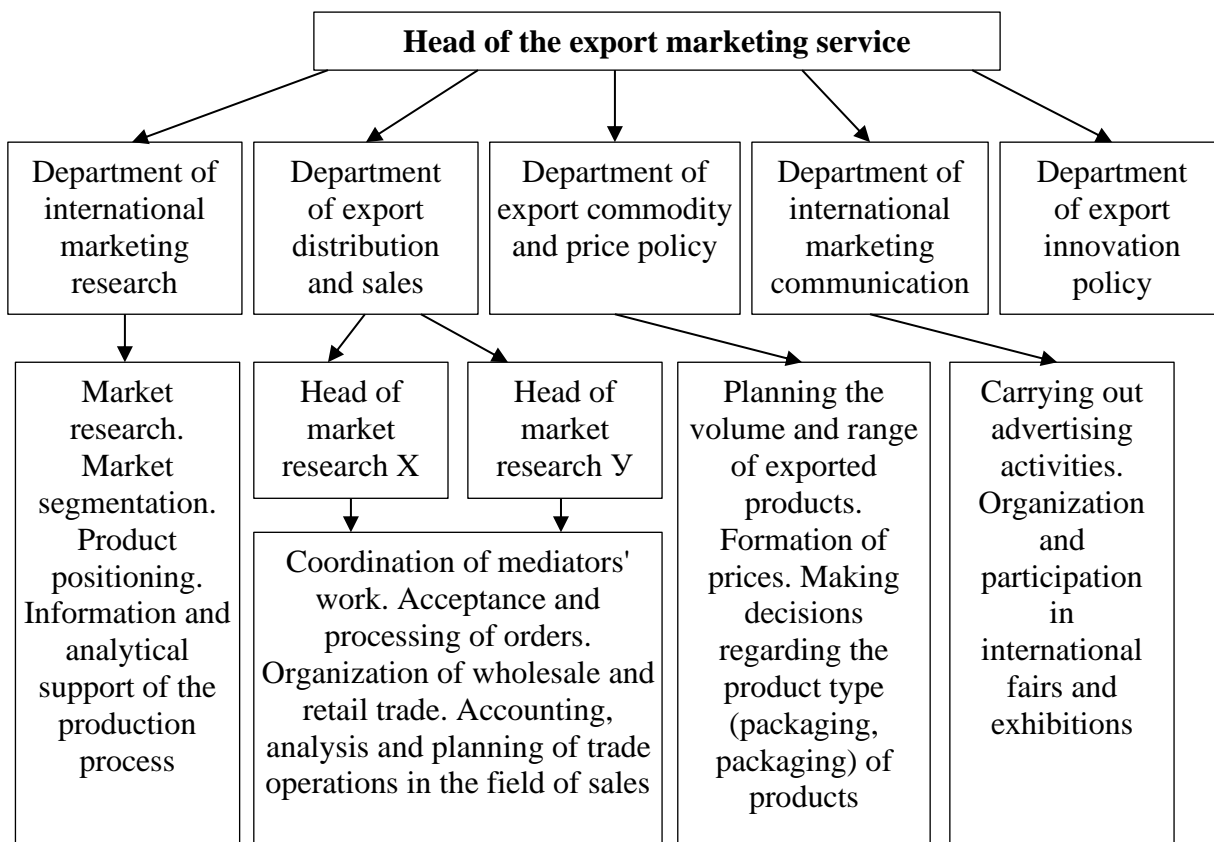
The specifics of management at different levels of the agricultural industry – region, district, enterprise – determine the specifics of the development of marketing in the field of foreign trade, or as it is often called export marketing. An indispensable condition for the successful functioning of marketing in the region is the creation of a single information space based on computer networks (a network of marketing systems), which will ensure the exchange of operational information, the coordination of export marketing activities of agro-industrial complex enterprises and state executive bodies, and will facilitate the adaptation of export agricultural marketing specialists to the conditions current structure of global agribusiness.

One of the central links of export agricultural marketing is the system of information and analytical support for the activities of marketing services at enterprises, which covers sorting and certification of products, the field of agricultural products procurement, international advertising activities, transportation of products, standards and technical requirements. When developing a foreign economic strategy, information is considered as the most important resource of the enterprise, and information technologies as means by which strategic goals are realized.

For agro-industrial complex enterprises, it is not important to separate and isolate information flows of foreign economic activity into a separate system or software product, but their integration into the general information system of the enterprise and effective interaction with this system.

Based on today's economic and social realities, it is most rational to create a

marketing service based on market-functional characteristics, when marketing specialists manage various functions of international marketing activities (Fig. 1).



*Fig. 1. Scheme of the organization of export marketing service at agro-industrial complex enterprises according to market-functional characteristics*

*Source: author's development*

The adjustment of the functioning mechanism of marketing information systems should be carried out through a complex of state institutions - at the Ministry of Agrarian Policy and Agro-Food through the national department, in regional and district administrations of agriculture thanks to regional offices.

The domestic system of agro-industrial export marketing should cover all enterprises and organizations, that is, the subjects of marketing activity should be producers of agricultural products, procurement, transport, processing, intermediary, service and trade enterprises.

At large agro-industrial complex enterprises, it is expedient to create special management structures – export marketing services. Smaller enterprises, for example,

peasant farms, including farm-type ones, intermediary and service firms can combine their financial resources and carry out relevant activities through industry marketing centers or use the services of consultants and firms that specialize in international marketing activities on a contract basis. contractual principles.

The market-functional structure of export marketing management allows you to clearly define the tasks and objects of international agricultural marketing, to specialize in the global market situation, to quickly respond to market fluctuations, to study each individual world market of products.

The analysis, planning and control of the enterprise's marketing activities include the task of forming new markets, developing and substantiating new types of products that better satisfy the need and increased demand. It should be noted that marketing is becoming one of the main types of economic activity of the enterprise, not inferior to, and in some cases surpassing in terms of priority, financial activity. The planning of the range of products is based on the study of needs and market relations (Fig. 2).

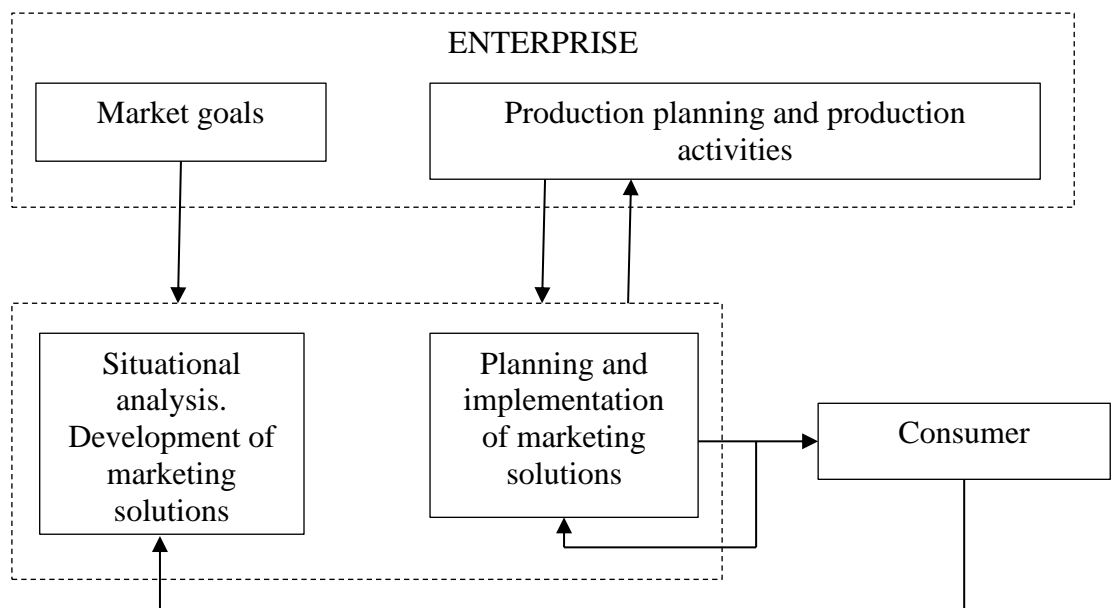


Fig. 2. The mechanism of interaction between marketing and the enterprise

Source: author's development

Let's consider a set of measures of the enterprise's marketing activity, focused on the study of the effective marketing activity of the enterprise on the following issues:

- analysis of the external (enterprise-related) environment, which includes markets, sources of supply. Analysis allows you to identify factors that contribute to commercial success or create obstacles to it. As a result of the analysis, a bank of information is formed for making informed marketing decisions.

- analysis of both actual consumers (those who buy the company's products) and potential consumers (who still need to be convinced to become relevant). Such an analysis consists in the study of demographic, economic, geographical and other characteristics of people who have the right to make purchasing decisions, as well as their needs in the broadest sense of this concept and the processes of purchasing both our and competing goods.

- study of existing and planning of future products, i.e. development of concepts for the creation of new products and/or modernization of old ones, including their assortment and parametric series, packaging, etc. Obsolete products that do not give the specified profit are removed from production and export.

- planning of goods movement and sales, including the creation, if necessary, of appropriate sales networks with warehouses and stores.

- ensuring price policy, which consists in planning systems and price levels for exported goods, determining the "technology" of using prices, credit terms, discounts, etc.

- management of marketing activities (marketing) as a system, i.e. planning, implementation and control of the marketing program and individual duties of each participant in the enterprise, assessment of risks and profits, effectiveness of marketing decisions.

This is a mechanism during which measures are analyzed, planned, implemented and controlled, designed to establish, strengthen and maintain profitable exchanges with target customers in order to achieve certain goals of the enterprise. Therefore, to reduce the degree of uncertainty and risk, the enterprise must have at its disposal reliable, sufficient, timely information (Fig. 3).

Marketing managers need information about changes in the market environment to carry out analysis, planning and control tasks.

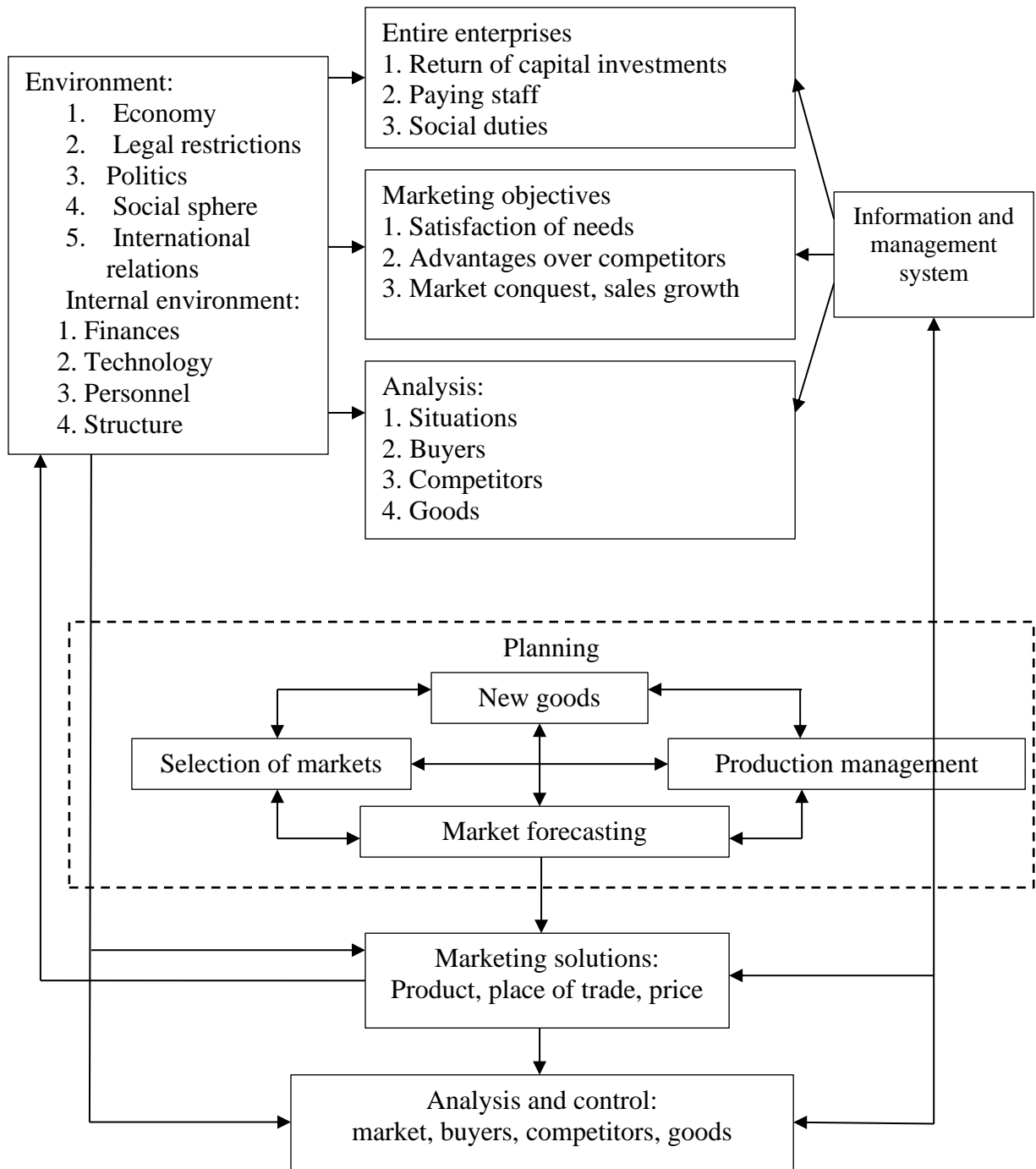


Fig. 3. A model for improving the mechanism of marketing activity of agro-industrial complex enterprises

Source: author's development

Every enterprise is interested in effective management of analysis, planning and control of marketing activities. In particular, you need to know how to analyze market opportunities, select target markets, develop an effective marketing mix and successfully manage the implementation of marketing efforts. All this constitutes the process of marketing management.

Marketing planning is done differently in different organizations. This applies to the content of the plan, duration of planning, sequence of development, organization of planning. So, the scope of the content of the marketing plan for different enterprises is different: sometimes it is only slightly wider than the plan of the sales department. Individual organizations may not have a marketing plan as a single document at all.

Improvement of the mechanism of analysis, planning and control of marketing policy in relation to a specific enterprise or industry consists of the results of improvement of production and sales activities in the following main areas: optimal use of market potential, including for new products; increasing the probability of forecast estimates; finding the market segment of the selected product, improving the accuracy of market analysis, etc. The only planning document for such organizations can be a business plan drawn up either for the organization as a whole or for individual areas of its development. In general, we can talk about the development of strategic, as a rule, long-term plans and tactical (current), as a rule, annual and more detailed marketing plans. Marketing control is a constant, systematic and impartial check and assessment of the situation and processes in the field of marketing.

We note that the control of marketing activity is an assessment of the results of the implementation of the marketing plan and the development of the necessary measures for its adjustment, because if you lose time when clarifications and changes can be made to the plan painlessly for the company, the consequences can be unpredictable. The importance of control of marketing activities increases with the increase in the dynamism of the environment, the size of the enterprise, and the level of division of labor.

The necessary information is obtained from internal reporting of the enterprise, marketing observations, research and data analysis. Taking this into account, it is necessary to correctly estimate and predict the size of the market, the potential for its development and the possible profit of the enterprise.

One of the conditions for developing a marketing plan is the study of consumer markets and consumer behavior.

To identify target markets and gain the trust of consumers, companies turn to

target marketing: market segmentation, selection and evaluation of its segments, and product positioning. We understand that comprehensive marketing research creates a reasonable basis for making decisions about the strategy and program of business development.

Forecasting the market, developing a strategy and planning one's actions on the market, forming market demand are the main principles of the marketing concept of management in the middle of the enterprise. Therefore, marketing will be increasingly integrated into the general management system of the enterprise, when the basis of making almost all production, sales, financial, administrative and other decisions will be the information coming from the market.

According to Baldyniuk V.M. the priority areas of work in the state regulation of the external sphere of activity of the agricultural industry should be:

- attraction of foreign investments in the agricultural sector through constant monitoring of proposals from investors, establishment of contacts with international financial institutions and international organizations;

- support of specific investment projects in the field of modernization of agro-industrial complex enterprises and provision of comprehensive assistance in their implementation;

- implementation of measures to deepen the activities of executive authorities in the field of practical implementation of the Program of European and Euro-Atlantic Integration of Ukraine;

- promotion of intensification of foreign economic relations of agro-industrial complex enterprises and their entry into the foreign market under martial law conditions [40, p. 42].

According to Pidvalnaya O.H. innovations in marketing in agriculture should be aimed at:

- development of new productions based on existing ones (diversification) aimed at deep processing of agricultural products (creating craft productions for processing products of nut growing, horticulture, etc.);

- production restructuring of processing enterprises (creation of clusters for the

production of biodiesel and bioethanol, etc. on the basis of sugar factories);

- the use of information technologies and digital channels for the promotion of agro-industrial products to the market [41, p. 72].

According to Furman I.V. improvement of investment and innovation activity in the agricultural sector requires improvement of the current mechanisms of investment attraction [42, p. 46].

The leading ways to improve the structure of the formation and distribution of the company's profit are the determination of the priority direction of the use of the profit. This will ensure the future development of the enterprise, the analysis of the dynamics and factors of the obtained profit, the identification of reserves, which will contribute to the maximization of profit, as well as effective planning of the formation, distribution and use of profit for the following periods [43, p. 63].

One of the effective means of increasing the efficiency of the export marketing activity of agro-industrial complex enterprises is the pooling of resources and coordinated activities with the aim of defending common interests in authorities, forming and advertising new types of products on foreign markets, conducting foreign economic activities, developing foreign economic marketing cooperation of agro-industrial complex producers.

Strategic planning of marketing activity is an important stage of marketing management of agricultural enterprises.

Planning of marketing activity is an integral component, on the one hand, of the general system of enterprise planning, and on the other, of the system of its marketing functions. The principle feature of the strategic marketing planning system is the orientation to ensure sustainable competitive advantages of the enterprise, corresponding to its unique resources, competences, and structural position in the market environment.

The main principles of strategic marketing planning of the studied enterprises include: focus on ensuring sustainable competitive advantages; focus on product differentiation; continuous monitoring of the external environment; identification of opportunities and threats; adequate market segmentation; implementation of



competitive and structural analysis; setting clear priorities and following them; deepening customer orientation; high marketing professionalism of the staff; the leadership potential of the company's management.

The organizational and economic reforming of agro-industrial production lays the foundations for a significant expansion of the economic powers and responsibilities of agricultural enterprises in the process of carrying out their economic activities. Decentralization of the decision-making process in the agri-food sector, increasing the economic independence of the economic entities that run the business are natural and objectively necessary trends. Therefore, the process of generation, development, justification of management decisions should be carried out primarily at the enterprise level, and at the same time be based on a reliable information base.

The shortcomings of the information service system for agricultural production of the Vinnytsia district can be considered as the following: 1) lack of information resources, primarily market and scientific and technical information for production purposes; 2) dominant information flows are not aimed at serving production structures and the population; 3) the functioning of the system is based mainly on outdated paper technologies for collecting, systematizing, processing and distributing information and does not ensure the necessary efficiency; 4) contacts are not established and information exchange is not ensured with international and national centers of scientific, information and business activity in the volume required by the reformation processes.

At the same time, this list must be supplemented with another element related to the need to improve the functional orientation of information flows that are formed at this stage in the system of agro-industrial production. It is about ensuring the priority marketing orientation of the information support system of the management decision-making process.

The analysis of the work of agricultural enterprises of the state shows that the information flows, which represent the informational basis for making economic decisions in enterprises, are not sufficiently adapted to the instability of the marketing situation, the aggressiveness of the market environment, and the weak predictability of

the market situation. Therefore, it is necessary to develop a system of principles of information service for the entrepreneurial activity of an agricultural enterprise, the implementation of which would allow the maximum use of the economic potential of entrepreneurial energy to stabilize production activity and improve financial indicators.

We consider it appropriate to understand the marketing information system of the enterprise as a set of interdependent internal and external information flows, the main poles of which are the agricultural producer and the consumer of food products, which is closed within the framework of the marketing service of the enterprise and is aimed at the development of an effective complex of marketing of the corresponding products.

Based on these principles, we developed an organizational structure for managing the marketing activities of an agricultural enterprise.

The implementation of these proposals will contribute to increasing the efficiency of the functioning of agricultural enterprises of the Vinnytsia district.

The implementation of the developed approaches requires not only trained specialists, but also efforts during the creation of management structures, the tasks of which include analysis, planning, organization and control of marketing activities at agro-industrial complex enterprises focused on foreign economic activity.

The developed model for improving the mechanism of marketing activity of agro-industrial complex enterprises in the field of foreign trade will provide an opportunity to:

- to increase the volume of exports of products of the agricultural processing sector;
- improve forecasting of the impact of external factors;
- to maximize the profits of the respective enterprises;
- predict the impact of environmental factors.

#### **4. Modern aspects of marketing management activities of agricultural enterprises**

The formation and effective development of market relations in Ukraine necessitates the improvement of the management system of agricultural enterprises, the orientation of the management system to the market conditions of business, the ability to respond in time to changes in the marketing environment. Currently, only a small proportion of agricultural enterprises use marketing management methods in the management process, and only a few of them use a systematic approach in management based on marketing.

The current stage of development of the agricultural sector of the economy of Ukraine is characterized by the gradual creation of fundamentally new conditions for entrepreneurial activity. An economic situation is forming, in which there is an urgent need for the further development of the market orientation of production. In turn, the global food crisis caused a number of peculiarities in the production and commercial process of this industry. In connection with this, marketing activity becomes a real economic tool for organizing the activities of agrarian enterprises, taking into account the requirements of the market – a complex and systematic method of solving the problems of organizing agricultural production. All this requires the solution of a number of research tasks based on a systematic approach, the development and implementation of market management strategies for agricultural enterprises.

In a number of cases, marketing activity is considered as an element of the activity of an agricultural enterprise, which exists separately and is an independent object of management. But market economic transformations require consideration of all spheres of enterprise activity through the prism of marketing. As a result, the entire management system of the agricultural enterprise should have a marketing orientation, especially in the context of European integration. There is a need to consider and solve problematic issues of developing strategies for the transition of enterprises from outdated forms and methods of management and management to new, scientifically based market methods, in particular such as systematic marketing management.

As you know, Ukraine is an agrarian country that provides the lion's share of the export of agricultural products. In connection with the war on the territory of Ukraine and, as a result, the inability to export agricultural products in the appropriate volumes, the ongoing problem affected not only the Ukrainian agrarian business, but also threatened with a global food crisis. Even developed European countries felt the consequences of armed aggression on the territory of our country on the efficiency of their economic development, because Ukrainian producers provided a significant share of the market for both finished agricultural products and raw materials for their production.

It is important to emphasize that, despite the war, our entrepreneurs, including agrarians, confidently and actively maintain "their front", ensuring the production of agricultural products for domestic and foreign consumers, as well as filling the country's budget, and as a result, they support the stability of the economy. It is worth realizing that after Ukraine's victory in the war, it will be necessary to actively rebuild our country, raise the economy, and one of the important factors that will contribute to this is the effective activity of business, including agricultural business. For the sake of the competitive development of entrepreneurship in general and the competitiveness of products in particular, in our opinion, it is important to focus business attention precisely on active marketing activities.

The development of marketing activities of agricultural enterprises is characterized by the following directions:

- integration of forces and means aimed at the implementation of additional branches of agricultural production;
- creation of an effective market system for the movement of commodity products;
- meeting the needs of raw materials for processing enterprises.

On the part of state regional marketing centers, these can be:

- marketing research on the food market and information and advertising support for product sales;

- optimization of agricultural production and product range of agricultural products;

- improvement of the system of managing the movement of products and merchandise circulation.

Domestic agricultural enterprises in the process of marketing management solve the following tasks:

- comprehensive and systematic study of market demand;
- adaptation of products to the requirements of the foreign market;
- production of competitive products to increase exports;
- promoting the interests of the enterprise on the basis of marketing [45].

The following is necessary for effective marketing management at an agricultural enterprise:

- reliable, reliable and timely information about the agricultural market, the structure and dynamics of demand, customer requirements, etc.;

- adequate response of management personnel to incoming information regarding changes in the agricultural market;

- creation of such a product/assortment that would more fully satisfy the needs of the market than competitors' products;

- the necessary impact on consumers, their demand, the agricultural market.

The marketing management process is a developed consistent set of marketing actions aimed at the implementation of marketing functions and principles, as a result of which the needs of consumers should be identified and satisfied, and the company should receive the expected profit [46].

At the current stage of the formation of the market economy of Ukraine, the role of improving the management of marketing activities of enterprises is growing. An integral element of effective entrepreneurial activity is the understanding and use of the marketing concept in enterprise management. The qualitative and social component of marketing in management is huge – it determines the highly profitable rhythmic activity of economic entities.

As the practice of Ukrainian enterprises shows, although the implementation of marketing is becoming more and more widespread, all forms of management of marketing activities are not yet fully used. And this would create prerequisites for ensuring the competitiveness of enterprises, adaptation to constant changes in the external environment and market conditions, stability of business conditions.

The development of agricultural enterprises depends, first of all, on the ability to anticipate changes in the market, adapt their activities, changing the range of products and forms of service, sales network, organizational structure and other elements of internal potential [47].

To effectively conduct business in agriculture, it is necessary to understand and take into account the peculiarities of marketing in this sector of the economy, which are determined by the specifics of agriculture [48]:

The first feature is the direct dependence of economic results on natural and climatic conditions. The production of agricultural products is interconnected and determined by the main means and object of production - land, namely, its quality, intensity of exploitation. "Droughts, floods, pests, animal and plant diseases make the agricultural sector a sector of relatively risky investment of capital" [48].

The second feature is the role and significance of the product. Marketers are dealing with basic necessities. Accordingly, they must meet the needs of consumers in a timely manner and in the required quantity and assortment, taking into account the sex-age structure, national characteristics, and the state of health of consumers. The goods, as a rule, perish quickly, therefore, prompt delivery, appropriate and safe packaging, service and aesthetic support are necessary.

The third feature of marketing in agriculture is the discrepancy between the working period and the production period. Crop products are obtained once or twice a year, and the working period lasts the whole year. In this regard, marketing specialists should be well aware of the structure of consumer demand, be able to predict the trend of its satisfaction, market conditions, etc.

The fourth feature is the seasonality of production and obtaining products. This is related to the specificity of marketing support for the study of the sales market and

product promotion. In connection with the fact that the consumer can be the final one, the feasibility of marketing activities for the processing of products directly by the producer in the economy appears.

The fifth feature is the variety of forms of ownership in the agro-industrial complex system for land, means of production, and goods that are sold. This leads to a variety of aspects of competition, which is driven exclusively by consumer demand and its satisfaction. Hence the variety and diversification of marketing strategies, tactics, forms, methods, techniques. For example, taking into account the factor of competition, marketing strategies can be: competition, cooperation, product, conversion, diversification. At the same time, the number of forms, types of tactics, methods, methods is growing at a significant rate today.

The sixth feature is the variety of organizational forms of management, because agriculture is characterized by the largest number of organizational and economic forms among other industries. The most important task of agricultural marketing, which aims to satisfy consumer demand, is the formation of a comprehensive system of agricultural marketing on a national scale, which will provide the necessary conditions for realizing the potential of each agricultural marketing formation.

The seventh feature is unevenness and different levels of implementation of marketing activities. This applies to the entire agricultural marketing system, including production, processing and sale of goods. Demands and interests of consumers for the quality of the product, for its service and maintenance, are constantly growing, but it is quite difficult for domestic enterprises of the agro- industrial complex and small business organizations to satisfy them due to the underdevelopment of the sphere of entrepreneurship, marketing and agribusiness.

The eighth feature is high sensitivity, receptivity, adaptability, self-organization, self-management of the agricultural marketing system in comparison with systems of other types of marketing. "This is due to such factors as:

- the presence of fierce competition on the market of agricultural products due to the identity of goods. Therefore, companies that have a competitive system not only in their segment, but also abroad are leading;

- production of many types of products depends on natural and climatic conditions, accordingly, self-organization of the marketing system is necessary, the level and pace of adaptability of which depends on the effectiveness of agribusiness;
- the agricultural marketing system should quickly adapt to state and other decisions due to the variety of organizational and legal forms" [49].

So, the peculiarities of agricultural marketing are primarily related to the specifics of agricultural production, which is characterized by a variety of products and market participants, a large number of organizational forms of management, and staffing problems.

Market factors of the economy have given rise to a number of problems in the country related to the instability of the external environment, changes in the market situation, fierce competition, unpreparedness of management for changes in management technology, the lack of highly qualified specialists in the management of marketing activities of enterprises, and others. The application of marketing at domestic enterprises is hindered by a number of problems that make up several main groups, which are depicted in fig. 1. [50].

Marketing management (management of marketing activities) at the enterprise is a wide range of measures of a strategic and tactical nature, aimed at the effective implementation of the market activity of the enterprise and the achievement of its main goal – meeting the needs of consumers of goods and services and obtaining the greatest profit on this basis.

Marketing management at the enterprise is the process of analysis, development and implementation of means designed to establish, strengthen and maintain profitable exchanges with customers to achieve the enterprise's goal – making a profit, increasing sales volumes, increasing market share, etc.

Identifying, on the basis of various analysis, those types of products that can provide the organization with the highest level of profit, and targeting activities through planning for the sale of those types of products is the most important task of the enterprise's marketing activity.



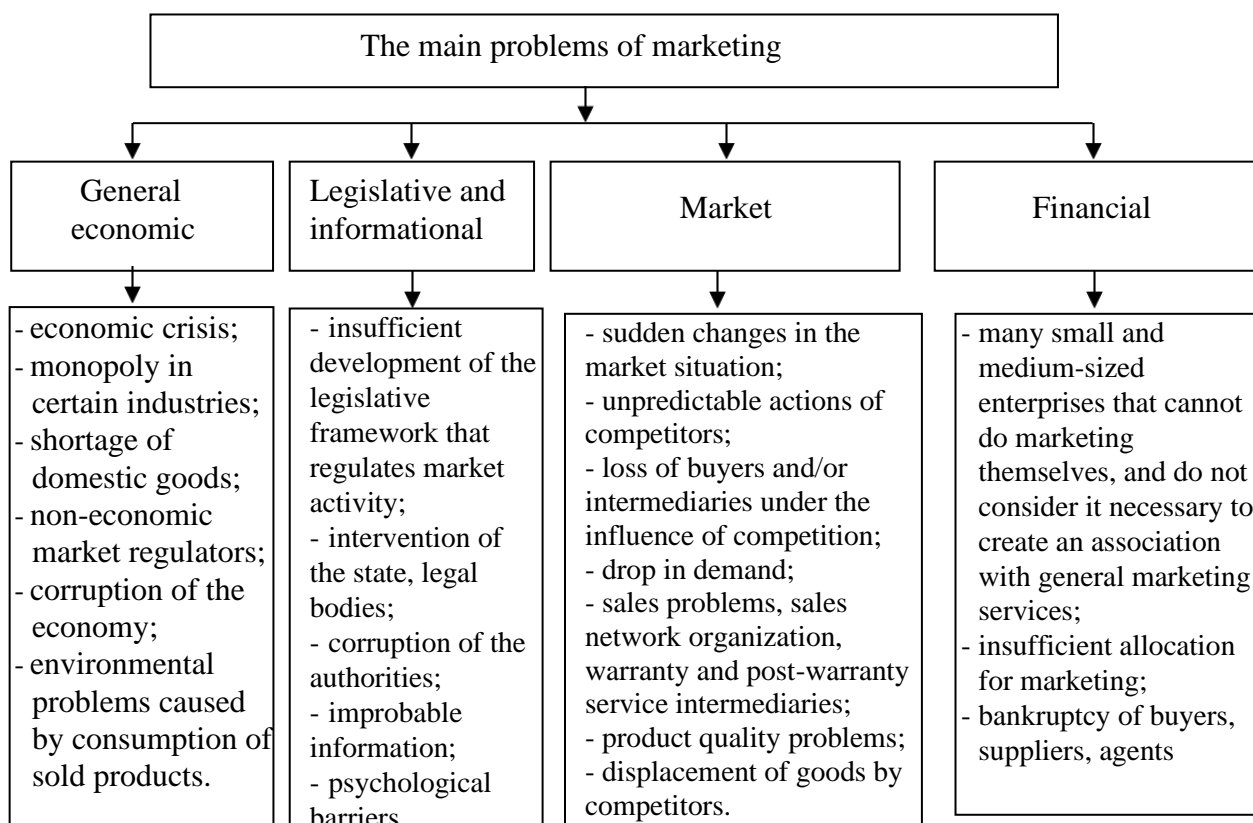


Fig. 1. Typical problems in the application of marketing by agricultural enterprises in Ukraine

Source: generated by the authors according to [48, 51]

Strategy formation is the main stage in the process of strategic management of an agricultural enterprise. Among the existing variety of enterprise strategies, marketing strategy plays a rather important role. Many scientists attribute it to functional strategies, but in fact it covers all levels of strategic planning in an enterprise [51].

Marketing strategy is an integral part of the overall corporate strategy. It determines how the company can better use the available resources in order to achieve sales growth and profit growth in the long term. This strategy is included in the marketing plan and is descriptive in nature, in which specific actions are not developed, but only their general direction is set. In general, the marketing strategy of an agricultural enterprise means the creation of a scheme that allows you to achieve key business goals, as well as the practical implementation of proposed measures in the field of marketing. If the strategy is created within the framework of general planning,

then it reflects the main directions of activity of the agricultural enterprise in the market. It is mainly about interaction with competitors and with the client audience.

The formation of the marketing strategy takes place under the influence of various factors. Among them: the current goals of the organization, its state in the industry, the amount of available resources. It is also necessary to assess the market prospects of the agricultural enterprise and take into account the possible activity of competitors.

The main goals of the marketing strategy are:

- attracting more customers and increasing the number of orders in order to increase the level of product sales;
- offering goods or products at more attractive offers for the target audience;
- ensuring the growth of the profit of the agricultural enterprise;
- coverage of the widest possible segment of the market with its products, goods or services;
- occupying a leading position in the selected segment [52].

Marketing management is the process of planning and implementation of pricing policy, promotion and development of ideas, products and services, aimed at carrying out an exchange that satisfies both individuals and the firm. 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, to determine the optimal ratio of supply and demand, so that the firm achieves its goal [53]. In essence, it is the management of supply and demand and is carried out when one of the parties to a potential exchange develops and uses the means of achieving the desired action. Marketing management can be carried out from the positions of five approaches, which are shown in fig. 2.

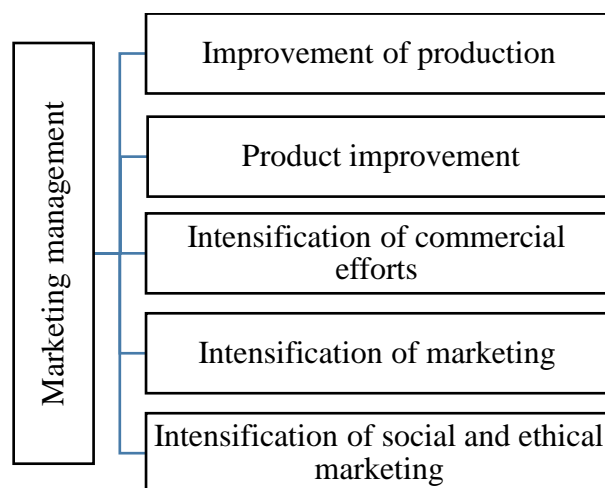


Fig. 2. Approaches to marketing management

*Source: generated by the authors*

Management of marketing activities at the enterprise is a system of various types of activities that represent a wide range of measures of a strategic and tactical nature, interconnected and aimed at the effective implementation of the enterprise's market activities and the achievement of its main goal – meeting the needs of consumers of goods and services and obtaining on this basis of the greatest profit. This concept takes into account the complexity of the marketing management process, its purpose and essence, it emphasizes the systemic nature of this process, because marketing management must be carried out systematically and comprehensively.

The modern economy is characterized by high dynamism. Accordingly, only the most flexible marketing strategy can be successful, which can be quickly rebuilt taking into account any changes in the market. It is less likely to develop such a plan that would be effective regardless of which enterprise uses it. In each specific case, all directions of the operation of an agricultural enterprise must be developed individually, taking into account the field of activity, the characteristics of the goods, products or services promoted on the market [54, 55].

Unfortunately, the market and modern marketing strategy is used by a small number of agricultural enterprises, in particular, these are large enterprises and agricultural holdings. In general, the majority of agricultural enterprises in their activities applies a production or commodity marketing strategy. The use of a sales

marketing strategy in agricultural enterprises of Ukraine is considered quite a success.

Each enterprise has the right to choose the marketing management concept that will ensure the achievement of the maximum efficiency ratio.

The theory of marketing recognizes several basic concepts that developed as the economic situation changed (Table 1):

- production;
- commodity;
- sales;
- traditional;
- social and ethical marketing;
- the concept of interaction marketing.

*Table 1*

Basic concepts of marketing

Production concept of company marketing	
Key concept idea:	Increasing the volume of production of existing items.
Tools:	Cost of production, productivity.
Main goal:	Optimization of production – sales growth – increase profits.
Commodity marketing concept	
Key concept idea:	Development and production of good quality goods.
Tools:	Commodity policy.
Main goal:	Development of new product items and modification of existing products.
Sales marketing concept	
Key concept idea:	Increasing sales channels.
Tools:	Sales policy.
Main goal:	Improving the efficiency of sales of goods through marketing activities for the sale of goods.
The concept of socially responsible marketing	
Key concept idea:	Production of goods that meet existing needs, taking into account the requirements and restrictions of the company.
Tools:	Complex Product Price Place Promotion. Research of needs, needs and expectations of the consumer. Study of social and environmental consequences of production and consumption of goods and services.
Main goal:	Satisfying the needs and demands of customers while preserving human, natural, energy and other resources without causing great harm to the environment and humanity as a whole.
Relationship marketing concept	
Key concept idea:	The activities of the organization should be aimed at long-term cooperation, taking into account all the nuances of the relationship with customers and partners.
Tools:	Complex Product Price Place Promotion. Marketing system of interaction.
Main goal:	Establishing long-term mutually beneficial relationships with market participants in the business process

*Source: generated by the authors according to [56, 57].*

Each of the listed concepts has its own specificity and priority areas of activity. Changing the emphasis of marketing policy depends on market fluctuations and the state of affairs within the company.

The production improvement concept states that consumers will favor products that are widely available and affordable, and as a result – the company should focus its efforts on improving production and increasing 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 is necessary to reduce it, for which it is necessary to increase the productivity.

The concept of product improvement states that consumers will favor products that offer the highest quality, best performance, and properties, so a company should focus its efforts on continuous product improvement. The negative point of this concept is that consumers do not actually satisfy the need for a specific product.

The concept of intensification of commercial efforts states that consumers will not buy a company's products in sufficient quantities unless the company makes sufficient sales and promotion efforts. The field of application of the mentioned concept is the promotion of so-called passive demand products (insurance, encyclopedic dictionaries, etc.) to the market.

The concept of marketing states that the key to achieving an organization's goal is to identify the needs of target markets and provide the desired satisfaction in a more efficient and productive way than competitors.

Orientation in this concept goes to the needs of customers. The concept of socio-ethical marketing states that the task of the company is to establish the needs and interests of the target markets and ensure the desired satisfaction in more efficient and productive ways while simultaneously strengthening the well-being of the consumer and society as a whole. This concept tries to resolve the contradiction between meeting the true needs of customers and their long-term well-being.

The main principles of marketing management at the enterprise follow from the mentioned approaches, which are shown in fig. 3.

These principles determine the specific areas of activity of agricultural

enterprises carried out within the framework of marketing, the content and direction of its main functions, which are characterized by evolutionary development.

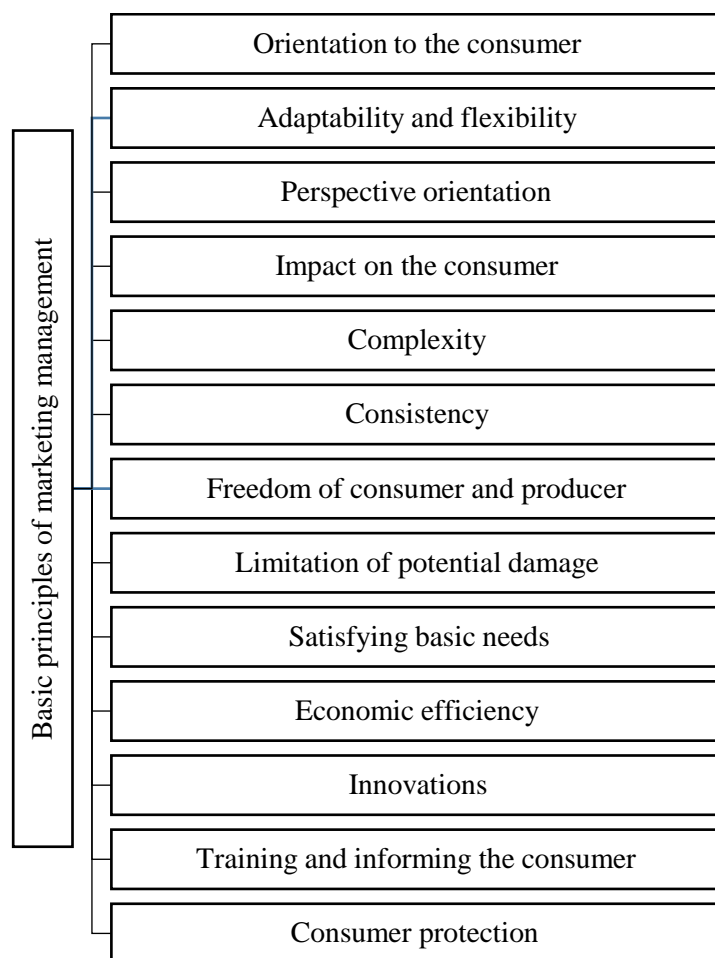


Fig. 3. Basic principles of marketing management in an agricultural enterprise

Source: generated by the authors

The general functions of marketing management at the enterprise are:

- analysis;
- planning; planning;
- organization of execution;
- control.

The specific functions of marketing management at the enterprise are:

- development of the goals and objectives of the enterprise, the main strategic principles of its activity;
- development of enterprise strategy, definition of markets;

- product planning;
- preparation of procurement plans for material and technical resources;
- formation of a production plan;
- planning and implementation of a complex of marketing communications;
- formation of distribution channels;
- formation and implementation of price policy;
- financial support planning;
- selection of employees;
- formation of the marketing activity management structure;
- formation and implementation of the system of managerial influences;
- organization of collection and processing of marketing information.

In general, a schematic model of marketing activity can be presented as shown in Fig. 4.

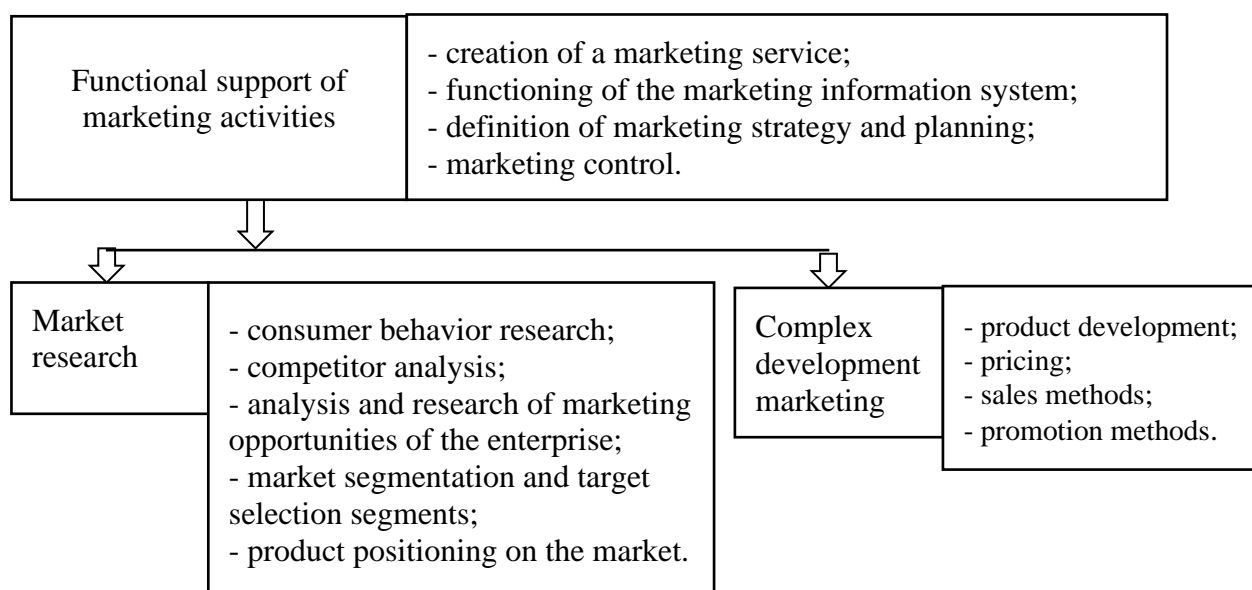


Fig. 4. Model of marketing activities

*Source: generated by the authors according to [46, 60].*

The marketing activity of an agrarian enterprise always begins with a comprehensive market research, because it is focused on meeting the needs of consumers. In the course of this research, the behavior of consumers, their tastes and preferences, needs, consumer preferences, motives that encourage them to buy goods are studied, and this allows the enterprise to satisfy their needs as best as possible.

Market research also involves studying and forecasting the demand for the product, analyzing the prices and products of competitors, determining the market capacity and the company's share in it. Such an analysis helps to assess market opportunities and determine an attractive direction of marketing activity, in which the company can gain competitive advantages.

At the same time, the company is looking for its potential customers, whose needs the company seeks to satisfy. At the same time, they use a very important marketing technique – market segmentation, that is, the division of consumers into groups based on the difference in their needs, characteristics and behavior. If the company has correctly chosen the market segment for further cooperation, it means that it has found its "niche" in the market.

After that, it is necessary to position the product on the market, that is, to clearly define how the product of this enterprise will differ from the products of competitors, thanks to which characteristics it is possible to gain competitive advantages in the minds of potential consumers. Having made a decision on product positioning, the company can start developing a marketing mix. This is one of the fundamental categories of modern marketing. Its most important elements are the marketing complex – the so-called "4Rs": product, price, place, distribution or delivery, promotion [57].

Then the development of the marketing complex of the enterprise is carried out, that is, the product, pricing, sales methods and channels, methods of promoting the product on the market.

The final stage of the marketing management process is the evaluation of marketing activities (Table 2).

The efficiency of marketing activity is determined: economic (total profit obtained and per unit of product, sales price level, volume of sold goods, sales costs, sales promotion, advertising, propaganda, service efficiency and labor productivity of marketing employees) and social. Based on the results of the evaluation, a conclusion is made about the expediency of using the service in the future or improving it (partially, radically).



Table 2

A system for evaluating the effectiveness of marketing management at agro-industrial complex enterprises

Effectiveness of management of functioning	Commercial direction of the directors	Directors' focus on customer demand
		Skill level and speed directors' response
		The level of understanding of the problem by directors
	Commercial orientation of workers	Everyone's market research attitude structures
		The possibility of workers' turnover
		The presence of "loyalty to the company"
	Cooperation of directors and workers	The level of separation of management work from the work of the staff
		Progress of problem solving
	Link to the development of the management complex in external environment	Correct sequence in the process "realization - purchase"
	Performance of destination management	Strategy
Ways of market analysis		
Periodicity of market analysis		
Involvement of system paths in planning market research		
Information research activity market		
Systematization		The nominal structure of the research unit market
		Qualification of employees of the unit
		Relations of the above division and all involved in production
Promotion		Options for encouraging employees of the unit to market research
		he identity of the needs of the enterprise and private needs of employees
Supervision		Specificity of performance requirements market research
		Periodicity of supervision.
Effectiveness of needs management	Product management	Creating diversity
	Management implementation	The presence of ways of implementation
	Cost management	Ways of setting the cost
	Asset management	Attracting funds
The purpose of the means		

Source: generated by the authors according to [60, c.19].

The continuous development of marketing is facilitated by the constant emergence of new ideas and trends in this field. Although countries with a developed market economy have accumulated rich experience in the practice of using marketing in the activities of enterprises, it should be taken into account that it is one of the most

dynamic branches of agricultural activity. Trends in the development of the modern market are of particular importance for the evolution of marketing, this is the growing importance of the following areas:

- quality, prices and consumer satisfaction;
- building relationships with consumers and maintaining them;
- management of business processes and integration of management functions;
- global thinking and planning of local markets;
- strategic alliances and networks;
- industries with high technologies;
- marketing services;
- direct and online marketing;
- ethics of marketing behavior.

To successfully master marketing, you must adhere to the following conditions:

- organization of training of managers and specialists in basic methods and tools;
- training of relevant personnel;
- creation of personnel potential of marketers-professionals;
- building the necessary organizational structure (special marketing services);
- creation of scientific and material support for marketing research;
- high level of implementation of marketing elements;
- incentive mechanism for reorientation to marketing.

The application of marketing largely depends on the form of ownership and the specifics of the management organization of a specific enterprise. Private, leased, joint-stock organizations respond more quickly to market requirements, have great opportunities for independent decision-making on interconnected elements of the marketing complex: nomenclature, output volume, price, product distribution channel, sales promotion and other things that are organically necessary for the development and implementation of marketing policy. In our country, the application of marketing as an integral concept of market management is not very widespread. The use of groups of interconnected methods and means of marketing activity, as well as individual elements of the marketing complex, is widely used.

The successful operation of an agricultural enterprise depends on the flexibility of the management system. Management that does not keep up with dynamic changes within the enterprise and in the external environment leads to the "death of ideas" and makes the enterprise incapable of adaptation and further development. An organization that tends to adapt also needs a new management technology, leadership with the appropriate qualities, which in modern science are called "leaders' ability to transform." Therefore, the management and organization of business processes of Ukrainian enterprises today should be based on the principles of marketing and management.

It is worth considering the dynamics of the number of agricultural enterprises in Ukraine (Fig. 5).

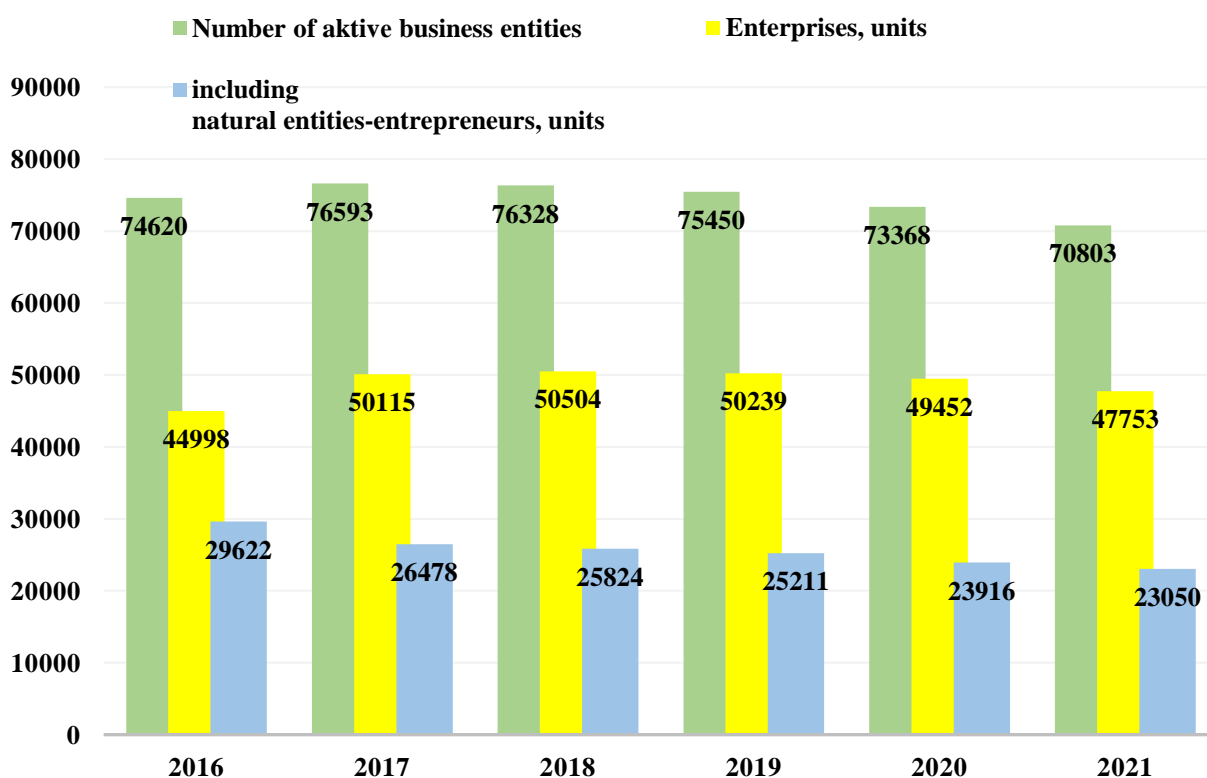


Fig. 5. Dynamics of the number of agricultural, forestry and fishing enterprises in Ukraine, 2016-2021.

*Source: calculated by the authors according to [58].*

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 of 5117 enterprises, but in the same period we also observe 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 active agricultural, forestry, and fishing entities by 5,525 units, in particular, the most negative trend is observed in the number of individual entrepreneurs by 2,774 units. It is also worth emphasizing that in the period under study, the number of individual entrepreneurs in this industry has maintained a stable negative trend, in particular, in 2021, by 6,572 units, compared to 2016. As for agricultural, forestry and fishing enterprises, their dynamics did not change unambiguously, in particular, stable growth was maintained up to and including 2018, but in 2019-2021 their trend had a negative value, but in 2021 their number was still greater for 2755 units, compared to 2016.

One of the factors in the decrease in the number of enterprises, including agricultural ones, both in Ukraine and in the world as a whole, was the COVID-19 pandemic. The main challenges in this period were: a general decrease in the purchasing power of the population; quarantine restrictions regarding the simultaneous stay of a certain number of workers in commercial premises; quarantine restrictions on the functioning of agricultural markets; complication of the 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 stop 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 advantages in the target markets.

The military aggression of the Russian Federation against Ukraine became even more destructive for Ukrainian enterprises of all sectors, the final consequences of which are still too early to summarize. However, the consequences that have already been officially recorded indicate that a large number of enterprises have lost, partially or completely, their capacities and resources due to armed aggression and the occupation of some territories of our country and entrepreneurs in order to preserve their business, the ability to work, support the population and the economy of the country, are forced to move their business to more or less safe regions of Ukraine [59].

In modern business conditions, marketing management and planning are of great importance. It gives managers a number of advantages:

- stimulates them to constant perspective thinking;
- leads to clearer coordination of the firm's efforts;
- leads to the establishment of activity indicators for further control;
- forces the firm to clearly define its tasks;
- makes the company more prepared for rapid changes;
- more clearly demonstrates the interrelationship of the duties of all officials.

This formulation of the planning problem makes it possible to quickly adapt to new economic conditions on the market. Knowledge of marketing is mastery of market language [60].

But in each region there are a large number of economic structures that do not have marketing specialists. An entrepreneur is his own director, marketer, accountant, etc., he simply cannot contain such a number of specialists, so he will use the services of special consultants. Factors that strongly influence the management of marketing activities are the age composition of employees, the level of their education, material and moral stimulation, 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 [60].

An agrarian enterprise that implements management of marketing activities in its activities provides, thanks to this, for itself:

- the target orientation of the market activity of the agricultural enterprise, which is related to meeting the needs of society and individuals;
- the competence of marketing activity, which is manifested in the organization of the technological process from the design of the product to its consumption;
- maximum approximation of the range of market needs and consumption conditions;
- analysis of the agricultural market, i.e. its potential, capacity, situation, demand, consumer behavior, company capabilities, competition, etc.;

- motivation: creation of appropriate material and moral incentives for employees in order to ensure that they fulfill their duties;
- control and analysis of the implementation of marketing activities.

The agricultural enterprise is influenced by suppliers, competitors and the external environment. All this determines the actions of the enterprise in the market of end consumers. Marketing research conducted by the company and its competitors helps to make informed decisions, to always be aware of events and changes in the consumer market. There is a continuous exchange of resources and information between the agricultural enterprise and the external marketing environment. In order to act effectively, the enterprise must, on the one hand, adapt to changes in the external marketing environment, and on the other – act on it [61].

As is known, the marketing macro-environment is a set of external parameters influencing the enterprise, which determine its performance of the production function, the function of providing resources, and marketing functions. Under the macro environment, enterprises usually understand the system of economic relations between the enterprise and other macroeconomic entities, which is realized through the stability of the political and legal spheres, the dynamics of consumer spending, the level of employment, the level of prices, the aggregate tax rate, etc. In particular, there are the following types of environment: natural, political and legal, economic, demographic, moral and ethical values, customs, beliefs, traditions. The excessive tax burden, the deterioration of the demographic environment, the strengthening of requirements for the greening of products and the growth of consumer demand for products with additional useful properties, the unstable economic condition of the country cause enterprises to choose mainly not growth strategies, which are simply unrealistic to implement under the existing conditions, but maintenance strategies ("survival ») conditions of unfavorable macro-environmental factors and existing threats [62].

According to the modern concept of the orientation of the enterprise's trade and sales activities to the market, to the specific requirements of the consumer, the organizational and economic mechanism of the approach from the marketing side to the improvement of enterprise management should be a purposeful interrelated

interaction of the elements of production, supply, sales, finance and labor resources management with the defining role of marketing as a process that creates prerequisites for ensuring the satisfaction of the buyer's wishes by developing and offering the goods and services they expect. Therefore, organizational and economic links include elements of marketing and its features, which allows you to connect the capabilities of enterprises with the needs of the external environment, clearly responding to changes in the structure and requirements of the market.

The organizational and economic mechanism of the marketing approach to managing the company's activities is presented in fig. 6.



Fig. 6. Scheme of the organizational and economic mechanism of the marketing approach to the management of business entities.

Source: generated by the authors according to [60,63].

The essence of the marketing approach to the management of agricultural enterprises characterizes it as a complex system that allows you to connect the

capabilities of business entities with the needs of the market and achieve advantages in comparison with competitors. The orientation of enterprises towards the use of a marketing approach usually requires a change in the structure of their management. At the same time, the marketing department and its managers take the first place in the management of economic entities, which will determine the directions of activity of all other services in the future, including directly production [63].

Many agricultural enterprises are taking steps to reorganize or re-create the company's marketing system. Given that most businesses are in a difficult financial situation, it is usually recommended to start with actions that do not require significant costs.

Modern management tools for enterprise competitiveness – competitive analysis and benchmarking – should be used when developing promising management marketing solutions.

Competitive analysis reveals those features of the company's internal and external environment that have the greatest impact on the company's strategic vision and capabilities. Competitor analysis is a necessary part of any business plan, because it shows the company's competitiveness in the market and helps to develop a development strategy that will increase its competitiveness.

Benchmarking is an approach to business planning that involves a continuous process of evaluating the level of products, services, and work methods that discover, study, and evaluate the best in other organizations in order to use the knowledge gained in the work of one's organization. Thus, benchmarking is a method of using other people's experience, advanced achievements of the best companies, individual specialists to increase the efficiency of work, production, and improve business processes. In modern practice, there are various types of benchmarking:

- competitive – comparison of one's products, business processes with analogues of direct competitors;
- functional – comparing the efficiency of individual functions of companies of the same industry, not necessarily direct competitors;
- general – analysis and perception of advanced surveys of companies operating



in other industries;

- internal - comparison of the efficiency of work of different divisions of the same organization and implementation of the best work practices and business processes.

The analysis of the competitiveness of agricultural products, works, and services should involve studying the situation on the sales market, comparing the products produced with products of a similar profile produced by competing enterprises. There are various evaluation methods. For example, the parameters of competitor products can be divided into three groups: marketing, economic and technical.

In the table 3. Indicators for assessing the competitiveness of agricultural products are given.

It is advisable to assess the state of market competition by four competitive forces: direct competitors, potential competitors, buyers and suppliers. Characteristics of competitive forces acting on the market of agricultural products.

The change in the level of competition in the market of agricultural products is determined by the general state of the economy, changes in legislation, and the globalization of the agrarian sphere. The state of competition largely depends on the stage of the life cycle of the agricultural product market, which is determined by the following parameters: sales, profit, consumers, number of competitors, main strategic efforts of sellers, marketing costs, main marketing efforts, distribution of services, price.

The comprehensive method of assessing competitiveness allows to conduct a study of competitiveness at once on the entire market of agricultural products, that is, to compare the competitiveness of services with the goods of all competing firms. This technique is easy to use, based on open data and takes into account the opinion of consumers. The calculation includes:

- determination of consumer criteria (requirements) for agricultural products;
- assessment of product competitiveness based on consumer criteria;
- assessment of the competitiveness of the firm's marketing activities relative to competitor firms;
- conclusions about the real competitiveness of the product and determination of measures to increase it.

Table 3.

Indicators of assessment of competitiveness of agricultural products

Indicators	Characteristics
Marketing	
Social	Characterizes the conformity of products, works, services, demand of a certain purpose, corresponding to the structure of public needs. Characterizes the compliance of the service with the structure of needs.
Functional	Characterizes the use of products, robots, services for their intended purpose in accordance with the main function. These are indicators of versatility, performance of auxiliary operations, evaluate features of services at the stages accompanying the main function
Reliability in consumption	Characterizes reliability, durability, maintainability
Ergonomic	Determine the compliance of services with any ergonomic requirements. Characterizes the needs of customers in convenience, comfort consumption of products, works, services
Warranty term	Economic
Economic	
Cost price	An important qualitative and quantitative indicator that generally reflects all aspects of economic activity, its achievements and shortcomings. Cost is the basis for determining the lower price limit for products, works, services
Wholesale price	An important indicator for diagnosing the competitiveness of of services. The wholesale price is lower than the retail price because the unit costs are lower in wholesale.
Technical	
Technogenicity	Characterizes the ability to be included in the technological system with improvement of its characteristics.
Patent and legal indicator	It characterizes the degree of patent protection and purity of the product, expressed by the presence of various types of certificates.
Level	It characterizes the degree of saturation of the product design unified elements and is estimated by the unification coefficient.
unification	Determines the degree of human protection against dangerous and harmful factors and includes mechanical, electrical, chemical, biological, fire safety and explosion safety.
Safety of consumption	The degree of compliance of the product with the requirements of standards, reliability and long-term durability.
Level	It characterizes the preservation of the main parameters over time.

*Source: generated by the authors according to [48, 60, 63].*

The objective need to improve the marketing system exists in connection with the formation of the international marketing system, access to international agricultural markets, and the need to strengthen the position in the domestic market of agricultural products.

In order to speed up the process of entry of Ukrainian enterprises to international markets, it is necessary to determine the sectoral priorities of export activity and to provide effective state support to exactly those Ukrainian products that are promising for the world market. After all, it can be determined that one of the most urgent issues today is the country's inability to solve food security problems without the use of marketing. Improving the application of marketing in the agro-industrial complex is the most important condition for the development of market relations and increasing the efficiency of the activities of enterprises in the agrarian sector.

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## **5. Communication ethics as one of the components of marketing communication policy**

In the modern conditions of the development of scientific and technical progress, the relevance of the topic of culture in its various manifestations is increasingly mentioned. Culture begins to be viewed from different angles. Every branch of the modern economy today owes its success not least to the rightly chosen methods and methods of communication culture. This usually includes the ethics of communication, the microclimate of the team, conflict management, delegation, and other individual methods of modern communication culture.

Continuing the theme of the formation of cultural development, it is worth noting about various formations in which we can clearly see the importance of cultural ethics. Its direct role and influence on the result.

Take for example the establishment of statehood in Ukraine and a kind of renewal of our society in the post-Soviet space, which is practically impossible without new social guidelines. Today, we can observe the active development of our society in various social directions. Each member of society today has the right to make his own choice, thereby forming his individuality in the context of one or another culture, his own position and behavior.

Nowadays, people are increasingly interested in the problems of the inner world of the individual, which, on the one hand, is connected with the crisis of social consciousness and the complication of human life. On the other hand, the role of subjective factors is growing and the importance of original spiritual culture is also increasing accordingly.

The object of scientific work is culture as a whole, which is usually understood as a set of material and spiritual values, a way of being and organization of human life in society.

The subject of research is directly the aspect of culture of human relations, as a mechanism of an independent social unit, as well as the principles of morality and ethics of society.

The purpose of the work is to define, characterize, structure and analyze classical methods of modern communication culture.

The task of our research is to reveal the very essence and meaning of communication culture as an element of life. Carry out a conditional classification division of typical types of communication culture. To propose characteristic methods of behavior in certain situations.

Determining the current level of ethics of business communication, it is worth emphasizing the root causes of the formation of a culture of personal communication. In particular, this includes direct participation in the educational process, as a powerful lever of influence on personal consciousness, which forms a young person - an independent member of society. Therefore, it is now necessary to update the content of the professional training of specialists who, in the context of the requirements of modern social life, ensure the inclusion of the younger generation in socio-cultural activities, actualize cultural relations between people.

The cultural and geographical boundaries of our research combine both national forms and principles of communication culture and world (generally accepted) ones.

Analysis of recent research and publications. I.V. Belkin, investigating the problem of professional communication ethics, examines the root causes of this process from the birth and training of the individual. Being formed, a person inevitably goes through a number of classic stages of his development, perceiving them in his own way. On this path, various processes of perception and analysis take place, which singles out an individual against the background of the general society. Therefore, in the opinion of the author, taking into account the current requirements of time and innovations, the position of modern educators will be reduced to paying considerable attention to the pedagogical ethics of communication in the working context "teacher - student" and "student - teacher" [69].

B.T. Likhachev noted that the process of communication is one of the important spiritual, social, ethical and personal manifestations of a person in the environment, the achievement of mutual understanding between individuals. The socio-psychological aspect of communication is that it is a dynamic and continuous process of communication between people in society. This provides all the variety of life activities, relationships, self-expression and self-affirmation with the help of language, facial expressions, postures, body movements, gestures, symbols, sound signals, conventional signs. The need for communication exists in humans from the very beginning, genetically, as a condition for the existence of Homo sapiens.

A.B. Dobrovich noted that the following characteristic aspects of communication can be distinguished in a person's life: contacts with nature as a whole and contacts with living beings. The first type of contact is usually called an activity, which is a kind of activity aimed at a person's knowledge and creative transformation of the surrounding world. The second type of contact is characterized by the fact that its parties are living beings: organism with organism, which are able to exchange information. This type of contact is called communication, diverse in its internal content [72, p.35]. Therefore, the relationship between these contacts creates a single pattern.

The scientific novelty of the research is determined by the fact that for the first time: the model of communication culture proposed by us includes general and modern approaches in the areas of psychology, business, and relationships. It is universal, which generated in its structure a general idea of different directions, types and forms of communication; the structure and effectiveness of each communication model are substantiated. Attention is focused on the fact that for any selected model, the main effective lever is the communicator. The understanding of the definition of "culture of professional communication" in the context of modern requirements and approaches has been further developed.

The issue of the culture of communication has always occupied far from the last place in societies of different times and eras. Today, attention to this topic is becoming even greater and even more interesting. After all, it is generally accepted that almost

everything in our life begins with communication, or rather with the culture of communication. Starting the main content of our topic, I would like to draw general attention to an interesting statistical fact. Its content boils down to the fact that a modern person spends approximately 65% of his working time in oral communication. The average inhabitant of the Earth spends 2.5 years of pure time on conversations. This means that everyone manages to "speak" about 400 volumes with a total volume of more than 1000 pages during their lifetime. So, people talk a lot, but often do it ineffectively. Approximately 50% of information is lost during transmission. The reason is a number of natural facts, in particular, the inability to convey a message to the interlocutor, the tendency to speak by oneself, the reluctance to listen, the "machine" type of communication, and others.

In the ethics of communication, the whole human essence is revealed, through communication (communication) a person realizes himself, asserts himself, solves questions, problems, and achieves specific goals. If we take the sphere of morality, then communication, as noted by V. Malakhov, is the "prince of morality" [73], because human morality manifests itself not in the consciousness and not even in the activity of a person, but precisely in his communication. Without communication, the existence of man and human society is impossible.

Many authors, encyclopedias, dictionaries today offer the most diverse definitions of such a term as "communication". And indeed, if you take into account the entire volume of this so-called system, you can notice an extremely large and voluminous process. We offer our definition of this term and include the following meaning in its structure: communication is the interaction of the existence of individuals, the content of which consists in the exchange of information, actions and establishing mutual understanding, and most importantly, it is the implementation of the process of forming oneself as an individual.

Communication, in addition to all of the above, is also the interaction of two or more people, which is aimed at coordination and joint efforts with the aim of establishing relationships and achieving a common result. And this is far from the last

definition of "communication". Many specialists of the modern level distinguish such forms of communication as internal communication, public, non-verbal and others.

Under the conditions of the post-industrial world, it is difficult to imagine a sphere where the topic and form of culture and ethics of communication would not be prioritized. Communication is one of the important forms of the spiritual need of the individual as a social existence. Communicative needs of a person can usually be determined by social lifestyle and the need for interaction in the process of activity. If the performers (individuals) do not establish proper connections and mutual understanding, no joint activity, especially work, can be successful.

Communication is also a deep social phenomenon. The social nature of communication is manifested in the fact that it always takes place in an environment where there is a person, and as a subject of communication, he always appears as a carrier of social experience. In turn, the social experience of communication is revealed in the informational content (knowledge, information, activity method) as the basis of its content. Also, in addition to the informational content, communication is also manifested in the so-called means (verbal and non-verbal communication).

For a deeper understanding of the role of communication when considering the issue of business ethics, we want to focus on the functions of communication (communication). And here again it is worth emphasizing that many authors classify them in different ways. In our opinion, the most effective and relevant from the point of view of the ethics of business communication is the following classification:

- informational and communicative;
- perceptual and communicative;
- regulatory-communicative (interactive);
- emotional and communicative.

The information and communication function is a set of various forms and means of exchange and transmission of information, thanks to which such aspects of life as enrichment of experience, accumulation of knowledge, mastery of activities, coordination of actions, formation of worldview and mutual understanding between people become possible.



This communication function can arise and manifest itself in various forms, especially when information is received, analyzed and understood. Thus, activity, communication and cognition are combined in the general process of communication.

The perceptual-communicative function is characterized mainly by the perception and cognition of the interlocutors in the process of communicating with each other and establishing mutual understanding between them in this context.

Regulatory-communicative (interactive) function - mainly involves not only the exchange of information and learning by subjects of the communication process of each other, but also acts as a characteristic feature of interaction between them, that is, a kind of regulation of the behavior of subjects and their joint activities.

This can happen due to various factors, including: persuasion, agitation, suggestion, imitation, exchange of actions, instructions, etc. It is usually customary to define two key types of interaction: a) cooperation (unification) is when both interlocutors have the same goal (topic) in communication; b) rivalry, competition, discussion (that is, vice versa. The goals are different). Here we can talk about conflict, difference of opinion, debates, discussions.

Emotional - communicative function refers to the emotional side of a person's life. In the process of life and communication between people, many human emotions and feelings arise, which is an absolutely normal phenomenon. Which in turn are an additional element of communication. Their role consists in striving to create a kind of balance in the communicative process of individuals.

In the general psychology and ethics of business communication, other classification features are also distinguished, which are based on the following functions of communication:

- collective activity;
- recognition by individuals of each other (cognitive activity);
- formation and development of interpersonal relationships;
- affective-communicative (typical structure of a person's emotional sphere), etc.

So, it is worth noting that regardless of the classification names and functions (signs) of the communicative process of individuals in society, they all appear in

general unity among themselves and complement each other. And they are also components of one whole process called "culture of business communication".

Looking at communication as one of the social phenomena, it is worth noting that this process, covering all spheres of social life and people's activities, can be characterized by different criteria in addition to the ones we proposed above.

In the psychology of the culture of communication, it is customary to single out the following typical types of communication [75]:

- depending on the specificity of the subjects (individual or group), distinguish interpersonal, intergroup, intersocial, interprofessional communication;
- depending on the quantitative characteristics of the subjects of communication, they distinguish: self-communication, group and mass communication;
- depending on the nature of communication, mediated, direct, dialogic and monologic communication are distinguished;
- depending on the target orientation, anonymous, functional-role, informal, intimate-family communication is defined.

Modern social psychology, in addition to all the above-mentioned varieties of communication culture, also distinguishes between verbal (verbal) and non-verbal (non-verbal) communication in society. The basis of the first is language, the second - optical-kinetic systems of signs (gestures, facial expressions, posing, pantomime, proxemics, visualization) [72. p.101].

And with the modern development of computer technologies and the emergence of the Internet, another form of communication appeared, which under today's conditions is rightfully attributed to a separate, independent type of communication - the so-called virtual communication.

Modern processes of communication ethics have a number of other, additional, new classification features in their structure. Thus, psychologists distinguish characteristic levels of communication:

manipulation. Direct or indirect imposition of one's point of view (will) on the interlocutor (interlocutors) with the aim of obtaining one's own benefit as a result of communication. The range of manipulation in the process of communication varies

from rude treatment of a person (people) to such behavior, where external manifestations are even pleasant;

competition, rivalry. It definitely contains a common interest in its structure, but under the condition of the so-called "single place of the winner". The process of this type of culture of communication can vary from the principle of "man to man - wolf" to the one where under the conditions of fair "game" it will contribute to a certain movement forward;

cooperation. The subject of action of this type of culture of communication is based on the principle "man to man - man". A type of communication in which humanistic guidelines and a high level of its culture are revealed.

The methods described are not "positive" or "negative". All these are only conventional names that allow expanding the scope of scientific data. For the most part, today's authors emphasize that all schemes of ethics of business communication can definitely be corrected and have different results. Therefore, the figure of the communicator, who is the regulator of the overall process of communication, takes first place [74. p.18].

Summing up, we can generally say that communication culture is the interaction of two or more individuals. It is aimed at coordinating and unifying joint efforts and intentions with the aim of establishing mutual relations and achieving a common, joint result. And at the very end, an interesting fact should be noted for the example. There is no word "communication" in the English language, there is only the word "Communication", which is interpreted much more broadly than "communication" in our literature.

Continuing to delve into the topic of the culture of communication, we once again turn to the literature and quote it. In order to understand what the term "culture of communication" actually means, let's turn to the general concept of "culture", the definition of which has undergone and continues to undergo significant evolution. The Latin word "cultura" has many meanings - from tillage to nurturing, upbringing, development. Its history is very rich and extensive. In a broad sense, the concept means a number of manifestations of human activity, achievements and creativity of people.

It is worth noting that in the Ukrainian educational dictionary of S. Honcharenko, "culture" is interpreted as a set of practical, material and spiritual assets of society, embodied in the results of production activity [69, p.178].

There are different understandings of the concept of "business communication". Some argue that if the content of business communication is a socially significant joint activity, then it should be considered a collective activity, others believe that business communication is oral contact between interlocutors who have the necessary authority for this and set themselves the task of solving problems.

BUSINESS COMMUNICATION is one of the types of communication and, as already mentioned above, its purpose is to achieve any agreement in such spheres of activity as labor, business, professional, social activity, cooperation, cooperation. For the most part, it can refer to the interaction between individuals who lack close (informal) interpersonal relationships with each other, namely between employees, managers and subordinates, partners, potential customers and suppliers, etc. At the same time, it should be noted that the general status of one of the partners (interlocutors) in relation to the other is clearly defined, that is, there are generally defined norms of behavior and rules between these individuals, the violation of which can negatively affect the dignity of the partner (interlocutor), complicate future business contacts and generally harm the general process of communication as a whole.

Considering the issue of the effectiveness of business communication, we note that it may depend on the correctness of the assessment of the general (current) situation and business partners (interlocutors), their financial situation and traditions, psychological characteristics of the participants in the negotiations, as well as on the general training of the participants directly participating in cultural process of business communication.

Currently emphasizing the set of issues that must be resolved in the process of business communication, it is necessary to focus on certain requirements for the level of preparedness of the process participants for specific communication, including their general culture and ability to quickly navigate the situation. Therefore, there is a need to constantly learn in the process of business communication, creating certain templates

for yourself, in order to exclude the possibility of repeating mistakes and practice effective techniques of business communication ethics. It is necessary to continuously self-learn and self-educate in order to form in oneself the necessary qualities and skills for an effective manner of ethics of business communication and consolidation (strengthening) of the business reputation of each of the partners (participants) of the working dialogue.

Recalling the general process of ethics of business communication, it should be noted that it can usually be carried out in various forms. This includes telephone dialogues, business correspondence, conducting memoranda, conducting working negotiations with individual representatives and delegations, conferences, meetings, exhibitions and fairs, and most importantly - banal communication with each other at the level we call business and beyond.

The modern economic activity of the conditions for the development of ethics involves the process of the diversity of business communication in its various forms of manifestation and stages. For example, in particular, between representatives of domestic and foreign companies, which usually can differ among themselves in terms of goals, work style, general culture, psychological characteristics, value systems and traditions, level of reliability and decency, etc.

Next, we will give interesting examples of how different peoples and cultures perceive and react to such a concept as "ethics of business communication". No less interesting is the level of responsibility that different peoples treat it with. That is, folk traditions, national views, mentality. From such well-known sources as oral folk creativity, history, social and economic processes, we know that each nation, each people has its own clear and characteristic, unique features. Below we offer a number of typical examples that can tell us a lot of interesting things about folk traditions, approaches, norms and, most importantly, the effectiveness of such individual approaches.

So, for example, it is characteristic for Americans to seek to discuss not only general approaches in business, but also typical, often the most diverse details of the case, related to the implementation and achievement of agreements. They are

characterized by a general international mood, a characteristic openness, energy, and a not very official manner of conducting negotiations (due to national traditions). Having, as a rule, strong positions (mostly global ones), American entrepreneurs are persistent in achieving their goals and have a tendency to bargain.

Characterizing the position of the French, it is worth emphasizing that they avoid official face-to-face discussions. Officiality is one of the components of collectivity. In the process of business negotiations, they strive to maintain independence and can significantly change their behavior depending on the position of the partners with whom they are negotiating. They are less independent in making final decisions and are tightly bound by management instructions.

The position of Chinese business delegations is usually closed. To begin with, they seek to find out the partner's position and only then put forward their own proposals, but only after fully assessing the capabilities of the other side. At the same time, they skillfully use the mistakes of their partners.

Speaking about the features of the Japanese culture of business communication, we note such features (traits of the culture of business communication) as great accuracy and obligation in everything. An essential and mostly unique feature of the style of Japanese delegations is collective work in a team, group solidarity, the ability to restrain ambitions, not to show one's strengths.

Germans, on the other hand, tend to work out their positions carefully and like to discuss issues sequentially, rather than all at once. In the process of conducting a business culture of negotiations, German partners are prone to such features as accuracy, punctuality, strict regulation of behavior, considerable attention is paid to titles and ranks.

The business principles of the English are reduced to less attention to preparation and negotiation and believe that the best solution can be found in the course of business negotiations, depending on the position of the partner. They are quite flexible and tend to respond positively to the initiative of the opposite party.

Representatives of South Korea consider it necessary to make a decision immediately after establishing a mutual understanding between the parties to the

business negotiations. They are always aimed at a logical sequence and clear relationships between partners. They do not like abstract judgments.

Representatives of developing countries, as a rule, are difficult partners in the process of ethics of business communication due to poorly developed traditions of the modern economic situation and not only that. They have a typical habit of bargaining, they are afraid that they will be offended, that they will be neglected, and that they will interfere in their internal problems. Therefore, the typical causes of difficulties, conflicts and troubles in the process of business negotiations are often small things that the other side or other national partners would simply not attach importance to.

Representatives of the post-Soviet space, the CIS countries, have good business potential, but it is not surprising that they can be hindered mostly by a banal lack of experience. Domestic partners more often prefer such a position as criticism of the other side's proposals, while not putting forward their own options for constructive solutions. Quite often, due to the insufficient culture of business communication, their position either turns out to be excessively confrontational or, on the contrary, unreasonably accommodating.

In addition to what has been said, we note that the emotional extremes of domestic partners are considered by many representatives of foreign parties as unconditional hostility, while others interpret it exclusively as a carrier of higher state and economic wisdom.

Thus, despite the fact that a certain standard of the culture of business communication is constantly being formed in the world, even today there are such significant differences in the typical norms of the culture of business communication as behavior, openness, independence, responsibility of representatives of different countries. Therefore, as a conclusion, I would like to note that in the process of joint economic activity for the management of Ukrainian campaigns, it is important to master the peculiarities of business communication with potential partners in order to avoid an accidental insult to the interlocutor, which can significantly worsen business contacts, compliance with norms, mostly even unwritten laws of business communication, investment, etc.

Citing above examples of typical behavior in the process of business communication of different countries and peoples and ending the opinion with national positions of culture, mentioning before that the general, typical signs and forms of ethics of business communication, the authors consider it expedient to focus attention on the generally accepted norms of national principles of communication culture and directly itself, typical communication scheme, namely:

COMMUNICATION = SENDER – RECEIVER – RESULT.

It is in the context of this seemingly simple scheme that all the principles of the culture of business communication are built.

It should also be noted that the topic of the scientific work is aimed specifically at the process of ethics of BUSINESS communication. And this process is present in almost all spheres of an individual's life. Views, indicators, and conclusions change over time. But it is difficult to change traditions, mentality, morality, typical features of one or another sphere of human life. Therefore, the generally accepted norms of the culture of communication will always be standard, constantly being supplemented with new norms, principles and rules, which actually corresponds to the modern position of the scientific and technical process as a whole.

Continuing the topic of communication culture, as the basis of interaction between people, it is worth highlighting the following, conditional stages of communication types and focusing on their key points.

The first thing I would like to note is that the culture of communication as a whole is a collection of certain standard methods or so-called traditional stages. The main task in this context is to find out in a timely manner which type of communication in this case may be appropriate and, most importantly, effective. That is, we offer several classic (typical) stages of communication, using which in practice you can hope to obtain a specific result.

Each of the communication culture models can have both positive and negative results. We talked about this above. Therefore, you should not take into account the so-called uniqueness of each life situation and the possibility of the right to choose to receive one or another consequence.



Therefore, the "motivational-initial" stage of communication is rightfully considered one of the first and reproduces the initial stage of communication (conversations, negotiations, etc.). Its structure includes the formation on both sides of the communication process of positive motivation, interest and conscious attitude to the generalized process of a specific situation, possession and demonstration of the culture of professional communication as a mandatory and necessary condition for further efficiency and effectiveness for both sides of the communication process. The parties at this stage study each other. All possible alternatives and options are calculated. And, most importantly, the first conclusion about the future outcome is made for the participants of the negotiations.

Here it is important to correctly assess the current situation and model the further behavior of the opposite party in the negotiation process. It is not possible to do this with certainty, because none of the parties can know the true motives of the interlocutor. And here a personal sense of business and psychological tact, intuition, experience comes in handy.

At this stage, a decision is made about further continuation (provided a positive development of the situation) or termination of communication (provided a negative development of events).

Activity-practical (main) stage of communication culture management. Here it is important to note that if the general communication process enters this stage (stage), then both parties have found a common understanding and both are satisfied with the probable future results. It can rightly be considered that the transition to this stage is nothing but half the success. It is important here to consolidate the already existing format of communication and supplement the already existing frame with new, regular elements.

One of these elements is the so-called guarantees. Provided any format of communication, regardless of the topic, reasons, motives, goals, etc. guarantees have always been a strong argument. Here it is important to assure the opposite party of its own reliability and practicality. Guarantees can be different, at least if we talk about them in the context of the ethics of business communication, then it is worth noting

that they can have the most diverse format. In the world of officials, there is a concept that sounds like "... with loss of trust...". We are not talking about any specific material, visible actions. As a rule, the main role here is played by the word, which appears in the form of the same guarantees. A word that is supported by the authority of each of the parties and, of course, concrete actions.

It should be noted that even this stage is not a guarantee of a successful conclusion of the negotiations. The reasons for this can be very different, but they also have their own typicality. For example, it can be a lack of guarantees, confidence, new aspects, spins, nuances, turns of a specific issue, force majeure situations, differences of opinion that have arisen or may arise in the process of negotiations. Therefore, this stage can be conditionally considered final in the general context of communication, taking into account the above.

Modeling the communication process further and taking into account that both parties continue to act within the framework of common interests and the content of the negotiations suits each of the parties, the third stage of communication comes into effect - the final one.

At this stage, the parties agree on the outcome. All formalities are being clarified. Each of the parties is in the stage of feeling the successful completion of the negotiations. Additional nuances of the dialogue can be raised, which usually end with a positive decision.

For the most part, the final stage is really considered the final stage, in the full sense of the word, actually, as we noted above. But in fact, given the depth of what we call the "communication process", there is another stage. We will call it the "stage of work on the result".

Its content is that each of the parties to the communication, having made a number of efforts, gets the desired result. And now it is important to evaluate its practicality. Is this really what we wanted? Does it actually reproduce our concept? Is there a need for further cooperation with this opposite side of the communication process? In a word, did the method justify the result? In other words, this is a kind of "work on mistakes".

Summarizing all of the above, we would like to note once again. The communication process of communication culture is primarily a creative process. It is a process that does not have clear limits and boundaries. However, there is a certain algorithm. And on the basis of this algorithm, we determined a certain logical sequence and complementarity of the stages of conducting business negotiations (although it can be another type of communication), which is a natural reason to hope for positive results for both sides of the negotiations.

Of course, the proposed stages of communication and their results are conditional. Their structure and content can be supplemented and changed, but, as already mentioned above, there are generally accepted and typical methods of communication. Techniques that have a typical "foundation", and what the "superstructure" and the result will be, are for communicators to decide.

Summing up certain, conditional summaries of the culture of communication as the basis of interaction between people, we will once again note the multifacetedness of this concept and the process as a whole. Today, it is difficult to define a concise set of characteristics of the culture of business communication in the context of a certain template. The topic is clearly multifaceted. In addition, the process of culture is constantly developing. It is quite difficult to call it sustainable in today's conditions. Therefore, the task of society as a whole is constant self-development, self-improvement, and moral growth.

The problem is that culture is closely connected with such an important concept within the framework of our research as traditions. And we know how, in the context of a very short period of time, not only the manners of our people (society), but also its traditions have changed. All this speaks of the constant development of the culture of the individual, the state, the people, the country. To what extent this trend is correct, we can only observe. After all, we are only partially able to make a significant impact on the overall development process of society. Therefore, we have to adapt, while showing our shades of independent personality. After all, a person who goes beyond the generally accepted norms of society automatically becomes outside its boundaries.

In our creative work, attention is focused only on the general trends of modern communication culture. The so-called foundation. However, we note the enormous scope of the ethics of cultural communication between people. Its uniqueness, originality and individuality. We have characterized the classic methods of modern communication culture, thereby leaving it up to the communicator to independently determine the effectiveness of each of them.

Culture shapes society, and society shapes culture. This continuous process is in constant motion. It is interesting, multifaceted and endless. And the task of each of us is our own search for ourselves and our own contribution to the overall development of such a serious mechanism called "Culture of business communication".

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## **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).

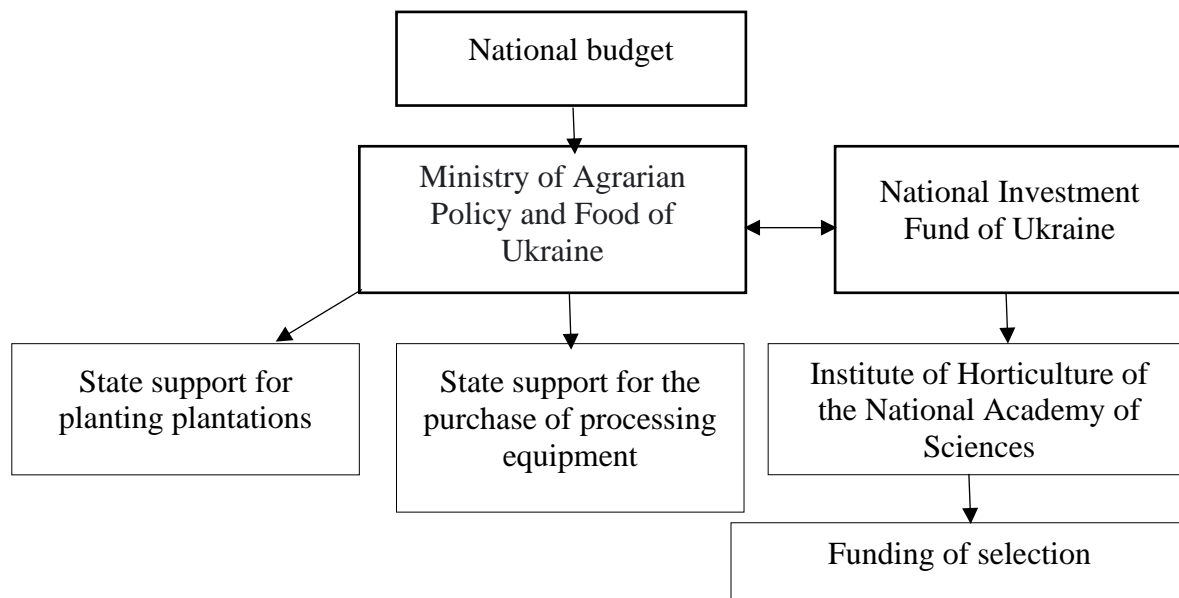


Fig. 1. Directions for stimulating the development of horticulture in Ukraine

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.

## **7. Use of internet technologies when promoting goods on the international market**

Competent promotion of goods on the international market can ensure a stable position of the enterprise on the market, financial stability and competitiveness in the modern business environment. Currently, it is becoming possible to use more and more effective tools for promoting goods to the international market, which combine traditional marketing methods and new information technologies, to achieve the goal of the enterprise.

The problems of implementing Internet technologies when promoting goods to the international market were studied in the works of O. Vartanova, A. Dertkolenko, S. Ilyashenko, I. Lytovchenko, L. Melnyk, Yu. Melnyk, T. Reznikova, N. Savytska, etc. The main tools of Internet technologies that are actively used in the promotion of goods on the international market are considered in scientific works, their advantages for consumers and producers are clarified, approaches to evaluating the effectiveness of the use of marketing tools for the promotion and sale of goods are defined, and modern directions for the implementation of Internet technologies are determined in the marketing activities of enterprises. However, the rapid growth of types of Internet business leads to the appearance of new tools of Internet technologies, which makes it possible to develop recommendations for their rational use when promoting goods to the international market.

Any information technology is the easiest to develop and implement using modern software products, which will ensure the high quality of such technology and the development of reliable reports based on a large amount of operational information. The rapid development of Internet technologies leads to the emergence of new tools for the promotion of goods on the international market.

The need to use Internet technologies for the promotion of goods on the international market is due to the fact that the effectiveness of using traditional marketing techniques is constantly decreasing, and the implementation of modern hybrid digital technologies in the marketing activities of the enterprise gives tangible results. The use of Internet technology tools when promoting goods to the international



market is possible through the following sequence of actions: creating your own website; use of YouTube opportunities; use of contextual advertising; sending advertising information by e-mail; activity on forums and blogging; attracting the attention of consumers thanks to original photos, in particular, registration on Pinterest or Instagram; registration in social networks; online survey [105]. The Internet industry is currently changing faster than any other industry. New Internet technology tools appear every year: mobile applications, targeting, etc. The systematization of these tools is necessary to understand the expediency of using certain means of promotion on the Internet.

Conventionally, Internet technology tools for promoting goods on the international market can be divided into 4 types [129] (Table 1):

- Paid Media – a list of paid tools and platforms for attracting traffic to the site, blog, applications and other company resources;

- Owned Media – any communication channel or platform owned by the brand it self;

- Social Media – the process of attracting traffic and attention to a brand or product through social platforms;

- Earned Media – a set of user actions regarding the product brand: discussion of content and image on various platforms on the Internet [99].

The use of the Internet reduces the number of intermediate participants in the process of promoting goods to the international market, thereby creating a direct connection between the producer and the buyer. In addition, Internet technologies make it possible not only to sell goods directly, but also to find new ways of promoting goods to the international market.

Table 1 – Types of Internet technology tools for promoting goods to the international market

Type	Definition	Role	Example	Advantages	Disadvantages
Paid Media	Paid channels	Transition to other promotion channels (reaching a larger audience)	Contextual advertising Video advertising Banner advertising	Fast reaction Constant demand Controllability Scale	Difficulty of tracking Chaotic distribution Weak reliability
Owned Media	Control of the channel by the brand	Building long-term relationships with existing potential customers	Mobile site Website Blog	Cost effectiveness Control Multilateralism Durability Niche consumers	Possible mistrust of the company Lack of guarantees Takes a long time to create
Social Media	Brand interaction with social platforms	Two-way flow of information between the enterprise and various types of mass media	Accounts on Facebook, Twitter, Instagram, Flickr	Multilateralism – cost effectiveness Personalization Organization	Lack of guarantees Lack of control Takes a long time to create
Earned media	The consumer is the channel	Response is the result of well-executed and coordinated actions through mass media	Buzz Marketing WOM (Gossip Marketing) Viral (Viral Marketing)	Key role in sales Sensitivity Transparency of action	Difficult to measure Lack of control Can have a negative character

Source: compiled by the author for [99, 129]

The use of modern Internet technologies for the promotion of goods on the international market usually makes it possible to increase the competitiveness of the enterprise. However, sometimes the introduction of new tools for the promotion of goods on the international market takes place at an insufficiently high-quality level, or only certain parts of the complex of tools for the promotion of goods are introduced. This can have a negative impact on the overall effectiveness of the promotion of goods on the international market, which determines the need to conduct marketing research on the Internet, conduct marketing communications on the Internet and sell goods via the Internet.

The tasks of marketing Internet research are: traditional surveys, research on the behavior of Internet users, using the Internet as a marketing research tool, research on the competitive environment and competitive positioning [125].

Internet marketing research is carried out in order to find primary and secondary marketing information. The search for primary information on the Internet is carried out with the help of special analytical services that collect and provide (to the site owner) statistical information about the user (town, region, country), his navigation on the site, stay on individual pages, the provider that provides services, etc. [111, p. 28–29]. In addition, other useful information may be collected: the computer's DNS or IP address, its e-mail address, software tools it uses, analytics of the «clickability» of site links, evaluation of the effectiveness of advertising Internet messages, consumer profile analysis, covered by Internet advertising, etc. [106]. You can also get information by using Google tools: you can get detailed information about visiting sites by users using the Google Analytic tool, Google Trends tools can provide data on the prevalence of certain queries on the Internet, and Google Forms allow you to conduct Internet surveys of any category. customers.

Sources of secondary marketing information can be websites of companies, state and non-state organizations, mass media, websites of specialized consulting and marketing companies specializing in marketing research, publicly accessible databases, etc. There are also many specialized marketing research agencies that provide information services both free of charge and on a commercial basis.

The structure of Internet marketing research is shown in Fig. 1.

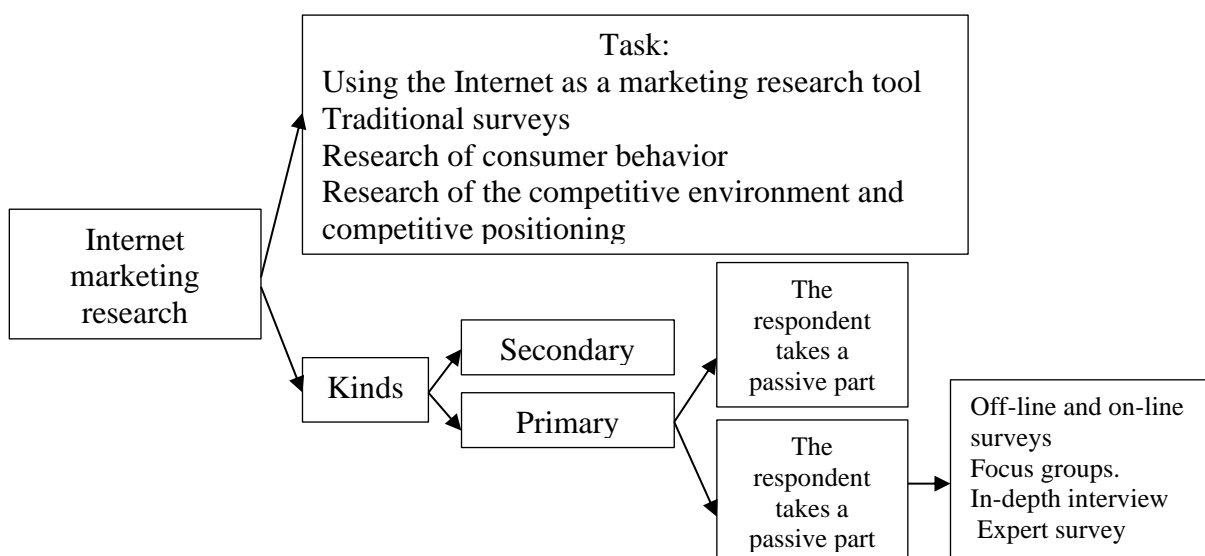


Figure 1 – Internet marketing research system

Source: compiled by the author for [111, 112, 114]

Marketing Internet communications is a system of activities for the promotion of goods and services using virtual analogues of traditional advertising, such as banners and announcements, as well as means of promoting the company's website on the network, including using search engines.

With the development of the information society, the effectiveness of marketing communication channels is changing: currently, traditional advertising (advertisements, directories, banners, booklets, leaflets) is inferior to Internet advertising in terms of effectiveness, therefore it is advisable for enterprises to form their marketing policy taking into account the promotion of goods to the international market on the Internet. This becomes possible thanks to virtual analogues of traditional advertising, means of promoting goods on the company's website network, including with the help of search engines.

The traditional methods of promoting goods to the international market on the Internet include: search optimization, a website, catalogs and rubrics, text advertising, E-mail marketing.

Also, in addition to the traditional ways of promoting goods to the international market on the Internet, aggressive marketing tools are used, which are represented by tracking programs, Trojans (virus programs), pop-up windows (Pop-Ups and PopUnders). This can also include viral Internet marketing - the distribution of communication messages on the Internet, which are characterized by an avalanche-like spread of information, the main distributors of which are the direct recipients of information [106].

Internet technologies should take into account the current trends in the company's marketing communications (Fig. 2).

Marketing Internet technologies can take the form of complete or partial automation of many processes in their activities. They simplify the system of interaction both within the enterprise and in work with external entities. An inextricable chain of relationships under the influence of Internet technologies creates its own system of interactions with the external environment. The external environment directly affects the processes of marketing activity at the technological and strategic

levels. Within the enterprise, the relationships formed under the influence of Internet technologies allow decision-making at various levels, while taking into account the entire marketing complex at the enterprise. The development of promising forms of interaction between market participants in modern conditions consists in the creation of new forms and models of joint activity that take into account the peculiarities of the Internet technologies as much as possible.

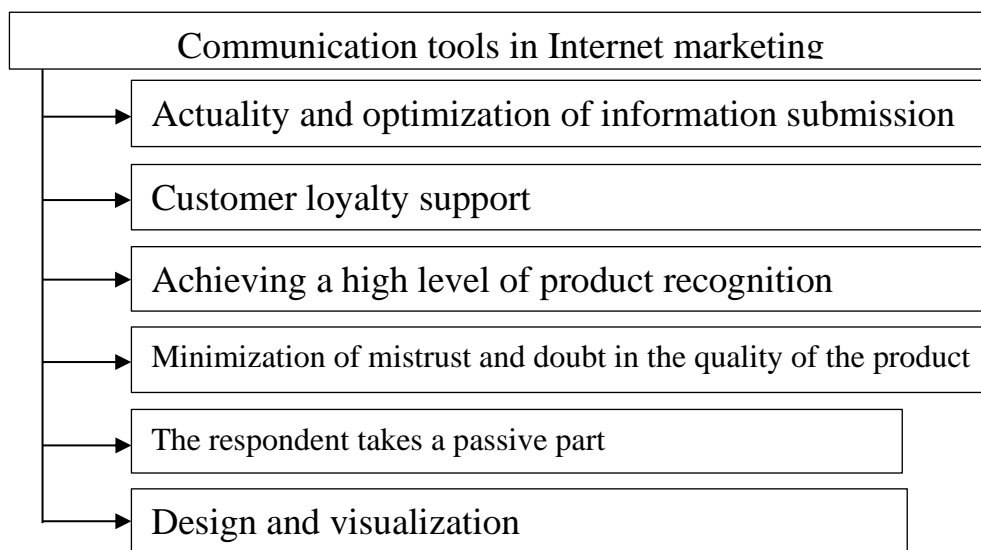


Figure 2 – Current trends in Internet marketing communications

Source: compiled by the author for [110, 116]

Expanding the company's capabilities in the promotion of goods and services with the help of Internet technologies is carried out through the development of virtual markets, trading platforms, development of social networks, Web applications, etc. The choice of the method of promotion of the company's goods and services should be optimally balanced in accordance with the set goals of the company's marketing activities. And in this case, Internet technologies act as a source of improvement of marketing activity and expand it to the values of virtual space. Thus, the change in the field of marketing due to Internet technologies leads to the fact that the exchange and obtaining of relevant information becomes technically versatile and acquires new properties. There is a gradual transformation of traditional forms of management into an information-type economic system due to the formation of a market of information resources in a virtual environment.

The use of the Internet in the promotion of goods to the international market brings new opportunities and advantages compared to marketing based on traditional technologies: high speed of data transfer; the transition of the key role from the producer to the consumer; globalization of activities; reduction of transaction and transformation costs; using a strategy that is focused on Internet marketing.

The advantages of using Internet technologies in the promotion of goods to the international market also affect the expansion of opportunities and efficiency not only in the marketing activities of the enterprise, but also in other areas of activity: cost savings during production and sales of products; the growth of economic efficiency from the growth of turnover and more agile use of the company's resources; increasing the speed and quality of work coordination; quick response to changes in market conditions for certain types of products; continuous training and retraining of personnel of all levels; increasing advertising effectiveness [126, p. 163].

Thus, the expansion of the company's capabilities in promoting goods to the international market with the help of Internet technologies is carried out through the development of virtual markets, trading platforms, development of social networks, Web-applications, etc. The choice of the method of promotion of goods to the international market should be optimally balanced in accordance with the set goals of the enterprise's marketing activities. And in this case, Internet technologies act as a source of improvement of marketing activity and expand it to the values of virtual space.

At the current stage, specialized Internet platforms for promoting goods in accordance with the requirements of the globalized market are able to best provide feedback (first of all) and the required level of communications (in general).

A specialized Internet platform is a tool for effective promotion of goods on the international market. Practitioners define the trading platform as a portal for business development (for making online sales, advertising and receiving orders from the Internet) [117].

Therefore, an Internet platform for the promotion of goods on the international market is understood as a platform for posting thematic online advertisements that

unites targeted stakeholders (manufacturers, investors, consumers, suppliers, intermediaries, subcontractors, counterparties, etc.) for the purchase, sale or exchange of goods, as well as the implementation of other business operations in an interactive mode.

The Internet platform must: perform one or more critically important functions in a certain area; define some «standards» and influence the overall architecture of solutions / products; be open or semi-open to others to build on development opportunities through network partnerships; allow participation in the development of the platform by both complementary companies (suppliers complementing goods and services) and competitors.

The main characteristics of the Internet platform for promoting goods to the international market are given in table. 2.

Table 2 – Main characteristics of the Internet platform for promoting goods to the international market

Characteristics	Content
Interactivity 24/7	The ability to continuously interact with any subject, opportunities for «quick» communications
Operativeness	Possibilities of real-time management and quick response – for the manufacturer; quick access to information – for buyers
Flexibility	Ability to implement changes in the shortest possible time and with minimal expenditure of resources
Openness	The possibility of free access to information for all subjects
Ease of access	Web-, wap-resources
Absence of limitations in time, space, languages of communication	To enter international markets
Ability to optimize activities based on the use of Web analytics results	Google Analytics etc

Source: compiled by the author for [98, 117]

Features that distinguish Internet platforms for the promotion of goods from other similar ones are: dissemination of thematic information (regarding goods, news, business events (exhibitions, conferences, forums, etc.), announcements, articles, tenders, investments, projects, etc.) in the first place among sellers and buyers; interactive possibility of concluding agreements by enterprises; unification of various

target groups of stakeholders (consumers, intermediaries, suppliers, subcontractors, counterparties, manufacturers, investors, etc.) of the goods market.

The requirements for creating an Internet platform for promoting goods to the international market are well-known, but important: as many registered sellers and buyers as possible; as much traffic as possible; web design and interface adapted to the capabilities of mobile devices; payment (outlines targeted (targeted) connections between platform users and cuts off non-targeted contacts) [115, p. 40].

The use of Internet platforms by enterprises is aimed, on the one hand, at the establishment of mutually beneficial communications with stakeholders, and on the other hand, at the coordination of the enterprise's internal business processes with external opportunities and threats.

Currently, enterprises operating on the basis of Internet platforms («platform operators») can be found in various sectors of the global economy, among them: social networks (Facebook, LinkedIn, Snapchat); online auctions and retail (Amazon, eBay, Angie's List, Flipkart, Snapdeal, Etsy); financial and personnel functions (Workday, Elance, Freelancer, WorkFusion); transport (Uber, Lyft, Sidecar, BlaBlaCar, Ola, JustPark); mobile payments (Mahala, Square); ecologically clean energy (Sungevity, SolarCity, EnerNOC); crowdfunding (Kickstarter, Gofundme, ArtistShare, Ulule, Aflannah, Yomken); government services (G-Cloud).

Internet platforms act as mechanisms that allow different parties to interact online.

The Center for Global Enterprise, based on a study of 176 platforms from different countries (The Rise of the Platform Enterprise: A Global Survey), distinguishes the following categories of Internet platforms: innovation platforms that allow platform leaders to attract a very large number of external innovators and serve as a technological foundation on which other enterprises develop additional products and services. Examples of such platforms are iOS from Apple Inc. and Google's Android, which have created very large innovative ecosystems of app developers for their mobile devices; transactional platforms that help individuals and businesses find each other, facilitating their interactions and commercial transactions. The best



examples of this type of platform are e-commerce platforms such as Amazon and eBay. On-demand platforms such as Uber, Zipcar, and Airbnb enable the exchange of goods and services between individuals; integration platforms. These are mainly a few large enterprises, such as Apple and Google, which offer both transactional and innovation platform capabilities. Both businesses have created innovative platforms for their developers, which are then made available in their transactional paid forms. Similarly, Amazon and Alibaba are transactional platforms for their individual users and as innovative platforms for many vendors who also sell goods on their e-commerce platforms; investment platforms are holding companies that manage a portfolio of platform companies. For example, Priceline Group focuses on online travel and related services, including Priceline, Kayak and Open Table.

In accordance with global trends, Internet platforms are also developing in parallel in Ukraine. There are numerous examples of the activity of Ukrainian Internet platforms. However, none of the Internet platforms created in Ukraine was able to become a global Internet platform and create an appropriate business ecosystem around itself. The conducted analysis of the TOP-50 sites by attendance in Ukraine shows that less than half of the sites are of domestic origin.

Among the TOP-10 sites in terms of visits in Ukraine, 9 are represented by foreign companies. These are mainly social networks (youtube.com, facebook.com, instagram.com) and search engines (google.com, yandex.ua). The only domestic site in this rating is urk.net, which represents the field of «news and media». In the second ten, the situation is a little better, there you can already find privatbank.ua, prom.ua and rozetka.com.ua, which are full-fledged Internet platforms. In the rest of the TOP-50 sites by attendance, you can find a number of Ukrainian companies, which mainly represent the sphere of news (censor.net.ua, obozrevatel.com, korrespondent.net, segodnya.ua) and trade (rozetka.com.ua, kidstaff.com.ua). However, there is a tendency to reduce the number of domestic Internet platforms among the most visited sites in the country.

An important limitation for the growth of Ukrainian Internet platforms is their targeting of the local market, while a large part of the traffic of foreign sites is generated

outside their country of origin. For example, at facebook.com, more than 80% of traffic is generated outside the USA, and domestic Internet platforms provide more than 90% of traffic at the expense of users in Ukraine. For example, ukr.net receives 93% of its traffic from Ukraine.

Internet platforms are changing the economy of countries, conducting international business, reducing the cost of cross-border interaction and transactions. Instead, they create markets and communities of users (buyers) on a global scale, providing businesses with a huge base of potential customers and effective ways of communicating between them. The functioning of Internet platforms occurs in the mode of accelerating and reducing the cost of production and exchange processes, while eliminating unnecessary intermediary links from them, which ultimately sharply increases the efficiency of markets and labor productivity.

Internet platforms have wide possibilities and prospects for use by domestic enterprises. Their implementation, thanks to a high technical level, can significantly accelerate the speed of logistics operations, increase the efficiency of activities (communication, logistics, innovation, investment, etc.), improve its quality (thanks to customization), realize unique opportunities for after-sales service for different markets, different target groups of consumers, etc.

For carrying out any communications of the enterprise, the basic element is a website (web server), which has its own e-mail address, software and hardware – graphic and text design of pages (content).

Typical information blocks of a standard website: company history; Addressing visitors to the site in the first person of the enterprise; business profile, services or products of the enterprise; company news; official press releases, media publications about the enterprise; announcements of events held by the company; topical questions and their answers; conferences for visitors; questions to representatives (managers) of the enterprise; chats (web user communication pages); feedback.

Additional resources: structure and management of the enterprise; equipment for video conferences; annual reports and financial indicators of the enterprise; ratings and polls.

In order to increase traffic to the website, the address of the web page is included in all information, advertising and marketing materials of the enterprise, including business cards of employees. Access to the company's website is open 24 hours a day and 7 days a week, regardless of the location of the company. This allows you to create some system of constant active influence on the target audience.

The first and, perhaps, the simplest option for an Internet representation is a corporate website. The company's corporate website has the highest conversion rate compared to other promotion channels. Having a corporate website has become a standard since the late 1990s. The main purpose of a corporate website is to provide visitors with information about the company, products, etc.

The target audience of the corporate website is small and is defined as a group of consumers who are fundamentally ready for contact with the company. At the same time, within the given chain of characteristics «awareness – attitude – behavior», this group includes two segments: purposeful visitors (aware of the product, service, company) and casual visitors (previously not aware of the enterprise, but ready to cooperate with it).

The goals of the project in this case are defined as follows: influence on the attitudes of the target audience for the formation of conviction in the need for cooperation; increasing general awareness of the enterprise.

Since a corporate website is essentially a virtual business card of a brand or company, the design decision in this case may well belong to the category of «artistic» – especially if we are talking about, say, luxury goods. However, since the «artistic» design almost always entails the «weighing» of the site pages, it is important not to overdo it: if a page that is perfect from the point of view of design takes a long time to load, it can scare away any, even the most interested, client.

The corporate site presents the enterprise, contains information about business operations, products produced and offered services, about the type of activity. The company's corporate website attracts an audience, arouses interest among customers and trust among partners, and contributes to the successful development of business in the network.

The development of a corporate website is currently considered a necessary process for the promotion of any enterprise. A corporate site can calculate the cost of products, engage in newsletters, conduct marketing research, and form a block of visitor reviews. Creating a corporate website allows you to advertise the company's activities, stabilize the work process of employees, and hold promotions. The type and content of the site depend on the company's needs and tasks.

The composition of the elements of the corporate resource should be selected in such a way as to solve image and marketing tasks as effectively as possible. Therefore, the developers pay special attention to the technical side of the issue, and scrupulously think over the design of the corporate website. What exactly the site should consist of is chosen individually, based on the type of activity of the enterprise, its uniqueness and the specifics of the goals to be solved.

The structure of the corporate site: information about the enterprise: name, history of creation, function, number of employees; company contacts: phone or e-mail address, link to forum or chat; a list of offers useful for partners or site visitors; assortment of goods and services; form of payment, methods of ordering and delivery of the company's products; documentary data confirming the legal, official activity of the enterprise, its solvency; feedback from clients and customers.

The development of a corporate website begins with defining goals.

The image indicator is the main page of the site, which should attract the attention of different groups of the target audience. This is what the design of the corporate website is aimed at, which forms the image of the enterprise, increases its reputation, and makes the brand recognizable.

The resource should be an advertising platform for expanding the client base so that visitors can find comprehensive answers to their questions. And at the same time, the creation of a corporate website is designed to ensure an influx of permanent partners.

The information about the company's activities and its development history placed on the site inspires trust among visitors to the resource. The section may contain information about the enterprise, its employees, achievements, services or the offered

product. The website describes in detail the company's products and services, current promotions, current special offers are indicated. Such advertising has a positive effect on increasing sales.

Recruiting employees through the corporate website will allow you to save on submitting ads if you create a special section with a list of vacancies, company benefits, and employment information.

The presence of an adaptive layout is a prerequisite for a high-quality corporate website of an enterprise. If the site is not adapted for mobile devices, it can significantly affect the image of the company. In addition, it will lead to the outflow of customers.

Optimization on the site is extremely important. The resource should load instantly so as not to make the target client wait. Therefore, it is necessary to take all technical measures to optimize the elements that affect the download speed.

A corporate site must withstand critical loads. It is unacceptable when the user does not get access to the promised content.

A high-quality company website should include a multilingual function if there are plans to enter international markets or strive to be the best in its field. This will provide convenience to the user, who will be able to view and read information in the language that is most comfortable for him.

The creation and further development of a corporate website does not require special material, organizational costs, a large volume of work and can function due to the efforts of a minimum number of people. At the stage of creation – designer, programmer, system administrator, editor. At the stage of further development – promoter, system administrator, editor-administrator.

Corporate sites are often characterized by the following parameters:

1. The site directly. Large companies and small businesses create websites. The information posted on the sites is, as a rule, of a marketing nature (corporate information, product information, customer support). Despite the efforts of marketers to improve the site, most of the information provided does not meet the needs of customers, and they turn to social media sites for information.

2. Portals. Concentration of information on portals. This strategy was popular in

the late 1990, when all the information needed by the client was concentrated in one place to keep users on one domain. Popular portals that exist today (such as My Yahoo) display all user threads. However, the majority of modern marketers believe that the main trend on the Internet for posting information is the maintenance of highly specialized (niche) portals.

3. Microsite for audience segmentation. A microsite to support the launch of a new product or a new advertising campaign targeting a narrow market segment. Usually, such sites are created on a separate domain and are part of an integrated Internet campaign.

4. Interactive elements on the site. The Internet has ceased to be a means only of receiving information by the client in the mode of reading pages. Unlike other communication environments, businesses can make their sites interactive, encouraging customers to take the necessary actions. There are various AJAX, Javascript, and Flash technologies for this. Examples of implementation of interactive web marketing are: What kind of M & M are you, Burger King's Subservient Chicken, and Geico's Caveman Crib interactive game.

5. Intranet. An intranet is a miniature of the Internet within a certain enterprise. Created not only for communication with potential customers, the Intranet can provide effective interaction within the enterprise. There are plenty of sites on the Internet about how to do this, such as the Intranet User Experience Group.

6. Extranet. An extranet is a secure website, access to which is granted by an enterprise. It is created for interaction with customers and partners of the enterprise. Possible functional content: online order placement form, information support, news, detailed information about products.

7. Possibility of several languages on the site. On the Internet, sites are translated into other languages, changed and segmented depending on the region and culture. It is successfully used in populated areas different language environment [96, p. 45].

During the development of your own site, a large number of errors may occur, which slow down the promotion of the resource in the top results of Google.

O. Pechalov notes that the main mistakes of the enterprise during the development of its own website are [119]:

– missing or insufficiently optimized mobile version of the site (currently the number of unique mobile users is 5.11 billion, thanks to which the level of mobile communication in the world has risen to 67% (2/3 of the world's population has a mobile phone); this means that the share mobile traffic is increasing, so it is necessary to ensure the possibility of using the site and placing orders using a mobile phone; in the absence of a mobile version of the site, a potential buyer is likely to leave it);

– too complex or primitive structure of the site (the site is developed for users, so navigation on the site should be intuitive and simple);

– lack of analytics (special attention must be paid to analytics after creating a site; with the help of the Google Analytics service, it becomes possible to track the most visited pages, the average time spent on the site, the number of visitors, etc.; M. Gapchuk emphasizes that such analytics are necessary to improve understanding the situation that occurs on the site; in addition, based on the obtained data, it is possible to find the weak points of the resource and to work out in detail the future promotion strategy [100]);

– insufficient SEO-optimization (search engine optimization of the site) helps to promote the site to higher positions in the Google search results; if you do not pay attention to such a tool as SEO optimization, the site will never get to the first page of search results, which will significantly reduce its traffic);

– budget reduction (even for reaching the first positions in the Google search results, the advertising budget cannot be reduced, because the positions of sites in Google are constantly changing).

Therefore, in order to maintain their positions relative to competitors, it is necessary to constantly spend money on advertising; the price of contextual advertising increases from 20% up to 50% depending on the niche [104], this means that the budget must be revised depending on the market situation).

The following methods are used to promote the website and improve its position: site optimization (SEO); contextual advertising (Google Ads); external

references [124].

Thus, before starting any activity, it is necessary to think over and work out all aspects of promoting goods on the Internet. Special attention should be paid to the development of your own web resource, namely to work out its structure, determine the sections and subdivisions of which it will consist. Each page of the web resource should be useful for potential customers and consumers of goods.

The use of separate tools for the promotion of goods on the international market will not give positive results for the enterprise. Success can only be achieved if combined and used within the framework of a clear enterprise strategy on the Internet.

The introduction of Internet technologies in the promotion of goods to the international market is growing rapidly every year. Internet promotion is of particular importance for food markets, as a huge number of buyers are often focused on independent search for suppliers of goods, primarily on the Internet. Therefore, the use of Internet technologies allows enterprises to significantly increase the awareness of potential customers about the company's products, and most importantly, to increase the sale of goods.

It is worth noting that in many cases, the introduction of Internet technologies when promoting goods to the international market entails the reorganization of the activities of entire structural divisions, the revision of existing business processes, and in some cases the revision of the entire business model, which, of course, requires significant investments.

These features are the main barrier for enterprises to use Internet technologies when promoting goods to the international market, but the benefits of their use are currently obvious. The enterprise becomes open to potential buyers of goods, additional opportunities to improve the quality of service appear.

Internet technologies make it possible to solve business tasks more effectively, namely: they create an additional channel of communication of the enterprise with the target audience, partners and customers when promoting goods to the international market; contribute to increasing the recognition and value of the product brand.

In addition, the introduction of Internet technologies when promoting goods to



the international market provides a complete statistical picture of the effectiveness of the company's marketing policy. This allows the company to offer new solutions when promoting goods to the international market in real time, to respond to possible changes occurring in the structure of demand and supply of goods, to win the attention of its potential buyers.

Currently, Internet technologies are in the mode of unceasing structural and functional development, technological improvement. Internet communications are becoming leaders in ensuring competitiveness and further development of the enterprise.

With the rapid development of the capabilities of Internet technologies, the promotion of goods to the international market using social networks is becoming more and more important. First of all, this is due to the large number of visitors to social networks.

Social media marketing (SMM) is a special tool, the process of promoting a brand, enterprise or a specific product in social networks, based on the use of various resources and channels to increase brand recognition, attract buyers, familiarize the audience with new products and other business goals. Social media marketing is a fairly new field for many modern businesses that are actively trying to master it.

According to L. Abdokova, social media marketing allows: conducting marketing research; develop marketing strategies and form a product brand; distribute PR materials in social networks; control and report on the effectiveness of product promotion in social networks; provide feedback to the target audience, etc. [96, p. 4].

However, at present, social networks have not fully evaluated the potential of optimizing the communication process by targeting the recipient of the message and adjusting the message based on information about the specific addressee, which can lead to a decrease in the cost of promoting goods and a significant increase in the effectiveness of communication activities [123].

The basic planning algorithm in social media marketing for is given in the table. 3.

Table 3 – Basic planning algorithm in social media marketing

The name of the step	Strategic elements	Actions in a step
Goal	Strategy	Consolidate Appease Scare Cause dissatisfaction/anger Call for protest
Task		Create content Share content Collect content
Target groups		Age, gender, social status Situational association, personalities
Messages		Call, state
Communication channels	Tactics	Facebook, Instagram, LinkedIn, etc.
Work tools		On other people's playgrounds On own grounds Symbiosis «own/others»
Tools		Creation and promotion of brand communities Promotion in niche social networks Creation and development of own information platforms Content promotion Promotion of interactive promotions Creation and promotion of interactive elements Work with thought leaders Viral marketing Personal branding Tools without categories of communicative activity Ratings and TOPs
Control methods		Monitoring, SMM-audit, survey

Source: compiled by the author for [96, 113, 123]

The goals of the company's product brand presence in social networks are: creating an image; unification of the target audience on the brand platform; the company's need for feedback (launch of a new product, testing, focus groups); working with negativity (collection, analysis, leveling, moderation); sales (launch of advertising campaigns, discounts, special promotions, work with landing pages).

The strategy of social media marketing for the promotion of goods on the international market of the enterprise consists of: a description of the target groups and tasks of communication with each group; definition of platform, format, architecture; formulating a communication strategy, searching for consumer insight; content plan

preparation (types of publications/activations, preparation of examples); reputation monitoring and management (response algorithm).

The strategy of promoting goods to the international market in social networks is carried out in the following sequence: development of stages of strategy implementation; search for investments; organization of research during strategy planning. In fig. 3 shows the stages of social media marketing implementation in accordance with the strategy of promoting goods to the international market.

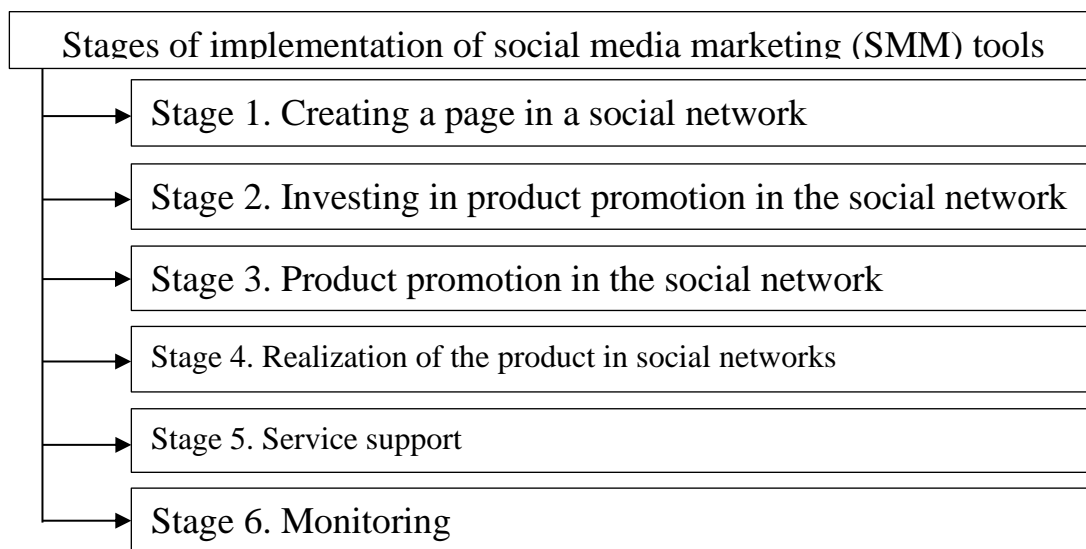


Figure 3 – Stages of implementation of social media marketing tools

Source: compiled by the author for [96, 113, 123]

The effectiveness of promoting goods in the international market in social networks has the following features: communicative – checking through the number of page views, surveying guests, where they learned about the company and products, the ability to view the number of links; creating a brand and informing with the help of visual influence (company logo, watching a video is remembered, the possibility of obtaining business connections with other enterprises, corporate applications); economic – a free channel of information, promotion, by clicking on the link, you can make a purchase from the site.

Disadvantages of promotion through social networks include: high time consumption; availability of high-speed Internet; the need for a constant active presence in social networks; risk of hacking and page blocking for various reasons

(hacking, perception of mailing as spam, user complaints).

The content plan of the enterprise includes the following elements: three or four publications (IT and design news, interesting content, surveys, communication with users) – daily; blog article (story of successful website creation, expert article on IT topics, interviews with clients or market experts). Updating photo albums in social networks with photos from the life of the company and from the portfolio – weekly; publication in the blog of the digest about the main events of the month in the life of the enterprise and in the world of IT, announcement of the digest in social networks and email newsletters. Report on completed work – monthly; research, analytics, infographics based on company data about the IT situation in the region, statistics on created sites. Publication of research in the blog and distribution in social networks and e-mail – quarterly; at the end of the year, publication of a report on the work performed for the year in the blog. Distribution of the report in social networks and e-mail. By event (holidays and dates). Contests, promotions, greetings – every year.

The main sources of information used by the company include the following data: web analytics (user activity, number of targeted actions performed); analysis of user actions (likes, comments); monitoring of social networks and blogs (number of mentions and their tone); statistics on third-party services (visit rates on video hosting, topics on the forum); classic marketing tools (surveys and focus groups); special marketing tools (promo code system, URL tag and dedicated phone numbers); internal statistics of the group (blog): audience reach, attendance, number of participants who joined and left, number of interactions [122].

Enterprises can use four innovations in their practice of SMM-promotion of goods to the international market.

1. Showing users what is promised. Attracting customers to the company's main website is done with the help of a specific offer.

2. Traffic management with Toonimo. The user not only gets to the site, but also makes full use of its capabilities. The Toonimo tool shows the user the main features and key points of the Internet resource.

3. Analysis of the characteristics of the target audience's behavior. The company works with a specific business page in the social network, and knows which positions attract the attention of the target audience, which information is most popular, and which posts are willingly shared by users using their own pages. The enterprise knows which content of the plan increases the number of conversions to the main web resource, and understands the behavior of potential customers on the network.

4. Measuring the effectiveness of individual publications. Using the Crowdbooster tool, the company understands which positions are of interest to the greatest number of potential customers. Moreover, with the help of the Crowdbooster tool, the company analyzes the effectiveness of work in the social network in real time.

Ways of promoting the product to the international market within the framework of the SMM strategy are presented in the table. 4.

Table 4 – Ways of promoting goods to the international market within the SMM strategy

Way	Content
Building a brand community	Creation of brand representation in social networks Having an official connection with users in social networks simplifies communication with the brand
Working with the blogosphere	Using a blog on a specialized resource Using the blog as part of the site for its optimization and promotion in search engine results
Targeting	The display of the ad is carried out by users based on the compliance of the advertising material with the parameters of the Internet page where the blog is posted
Advertising Exchange	The advertising format is the purchase of posts in third-party communities The date and time of displaying the advertising post are discussed, the price of the ad depends on the number of subscribers to the group and the activity in it The exchange of posts among communities with similar topics and approximately equivalent statistics is used
Viral marketing	Branded content, an interactive program that users share with their environment

Source: compiled by the author for [96, 113, 123]

The implementation of the SMM strategy for the promotion of goods to the international market begins with monitoring the effectiveness of the presence in social media, promoting the platform and drawing up an estimate. Target groups are studied

by segmentation about knowledge, the buyer, and the target audience – by means of sociological research, questionnaires of existing customers or surveys of subscribers, email distribution, analysis of pages of customers (existing/potential) in social networks and analysis of the TOP communities to which they are subscribed members of the enterprise community.

When managing social media marketing, companies use sales innovations aimed at: implementation of the latest approaches to the management of marketing and sales of the enterprise; introduction of new products (product innovations – introduction of a new product to the market and improvement of an existing product); use of new types of services (innovations – use of new types of services); use of new technological processes (technological and technological innovations – introduction of new or significantly improved equipment and technology for customer service, product promotion and sale); changes in the organization and material and technical support (organizational innovations – introduction of more effective management structures and order of organization of the company's activities, new job profiles and professional requirements); the emergence of new sales markets (marketing innovations – selection of new market segments, service of new groups of consumers, separated by geographical, socio-demographic, behavioral characteristics).

Thus, social networks have become one of the main methods of communication between enterprises and consumers, meeting the modern requirements of the goods market.

The introduction of information technologies into the marketing activities of enterprises allows to increase the recognition of enterprises, to quickly respond to the changing interests of consumers of goods, while interacting directly with customers, showing attention to each of them, which affects their attitude to the product brand.

The main directions of improving the interaction between the enterprise and users based on the Internet communication system are four levels, which include certain features of the offer (Table 5).

Table 5 – Main directions of interaction with users based on the Internet communications system

Level	A brief description	Communication capabilities of the network
First level	The least degree of awareness Ability to search by name or product name Contact information is provided	Maximum level limit
The second level	Online catalogs and databases that provide the company with a personally generated page for placing advertising information	Quick response to user requests Providing information depending on current tasks
The third level	Internet resource in the form of an online store The possibility of concluding contracts and paying for the transaction online The ability to buy products online in one click	One-time customer contacts Possibility of online purchase and payment
The fourth level	A full-featured online resource The highest degree of interactivity of industry portals of private trading platforms Permission to place an application for the sale and purchase of products Registered users can keep records of transactions and purchases.	Optimization of external and internal communication flows of the enterprise The greatest potential of communicative activity due to close interaction with users: consumers, suppliers, contact audiences

Source: compiled by the author for [107, 116, 126]

The marketing communications system contains elements that are the main complex elements for the formation of an Internet communications network:

- Internet advertising. Advertising on the Internet is the main form of manifestation of the virtual environment, it contains contextual and banner advertising (advertising inserts, certain text blocks, banners;

- Internet PR. The enterprise can improve the corporate site by using the Internet-PR resource as a source of PR information, in order to increase the communication possibilities of interaction with customers, the recognition of the brand of goods and increase the reputation of the enterprise;

- search engine optimization. The company can use the main search engines to appear on the first places in the list of received search results of the proposed links. The essence of search engine optimization consists in optimizing the code and text of web pages in order to increase the chance of attracting the attention of potential buyers.

Before implementing the improvement of any marketing communications at the enterprise, it is necessary to determine the main directions in which the analysis of the process of sending a message to a potential buyer and the elements of the Internet communications complex will take place.

Characteristics of parameters of the international market and marketing communications are given in table. 6.

Table 6 – Characteristics of parameters of the international market and marketing communications

Parameters	International market
1. Production and sales parameters	
Sales volume per transaction	Big
Purchase volume	Big
Average purchase price	High
Features of production	Production is carried out after signing the contract
Use of the product	Food
Number of buyers	Big
Type of buyer	Wholesale buyers
Geographical distribution of demand	Buyers are geographically concentrated
2. Demand parameters	
Origin of demand	Secondary demand
Dynamics of demand over time	Depends on general economic trends
Elasticity of demand	Demand is elastic
Motivation of buyers	Rational
Pricing procedure	It is determined as a result of negotiations between the seller and the buyer
Making a purchase decision	Collegiate
3. Parameters of product promotion through marketing communications	
The relationship between the producer and the buyer	Presence of mutual relations
Methods of promotion	Mostly personal selling
Distribution channels	Mostly direct
Product awareness	High awareness

Source: compiled by the author for [103, 126]

It is expedient for enterprises to take into account all parameters of the international market before implementing or improving marketing communications.

The creation of an effective system of Internet communications of the enterprise is carried out in four stages:



Stage I. Reaching the target audience. In general, the evaluation uses the calculation of the effectiveness of placing advertisements in printed mass media. These indicators are used to compare the cost in certain editions.

Stage II. Perception of the proposed information by the target audience. It is possible to evaluate the perception of information by conducting a test for recognition, memorization of the product brand, and emotional reactions to the company's advertising banners. This information can be analyzed by the duration of the visitor's stay on the corporate website, by the number of clicks on the offered tabs with information on the website.

Stage III. Analysis of the influence of information perception and achievement of set goals. In Internet communications, the perception and achievement of set goals means ordering products online, downloading information from the corporate website. At this stage, with the help of online counters, the enterprise has the opportunity to estimate the number of visitors, user traffic and determine the average attendance of web resources on the corporate website. The number of clicks and transitions at this stage helps to estimate the number of transitions to the corporate site, and thereby show the effectiveness of the implementation of the company's communications system.

Stage IV. Correlation of communication costs with the success of the enterprise. To evaluate all the obtained results of the company's activity means to evaluate the changes in the volume of sales of products as a result of the activities of the formation of the communications system. That is, it is necessary to analyze the number of sales of the enterprise due to the implementation of the communications system and compare them with sales that occurred through the corporate website without improving the Internet communications network of the enterprise.

The main advantages for the enterprise after the implementation of the Internet communication system: transitions to the corporate site through banner advertising in any case will provide statistical information on visits to the corporate site page and the number of transitions to each element of the Internet communications system; the possibility of linking to an alternative corporate site of the main partners of the enterprise; creation of a database of e-mail addresses of consumers to simplify the

organization of Internet communication with the company's clients using e-mail; wide coverage of the target audience with the help of a corporate website; the use of PR activities in the network with the aim of actively influencing the target audience through the publication of materials on the corporate website, through mass media.

The proposed system of Internet communications of the enterprise provides an opportunity to realistically evaluate the effectiveness of the implementation of the Internet communications network, to forecast profits with the help of the developed service on the corporate website of the enterprise.

The use of the Internet in the promotion of goods to the international market brings new opportunities and advantages compared to marketing based on traditional technologies: high speed of data transfer; the transition of the key role from the producer to the consumer; globalization of activities; reduction of transaction and transformation costs; using a strategy that is focused on Internet marketing.

The introduction of Internet technologies when promoting goods to the international market provides a complete statistical picture of the effectiveness of the company's marketing campaign. This allows the company to offer new solutions in real time when promoting goods to the international market, to respond to possible changes occurring in the structure of demand and supply of goods, to win the attention of its potential buyers.

Social media marketing is based on the use of various channels and resources to increase brand awareness, attract buyers, familiarize the audience with new products and other business goals. Social media marketing is a fairly new field for many modern businesses that are actively trying to master it.

The strategy of promoting goods to the international market of the enterprise in social networks is carried out in the following sequence: development of the stages of the implementation of the strategy; search for investments; organization of research during strategy planning.

## **8. Peculiarities of management of competitiveness of enterprise in such mind**

The emergence of a market economy was marked by the emergence of free competition in which the legal norms of economic activity protect the freedom of producers, determine the equality of all forms of ownership and management with minimal state intervention in the affairs of economic entities.

Competitiveness characterizes the degree of development of society. The higher the competitiveness of market participants, the higher the standard of living in this country.

Competition arose as a result of the social division of labor and reached its greatest prosperity under capitalism, becoming a component of entrepreneurial activity and the main driving force of market relations.

Currently, the concept of competitiveness is used quite widely. It is used to characterize such objects as a product, enterprise, industry, country. The problems of competitiveness are also relevant in the aspect of the international division of labor. In each specific case, the concept of competitiveness reflects a certain content, but along with this, these objects of competitiveness are interconnected, subordinated and reflect the presence of a common one. The essence of the general in the concepts under consideration is that they reflect, first of all, the fact of the market organization of the production of material goods in society, the competitive mechanism for inducing the improvement of the qualitative characteristics of the product and the economic activity of the enterprise in terms of the main parameters.

From the standpoint of interaction and subordination, the competitiveness of a product, enterprise, industry, country, world market, reflecting the fundamental foundations of a market economy, can be schematically represented as follows (Fig. 1).

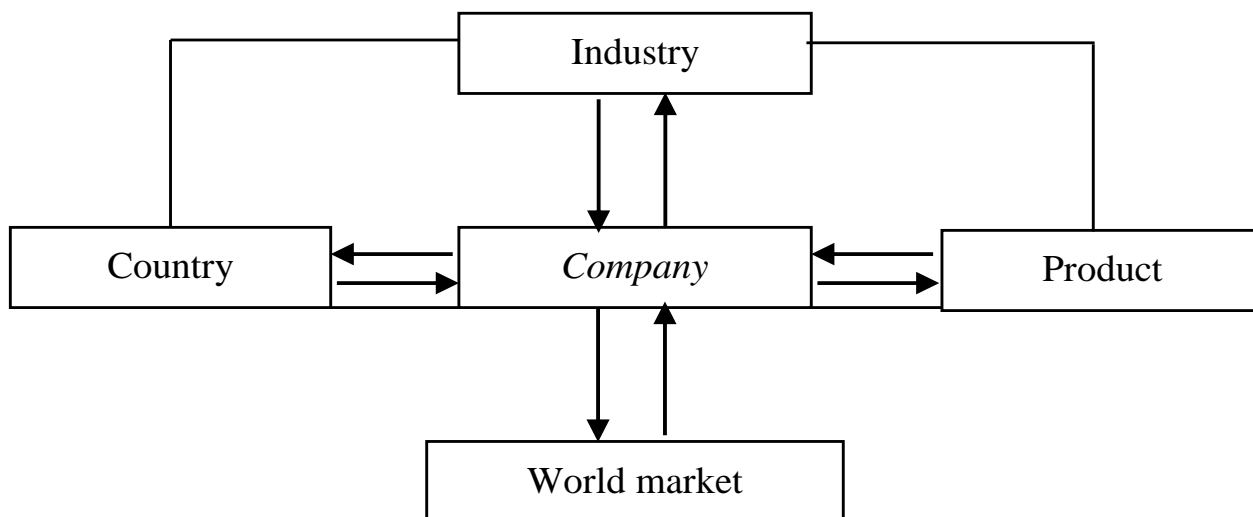


Fig. 1. Scheme of subordination and interconnection of the competitiveness of a product, enterprise, industry, country, world market

The first block of the scheme: enterprise – product, shows that the product is the result of the economic activity of the enterprise and has a reverse effect on the further development, improvement of the economic activity of the enterprise. In a market economy, as well as in a command-administrative system, an enterprise is the primary organizational form for the production of material goods, and in this regard, its potential is realized in the creation of goods. But unlike the command-administrative system, economic relations between business entities are formed on the basis of purchase and sale, exchange of goods and services. Therefore, the competitiveness of an enterprise can manifest itself only in the form of the competitiveness of a product (service). And the competitiveness of goods (services) is a condition for their high and stable demand from consumers and the main condition for the economic growth of an enterprise.

The second block of the scheme: enterprise – industry, reveals the relationship between the competitiveness of the enterprise and the competitiveness of the industry. In a market economy, both classical and modern, the industry is a set of enterprises that produce homogeneous products and compete with each other for markets and the highest profit. The enterprise is the basis for the development of branch production,

industry. And the higher the competitiveness of enterprises, the higher the competitiveness of the industry. At the same time, industry competition, as shown by M. Porter, directly affects the enterprise, its competitive development strategy.

The totality of industries forms the basis of the national economy. Therefore, the organization of sectoral production in the form of business structures is of fundamental importance for solving the problems of competitiveness of both enterprises and the national economy.

The third block of the diagram: enterprise – country, reveals the relationship between the competitiveness of an enterprise and the competitiveness of a country that is not essentially a working category. M. Porter in his work "International Competition" showed that the country's competitiveness is the productivity of the use of resources, labor and capital, organizationally united in an enterprise and providing a certain standard of living for its citizens [130, p. 24, ]. In other words, the competitiveness of the country, which is manifested in the living standards of citizens, is a derivative of the efficient operation of enterprises. At the same time, the country, the state have a significant impact on the formation of conditions for the competitiveness of enterprises. The role of the country in shaping the conditions and prerequisites for the competitiveness of enterprises is especially evident in countries with economies in transition. In general terms, the conditions for the competitiveness of enterprises are determined by the model of transition to a market economy and the economic policy of the state [141, p. 12–14 ].

The fourth block of the scheme: the enterprise is the world market. As you know, the enterprise is not an independent subject of world economic relations. Its entry into the world market is connected with the economic policy of the state, the country and reflects the fact that the enterprise is a structural link in the industry, the national economy. This position in the diagram is marked with connecting lines.

The competitiveness of an enterprise in the world market depends on the state of the industry, the socio-economic development of the country, and the economic policy of the state. In turn, the world market has an impact on the state of competitiveness of the national enterprise. What impact the world market has on national enterprises

depends to a large extent on the national foreign economic policy, since it forms the basis for the rules of international trade and settlements, the movement of capital, investment, labor, knowledge, etc.

The competitive mechanism of movement of a market economy is inherent in it at all stages of its development from the moment of its inception. But the problems of competition and the competitive strategy of enterprises acquire particular relevance in the late 60s and early 70s. [134, 136, 138, 142]. During these years, the relatively stable conditions of the external environment in relation to enterprises begin to change dramatically. The external environment becomes turbulent.

Among the most significant factors in the dynamics of the external environment, first of all, scientific and technological progress should be mentioned. The rapid development of information technologies, science-intensive industries, new trends in technology with a saving effect led to qualitatively new opportunities and conditions in the activities of large intersectoral concerns, the renaissance of small businesses, and new parameters for the activities of specialized companies.

At this time, the processes of the international division of labor and the internationalization of economic activity are also gaining new strength. Globalization is becoming an integral feature of world economic relations. There is an increase in competition, both in domestic and foreign markets. New conditions for economic activity, primarily for large enterprises: a high rate of renewal of fixed capital, the need for significant financial resources to upgrade production, release new products or open new markets, as well as the turbulence of the external environment, require to determine when designing, creating an enterprise, and manufacturing products. , "lay" success factors, i.e. competitiveness. The development of the theory of competitiveness, or in the wording of M. Porter of competitive advantages, enterprises, goods are becoming one of the topical areas for developing development and management strategies (with varying degrees of significance) for enterprises of various organizational forms.

In the context of a transformational economy, the transition to a market organization of social production, enterprises of all forms of ownership (in relation to

the public sector, we are talking about enterprises operating on the principles of full economic, commercial calculation and self-financing) face the problems of understanding the rules of market management, developing their own development strategy, and in this regard, solve the problems of competitiveness.

In modern studies of competitiveness, the competitiveness of a product is most often put at the forefront. So, for example, Yu.A. Savinov, M.N. Chepurin write that since the competitiveness of capital is manifested in the market, that is why attention should be focused "...mainly on consideration of the competitiveness of goods" [146, p. 215 ]. As already noted, the competitiveness of the enterprise cannot be realized outside the product. But the competitiveness of an enterprise is a broader concept, it covers all the main parameters of the economic activity of an enterprise, and not just production.

Among the works in which the competitiveness of an enterprise is studied as an independent problem, several positions can be distinguished. One of the most widely used definitions is the following: "The competitiveness of a manufacturer (firm) is a relative characteristic that reflects the differences in the development process of a given manufacturer from a competitor manufacturer both in terms of the degree to which their goods or services meet a specific social need, and in terms of the efficiency of production activities" [142, p. 6–13 ].

Undoubtedly, the above definition touches on important aspects of competitiveness, but it is not difficult to see that it focuses mainly on the current level, the problems of operational management, without affecting the current and strategic position in the market. Within the framework of the turbulent environment of the transformational economy, when market relations are just being formed as a reproduction model of social production, such a definition is not enough.

In accordance with another definition, the competitiveness of an enterprise is interpreted as "the level of its competence in relation to other enterprises – competitors in terms of such parameters as technology, practical skills and knowledge of personnel, the level of strategic and current planning, quality (management systems, production),

communications " [148, p. 310 ]. This definition is more specific and detailed, but its essence is actually reduced to the already considered definition.

A.P. Gradov and others define a firm's competitiveness in general terms as "its comparative advantage relative to other firms in a given industry within and outside the country" [145, p. 335–339 ]. This definition also contains truth, however, within the framework of a transformational economy, when a significant part of enterprises are insolvent and unprofitable, this definition cannot be used as a starting point. It does not show the effectiveness of the economic activity of enterprises and their direction, i.e. development goals.

G. Skudar in the article "Strategy for increasing the competitiveness of an enterprise: problems and components of success" reproduces two definitions that take place in the economic literature. Competitiveness – "... this is the position of a country or a commodity producer in the domestic and foreign markets due to economic, social and political factors." And further: "In an open economy, it can also be defined as the ability of a country (firm) to withstand international competition in its own market and the markets of other countries" [143, p. 86–92 ].

As for the first definition, it reflects the fact of the market organization of production, which, as you know, is understood as a system of relations between commodity producers connected with each other by the market. In the market system, each enterprise occupies a certain position, and its activities are determined by social and other factors. And the statement of this fact does not give a clear understanding of the essence of the category "enterprise competitiveness".

The second definition is also extremely abstract and reflects, first of all, the fact of the market organization of production, the mechanism of development, the movement of which is competition, which involves the struggle, rivalry, confrontation between producers. Therefore, the second definition from the standpoint of disclosing the essence of the competitiveness of an enterprise cannot be considered sufficient either.

Yu.B. Ivanov, analyzing some of the above approaches to determining competitiveness, proposes an approach according to which the study and assessment



of the competitiveness of an enterprise should be approached not on the basis of a comparative analysis of the performance of competitors, but on a deep study of the processes occurring in the internal environment of the enterprise and reflecting its relationship with the external environment. Offering this approach, Yu.B. Ivanov draws attention to the fact that the competitiveness of an enterprise should be considered as a system consisting of continuously interacting factors, and characterizes the degree of realization of the potential capabilities of an enterprise to acquire and retain a competitive advantage for a sufficiently long period of time. In this case, "...competitiveness should be understood not only as efficiency, but also as the dynamics of an enterprise's adaptation to changing environmental conditions" [139, p. 24 ], i.e. competitiveness is not only a result, but also a process of the dynamics of an enterprise as an organizational form of capital, which can be described in appropriate quantitative and qualitative parameters.

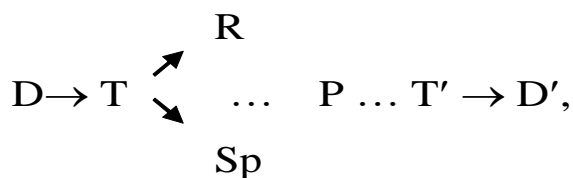
With this methodological approach, the main emphasis is placed on the ability of the enterprise to bring its internal environment in line with continuously changing external conditions in the shortest possible time and in the most rational way, ensuring the maintenance and development of existing ones, as well as the creation of new competitive advantages in the process of adaptation. The advantages of this approach are obvious. At the same time, it should be emphasized that from the standpoint of the system method, more than one definition of the competitiveness of an enterprise can be given. It all depends on the criteria, the objectives of the study. In the conditions of the formation of a market economy, as rightly noted by A.V. Aleksandrov, it is necessary to approach the definition of the competitiveness of an enterprise from the standpoint of the interests of specific subjects [140, p. 11 ]. In this regard, the interests of the enterprise and the country should have a dominant role, first of all.

The approach to competitiveness as a process, in our opinion, reveals the strategy for the formation and management of the competitiveness of enterprises, which is especially important in the context of the formation of a market economy. At the same time, the study of the competitiveness of an enterprise, in our opinion, should be carried out in the context of the concept of the country's competitiveness, under which, as

already noted, M. Porter understands the productivity of the use of resources, and productivity is expressed in the cost of return per unit of labor or capital. M. Porter reasonably believes that "productivity is the main determinant of the standard of living in a country, since it is the main source of per capita income" [130, p. 24]. The consumption of resources is carried out by enterprises, the functioning of which is carried out in a competitive environment, which in relation to its subjects acts as a mechanism for coercion to improve production, productive use of resources. In a situation where changes in the competitive environment occur quickly and dynamically, when the environment becomes turbulent, from the standpoint of the current level, enterprise management does not give the expected effect. The proposed model of competitive advantages by M. Porter focuses on a new approach – a strategic one, the definition of business from the standpoint of studying the economic forces of competition. It should be emphasized that the principles of strategic planning and management have already been tested in the scientific literature and business practice, so that the theory of M. Porter is the development of a general development strategy, primarily for large enterprises in a turbulent environment. This methodology, in our opinion, is fully applicable to the period of the transformational economy, when the issue of productive use of resources is acute not only at the level of operational management, but also from the standpoint of the development strategy of enterprises, the formation of a new type of economy, and meeting the pressing problems of the country and the population.

In this regard, the competitiveness of an enterprise should be systematically disclosed from the standpoint of development goals, efficiency, and growth dynamics.

As already noted, the theoretical solution to the issue of competitiveness should, from a practical point of view, provide an algorithm for the transformation and development of enterprises and the economic system as a whole into highly efficient structures. In this regard, the real possibilities of analyzing, forming and managing the competitiveness of an enterprise are provided by an approach from the standpoint of the form of circulation and turnover of capital, an enterprise, as its organizational form:



where D is money;

T – goods;

R – labor force;

Sp – means of production;

P – production process;

T' – commodity capital;

D' – money capital.

It should be emphasized that the proposed approach is important primarily for enterprises of a synergistic type, i.e. for industrial enterprises based on industrial cooperation.

There are three interrelated stages in the circulation of capital.

The first is providing the enterprise with production factors. The second is the production process. The third stage is the sale of manufactured products (goods, services) to consumers. The first and third stages reveal the relationship of the enterprise with the external environment, the position of enterprises in the resource markets and consumer markets. The second stage reveals the productive nature of the economic activities of private producers.

This approach in a transformational economy has several advantages. Firstly, it forms in the heads of the enterprise and the state clear ideas about the reproduction model of the enterprise, which, as already noted, being an organizational form of capital, is fundamentally different from the reproduction model of the enterprise in a planned system. Secondly, it shows that the competitiveness of an enterprise is not an inherent property, but its characteristic, due to its entrepreneurial activity in comparison with other manufacturers. Thirdly, the proposed approach allows society to expose the most significant problems of enterprises from the standpoint of turning them into effective market structures.

Determining the purpose of an enterprise in a transformational economy, in our opinion, is the first point in the study of the competitiveness of an enterprise. It is well known that the highest goal of the enterprise in a classical market economy is the production of profit. In today's market conditions, goals are changing. Now the development of the enterprise is determined by a structured system of goals. However, the general direction of development of enterprises is still the production of profit (income). In a transformational economy, profit should also determine the highest goal of enterprise development. The laws of Ukraine also emphasize that the enterprise carries out its activities in order to obtain the appropriate profit (income). In this regard, the competitiveness of an enterprise can be defined as its ability to produce products that are in demand among consumers and make a profit. With this approach, the level of competitiveness can only be determined by comparing with the performance of manufacturers of similar products. In Western economic literature, in this regard, it is customary to single out high, medium, and low competitiveness of an enterprise [144].

It should be emphasized that the comparison of the profit and profitability of an enterprise should be carried out not only in terms of industry, but also at the level of inter-sectoral analysis, since capital is not interested in the production of material goods or services in itself, but in making a profit. High profit in the industry testifies, first of all, to its social significance, to the demand for these products. In the search for the most profitable application, not only the objective regularity of capital to growth is carried out, but a competitive mechanism is laid down to meet various social needs, the overflow of capital and ensuring the uniform development of the national economy as a whole. Therefore, working in one or more industries, an enterprise, as an organizational form of capital, will always compare the level of profitability of industries and other enterprises in order to determine its place (industry) and growth strategy.

Of course, in a comparative analysis, an enterprise should proceed from a certain time lag. This allows you to more accurately determine the degree of efficiency in the use of capital.

In the conditions of a transitional economy, indicators of profit and profitability, firstly, provide information about the "assimilation" by enterprises, both former state-owned and newly created, of the rules of a market economy. Secondly, they indirectly provide information about the effectiveness of the economic state policy in the field of economic reform.

In a market economy, profit, as you know, directly depends on the products produced. Only after the product, be it a thing, object or service, is sold, it is possible to sum up the results of economic activity. Therefore, the next step in the analysis of the competitiveness of an enterprise is to study the problems of selling products, i.e. the study of capital at the third stage, on the basis of which the economic position of the enterprise in the market is formed. In this regard, all definitions that emphasize the relationship, the interdependence of the competitiveness of an enterprise and its products, focus on its position in markets, both internal and external, contain positive definitions of the competitiveness of an enterprise.

In a transformational economy, in the analysis of the competitiveness of products as a form, a factor in the competitiveness of an enterprise, attention should primarily be focused on such aspects as production costs and price, packaging, appearance, and after-sales service. A special issue in this range of problems is pricing policy. Until now, many managers, as a rule, first of all, of large production structures do not fully recognize the logic of the market mechanism for setting prices based on demand, and continue to be guided by the logic of setting a price that covers the costs of the enterprise.

In a transformational economy, especially at the initial stage, when enterprises are dominated by the old stereotypes of economic activity, the emphasis of an enterprise on determining its place, position in the market is a condition for effective, competitive development. As sociological studies show, at the first stages of transformation, almost the majority of enterprises adhere to previously established relationships with suppliers and consumers of products, even if these relationships do not provide more favorable conditions for the economic activity of the enterprise. There are at least two explanations for this. First, the reform of the economy began

without proper preparation of information structures, the use of which would allow enterprises to better navigate the processes taking place on the market. Secondly, there is a widespread practice of non-fulfillment of contractual obligations, especially by the so-called intermediary structures. In this case, the lesser of the evils is chosen.

The next system element of the analysis of the concept of competitiveness of an enterprise is the study of the movement of capital at the second stage. The basis of the competitiveness of products is determined primarily by the conditions of its production, which determines the quality parameters of the product and its effectiveness, i.e. production costs. The essential side of the production process is the organization of labor, which, by virtue of the cooperative form, directly generates the social force of labor or the synergy of the transformation of resources into finished products, manifesting itself in the form of profit. In the context of this analysis, the competitiveness of an enterprise can be determined from the standpoint of its competence in relation to other enterprises, competitors in terms of such parameters as technical level, technology, organization of labor and production, practical skills and professional knowledge of personnel.

The problem of reducing production costs is one of the most significant at the present stage of economic reforms. The conditions of the command-administrative system as a whole oriented enterprises towards costly methods of doing business. This predetermined the appropriate structure of production and enterprises. Therefore, the restructuring of enterprises is one of the most important areas for creating competitive advantages for Ukrainian enterprises.

Finally, the last system element in the analysis of the competitiveness of an enterprise is the study of its resource base, the movement of capital at the first stage, which also characterizes the market position of the enterprise. The most pressing issue in the context of a transformational economy is the acquisition of natural resources, some of which are sold by private intermediary structures that extract super profits from this. Due to the inefficient option of privatization, the shutdown of enterprises, enterprises are forced to purchase part of these resources on international markets, which causes new costs. For enterprises, the selection of personnel is also relevant,

primarily managerial personnel with competitiveness from the standpoint of understanding the patterns of business development in a competitive environment. It should be emphasized that, although in the analysis of determining the competitiveness of an enterprise, the factors of production are considered the last, in the real process of the economic activity of the enterprise and the movement of capital, they are the first, initial ones. At this level of analysis, the competitiveness of an enterprise appears in the form of its ability to acquire factors of production in the required quantity and quality to organize the production process and achieve its goals.

From the standpoint of capital turnover and economic growth, the study of the competitiveness of an enterprise acquires new features and tasks. The most important in this regard are the determination of the factors of a leading position in the market, the formation and use of the potential of the enterprise. The development of a competitive strategy based on the marketing approach involves, first of all, the formation of a structured system of goals aimed at ensuring a high rate of return in the long term. Its most important components, in our opinion, are: market positions (external efficiency), efficiency of production and economic activities (internal efficiency), investment projects, goals of owners and staff, determination of competitive advantages (strengths and weaknesses of the enterprise).

The leading positions in the market are the result of an appropriate strategy, the implementation of which is primarily related to the competitiveness of products and sales volumes. At the present stage of economic reform, the strategy of expanding sales markets, including foreign markets, opening one's own representative offices, searching for new consumers and effectively working with them, is of fundamental importance. formation of competitive advantages in the market environment. In a situation where the sales markets are approaching saturation, the company must move from "logical increment strategy" to "strategic planning", i.e. to the research and development of new products and services.

The essence of capital, as you know, lies in its growth, increase, which is carried out through investment policy. Investment projects, as already noted, can be in the nature of increasing the volume of production in order to strengthen market positions

and obtain sustainable profits, or open up new markets. In the conditions of a transformational economy, in our opinion, the investment policy should be preceded by an assessment and bringing the social and economic potential of the enterprise in accordance with the new conditions of economic activity. In the economic literature, special attention is paid to the formation and management of competitive potential. This issue is developed in depth and detail in the works of A.E. Voronkova [135, 136, 137]. At the same time, it should be noted that one of the significant factors affecting the efficiency of using and further developing the potential of an enterprise (its competitiveness) is taking into account the determining role of the social subsystem, the interests of the members of the organization.

From the standpoint of the "object – subject" criterion, an enterprise represents two subsystems: social and technical (technological). The social subsystem or personnel, being a more significant element in the enterprise system, is a set of relations, primarily between people, employees of this enterprise. In this rather complex system of relations, economic relations can be distinguished, including organizational, psychological, personal, formal and informal, etc., i.e. economic and cultural in the broad sense of the word. The study of relations between employees or staff can be carried out from different angles and for different purposes. In the 19th century, much attention was paid to the analysis of relations in terms of determining the essence of capitalist production, the basis and patterns of its development, purposefulness. As you know, one of the forms of relations between workers, between labor and capital in this period was the class struggle. The introduction at the end of the 19th and beginning of the 20th centuries of a number of state mechanisms for regulating relations between labor and capital (length of the working day or week, the minimum wage, laws on trade unions, social security, etc.) stabilized the situation and was one of the prerequisites for further development of society, market economy, entrepreneurship.

The successful development of entrepreneurship, especially of the large corporate sector, has become associated with the development of management, investment in personnel, motivation systems, employee share programs (ISOP), etc.,



with an approach to the enterprise as a constantly changing organization or organizational changes, the implementation of which is associated with the behavior, participation in the process of personnel. The first model of organizational change was proposed already in the late 40s by the famous American social psychologist K. Levin. From the early 1960s to the early 1990s, the vast majority of researchers considered change in terms of an approach called organizational development. With all the variety of definitions of this method, its essence was reduced to a purposeful fundamental change in the corporate (organizational) culture in order to adapt the organization to changing environmental conditions. At present, the management of organizational changes in a corporation is carried out on the basis of a combination, synthesis of business process reengineering methods (a modern technical basis for enterprise development) and organizational development. It follows that the competitiveness of an enterprise is, first of all, the ability of personnel to make rapid organizational changes in a dynamic external environment based on the interests of all members of the organization, and not just the owners. In the conditions of a transformational economy, in the process of reforming the economy, first of all, in our opinion, the social component of the transformation of an enterprise at all levels was ignored and underestimated. This predetermined the presence of serious contradictions between managers and shareholders, contradictions between producers and investors, etc., which became one of the reasons for the decline in production efficiency and the development of crisis trends.

The study of competitiveness in terms of circulation and turnover of capital allows, already at the starting point of the process of organizing production, to highlight typical conditions, competitive advantages and disadvantages of the enterprise. Then view them at all stages of the production cycle, setting the task of multiplying competitive advantages and leveling negative trends. Of course, each stage in the movement of capital can have its own pros and cons, but it is important that the pros are taken into account not only in stages, but also as part of a holistic approach, i.e. in terms of capital turnover and economic growth. Highlighting the strengths and

weaknesses at the level of the whole will allow for a more effective attitude to investment policy and the efficiency of using the economic potential.

It should be emphasized that the study of competitiveness from the standpoint of circulation and capital turnover is close to the concept of M. Porter's "value chain" [135, p. 119–125 ], figure 2 .

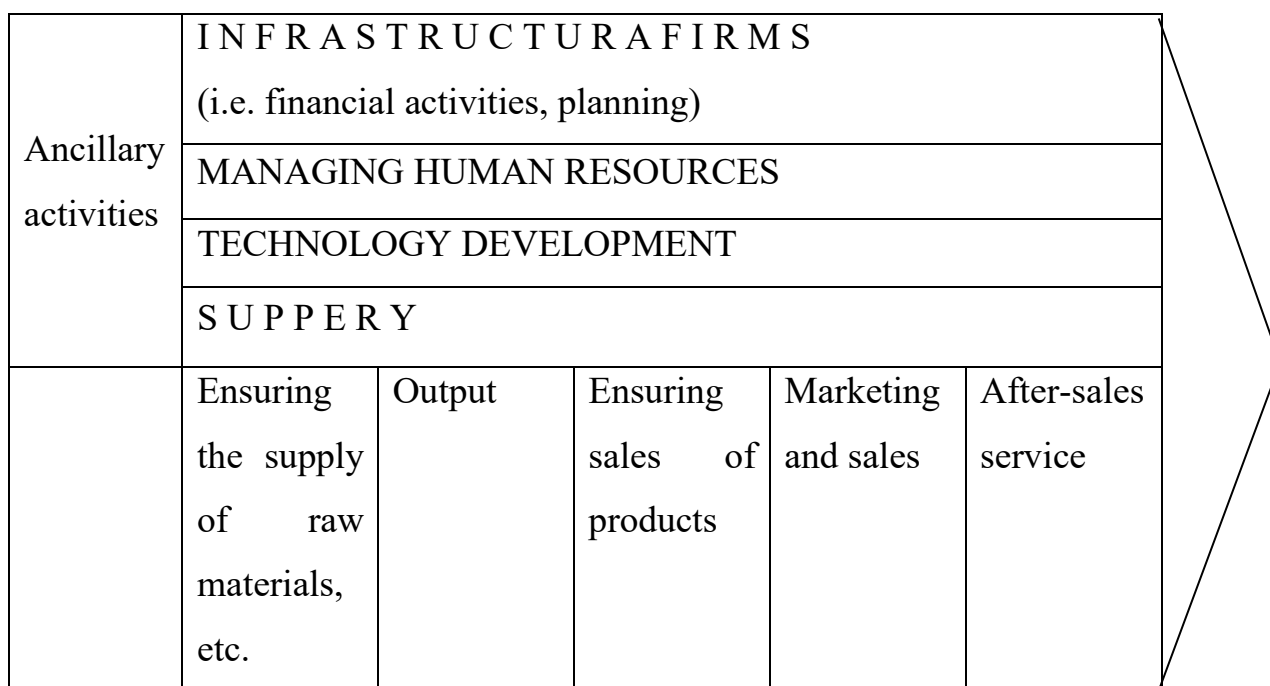


Fig. 2. Value chain

However, in modern conditions of the transformational economy, the proposed approach, along with the previously indicated advantages, also has the circumstance that emphasizes the importance of the monetary form. Since in a modern market economy the importance of the monetary form in real economic turnover does not need to be proved at any structural level of production, M. Porter can simply consider the problems of the company's competitive advantage in the systemic organization of value chains: supplier value chains, company value chain, channel value chains sales, customer value chains. Barter exchange, as A. Marshall showed, (characteristic of the modern transformational economy) introduces more uncertainty into trade transactions than exchange through money. The transition from a command-administrative system

to a market economy, unfortunately, was accompanied by a transition from monetary forms of trade to barter. The result is a slowdown in the rate of capital turnover, complications in reforming the economy, weakening and deformation of production ties in the unified system of the national economy.

Understanding the competitiveness of an enterprise will not be complete without taking into account the management system. The managerial approach to the competitiveness of an enterprise can be expressed through a separate managerial subsystem, or within the framework of the entire management system. It is important that the enterprise management system should ensure the implementation and put into action the current and potential competitive advantages of the enterprise. The definition of the competitiveness of an enterprise at the management level is manifested, first of all, in the ability of an enterprise to set goals, both operational and long-term, to coordinate the efforts of people and material resources to solve the tasks set, which determine the high efficiency of economic activity and the productive use of production factors.

Thus, determining the competitiveness of an enterprise is a complex, systemic complex of certain characteristics of economic activity, starting with organizational issues, supply, production, marketing, satisfying the needs of solvent buyers and ending with a management system that ensures highly efficient production and development of the enterprise.

The enterprise competitiveness management system, as already noted, is a complex of organizational and economic elements and forms, mechanisms, methods by which the enterprise provides its competitive advantages. An important place in the competitiveness management system is occupied by the system of labor motivation. In management theory, motivation is considered, first of all, as a process of activating, motivating employees to highly efficient work. There are many lines of research in motivation theory, from simple "carrot and stick" to "self-concept" theories. The problem of labor motivation is inherent in all types of enterprises, the development of which is based on collective labor. And the larger the enterprise, the higher the importance of the system of labor motivation in achieving effective production results.

Under socialism, the main problems of the theory of motivation were the problems of material and moral incentives, which were considered in the following context. Under socialism, it was believed that the means of production belonged to the whole society, including every person. Therefore, every able-bodied person was not only a co-owner of the means of production, but also had to work. For his work, in accordance with the law of distribution according to work, he was guaranteed wages. Material and moral incentives were considered as an integral part of the socialist organization of labor, which reflected the features of centralized management of the economy and labor resources. At the same time, material incentives were based on the recognition of individual, special interests among employees, in accordance with which the system of incentives for highly productive work was determined. The factors of recognition and orientation of workers to the social significance of labor were reflected in moral stimulation.

With the transition to a market economy, the situation in the organization of economic activity and the role of personnel in its effectiveness change fundamentally. If in the conditions of the previous development the enterprise was guaranteed the receipt of resources and the sale of products, and on this basis, wages, then in the conditions of market relations the enterprise should really earn money for its development, including for the payment of labor. As studies of the experience of leading companies in developed countries show, at the present stage, the most significant role in achieving high production efficiency and competitiveness of products is played by the human factor, covering the totality of educational, qualification, and cultural characteristics of the workforce. This circumstance determines, on the one hand, the high requirements of corporations in the selection and placement of personnel in the technological process of production. On the other hand, it orients employers to take into account the interests of personnel in the economic strategy of corporations, which are reflected in the motivation system.

The transformation of the command-administrative system into a market economy, therefore, determines the development of new enterprise approaches to the formation and improvement of the system of motivation of employees and personnel.

In the theory of personnel management, in some educational publications, the process of motivation is considered as a chain of concepts: needs, motives, behavior and goals of a person (Fig. 3 . ) [147, p. 247]

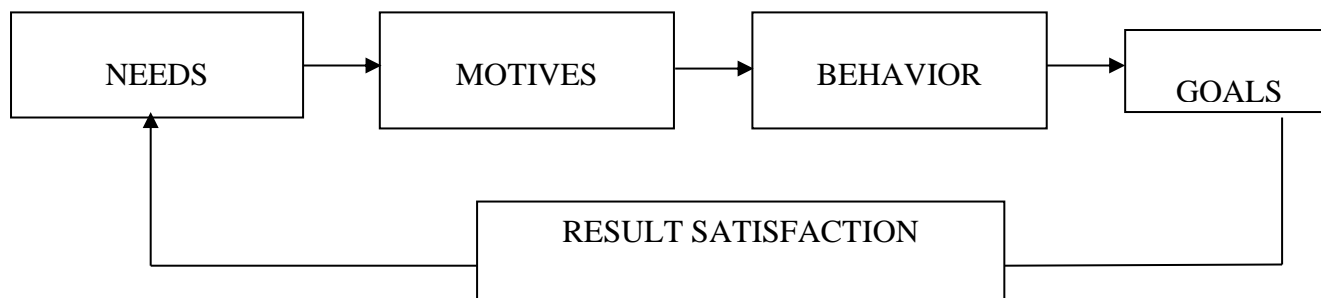


Fig. 3. Scheme of the motivational process

In the textbook "Enterprise Economics" [145, p. 335 ]the motivational process is considered through such factors as needs, interests, motives and incentives.

A close examination of these approaches hides a general idea of motivation behind the differences that are significant at first glance. In terms of content, in our opinion, both approaches correctly focus on the fact that, firstly, needs are the driving stimulus to work. The structure of the needs of different individuals may be different, but this does not negate the fact that it is the satisfaction of needs that is the motive for participation in labor activity. It should be emphasized here that the formation and awareness of needs, their structure, as well as the need for labor activity, in a person begins during the period of his socialization in the family and school, when the foundations of norms, ethics, and the value system of a person and society are laid. Further development and improvement of needs occurs through participation in work and social life. Secondly, entering into an employment relationship, a person determines goals for himself in advance, i.e. determines the benefits (services) that he would like to receive in return for his labor. At the same time, a person, as a rule, measures his abilities, qualifications, requirements for work, etc. with the expected reward. Thirdly, a person, an employee always evaluates the result obtained from labor activity, i.e. remuneration for work. Moreover, a person tends to correlate costs and rewards not only in relation to himself, but also to those around him, while checking

the principles of justice in relation to himself and in society each time. This property is characteristic of a person regardless of time and era. It obviously reflects the fact that man is a social being.

Remuneration of labor (achievement of individual goals) on the basis of feedback has a significant impact on the further development of labor creative activity. In a situation where wages or other forms of remuneration by an individual are assessed as inappropriate for the amount of labor costs, and against the background of an unreasonable increase in the income of persons who are not directly related to production, labor alienation and labor passivity are growing. Labor loses its attractiveness, significance and value for the individual. The decline in the prestige of work leads to three interrelated socio-economic phenomena. First, to limit consumption and undermine the mechanism of reproduction of the labor force and advanced training, and, consequently, the effectiveness of labor. Secondly, to the degradation of the labor potential of the individual. Thirdly, to social tension and the demand for wage growth, regardless of labor efficiency.

The system of motivation can be considered in a broad and narrow sense. In the latter case, the analysis of the motivation system is limited mainly to factors, forms of direct recognition of merit and encouragement of employees, the main of which are the forms and systems of wages, as well as all kinds of bonus payments. In a broad sense, the motivation system involves the study of the role of the human factor and its assessment in all significant areas of the production and reproduction process. It includes a set of aspects of the functioning of the labor force that affect the attitude of the employee to work and its effectiveness. Modern theories of motivation in their essential aspects proceed from these moments.

Such an approach within the framework of the transformational economy makes it possible to identify the most significant areas for redesigning the organization of labor and relations of the social subsystem, improving training, improving the qualifications of personnel, as well as the system of remuneration and the realization of personal goals of employees. From the standpoint of the formation and improvement of the enterprise competitiveness management system, this approach allows us to

identify the most significant factors in the formation and use of competitive advantages.

In the system of motivation in a broad sense, five interrelated main areas can be distinguished:

1. improving the organization of labor (setting goals, expanding labor functions, enriching labor, improving working conditions, etc.);
2. improving the quality of the labor force (improving the professional and qualification level, creating a system of promotion);
3. improvement of social and labor relations and involvement of personnel in the process of enterprise management (brigade forms of labor organization, quality circles, various forms of participation in production management);
4. material incentives (improvement of wages, bonus system, participation of personnel in the property and profits of the enterprise);
5. non-monetary incentives (creation of comprehensive social programs involving both collective and individual rewards, consumption of material goods, the creation of systems of "flexible benefits", psychological encouragement, etc.).

The organization of labor is a specific form and methods of combining labor and technology in the labor process. From the standpoint of the organization of labor, all enterprises are different, due to the specifics of the production process. However, in its essential features, it includes two interrelated aspects: natural-technical and socio-economic. It should be emphasized that both sides of the organization of labor are dialectically related to each other, i.e. The development of each side is conditioned by the development of the other. At the same time, each economic system has its own distinctive features, which is reflected in the organization of labor. Therefore, in the transition from one economic system to another, to a market one, enterprises must revise and redesign the principles of labor organization. In accordance with the new conditions of economic activity, first of all, it is necessary to review the number of employees.

Studies show that both the technical side and the socio-economic side have a significant impact on the efficiency of labor organization, the formation of a synergistic

effect. Therefore, when developing a competitive development strategy, an enterprise must already at this stage solve the problem of "full" and "deep" inclusion of labor in the production process, which is achievable only if the labor organization system reflects, on the one hand, the principles of competitiveness, internal labor competition, and, on the other hand, the relationship of cooperation. Such an organization is impossible without the mutual consent (acceptance) of the parties: the enterprise and the labor force.

It is clear that consent, which includes the development of goals, functional duties of employees, labor standards and rationing, discipline, productivity and quality of labor, socio-economic working conditions, labor productivity, forms and systems of wages, bonuses, payments from social development funds and etc., is impossible without an adequate system of evaluation and remuneration of labor. At the same time, it should be emphasized that the organization of labor is connected with the remuneration system to the extent that its development is determined by social factors. Today, the professionalism of the workforce plays a decisive role in the effective organization of labor and the efficiency of the economic activity of the enterprise. Therefore, already at the stage of designing and improving (redesigning) the organization of labor, an enterprise should attach great importance to taking into account individual goals in the system of enterprise goals, working conditions, expanding labor functions, etc.

Within the framework of the previous stage, the improvement of the organization of labor was carried out according to the model of scientific organization of labor, in which the defining direction was the introduction of scientific achievements and best practices into production. However, the NOT model, along with a number of declarative postulates, mainly focused on a person as an employee, without taking into account his personality traits, individual characteristics and needs. At a certain historical stage, this circumstance acted as a brake on improving the organization of labor and the growth of labor productivity, product quality.

The effectiveness of the organization of work can be measured using a system of indicators. In the aspect of research and improvement of the motivational system,



an important role is played by indicators of labor productivity (production of marketable products per employee of industrial and production personnel, in comparable prices), profit production per employee, reflecting the effectiveness of the functioning of the labor force. Comparison of these indicators of competing enterprises allows us to more accurately determine the level of labor organization and the elements of competitiveness of each of the manufacturers.

In practical terms, today a fairly common phenomenon is a formal approach to the organization of labor, the organization of jobs, working conditions, etc. at many, primarily privatized enterprises of medium and large businesses. The main part of these enterprises, as already noted, is unprofitable. It is clear that the reasons for this situation are largely determined by the market reform model, when intermediary structures received significant advantages in the main markets, but the situation will not change if enterprises expect better production conditions. An effective way to improve the situation at enterprises can be, first of all, improving the organization of labor in both subsystems: technical and social, allowing, first of all, through technical improvements and changes in socio-economic relations and attitudes towards labor, to reduce production costs, ensure high quality products, form corporate culture, to promote the disclosure of the creative potential of a person.

In the conditions of the current stage of transformation of production activities, enterprises should pay great attention to improving the quality of the workforce, which is reflected in the growth of its professionalism, the development of a career, the development of new specialties, the expansion of independence in the organization and control of the labor process in the workplace. Professionalism and self-organization in the workplace in modern conditions, as studies of the practice of foreign and domestic enterprises show, are one of the significant factors in the growth of production efficiency. Therefore, the specified issues of LLC "Agrana Fruit Ukraine" pays serious attention. These issues are reflected, first of all, in the personnel policy, the most important components of which are also the selection and placement of personnel.

When recruiting personnel, LLC "Agrana Fruit Ukraine" is guided by the principles of vocational training. The composition of the workers is formed mainly

from among the graduates of vocational schools who had an internship at the enterprise. For the purpose of competitive selection of employees, the company provides a large number of internship places for students. This allows the enterprise to form certain value orientations and requirements in students and future employees during the practice. The managerial staff and the composition of specialists are formed on the basis of basic education, especially in specialties that reflect the specifics of the enterprise's management in the conditions of market relations.

One of the principles of personnel policy is the principle of family dynasties and mentoring. Through these principles, individual training of employees for participation in labor activities at the enterprise takes place. The high efficiency of these forms allows us to consider them as the most important forms of ensuring the selection and qualification of the workforce.

It should be emphasized that in the system of training and advanced training, the enterprise assigns an important place to the training of specialists on the basis of contracts in universities, advanced training courses, participation in the work of a public permanent production meeting, etc.

An important role in stimulating effective work is played by the nature of social and labor relations between entrepreneurs (owners) and staff, the real participation of the latter in the enterprise management system. The reform of enterprises in the ideological and scientific terms is carried out mainly on the exaggerated exaggeration of the effectiveness of private property. Today, in fact, it is axiomatic for many politicians to assert that the market is an efficient, self-regulating system of production. In practice, this led to the fact that in the process of privatization no effective control mechanisms were created in the actions of managers of joint-stock companies, financial intermediaries, proper social protection of highly efficient labor was not provided, and the real participation of personnel in enterprise management. As a result, the promises of prosperity based on the market were embodied in a real decline in production, the development of inflation, unemployment, and the impoverishment of the main part of the population.

Taking into account the experience of the development of Western countries, today one of the topical issues in the formation of a motivational system is to overcome the formed contradictions in the production sector, the transition to a policy of reconciling interests, ensuring the real participation of personnel in enterprise management and production efficiency. Along with the legislatively defined forms of personnel participation in enterprise management in a market economy (Conferences of the labor collective, brigade forms of labor organization, etc.) at LLC "Agrana Fruit Ukraine" public formations were created, one of the tasks of which was to attract personnel to the management of the enterprise. These forms were:

1. Technical Council under the Chief Engineer;
2. Commission on unproductive expenses;
3. Council of the labor collective;
4. Public permanent production meeting;
5. balance commission.

These formations, along with representatives of the administration, include specialists, employees and workers. As experience shows, the involvement of personnel in management allows you to more quickly resolve various issues of the economic activity of the enterprise, achieve better results in the productivity of resource use, and actively form a corporate culture.

An essential motivational factor in stimulating effective work is the level of wages. As a socio-economic category, wages reflect the relations that are developing in society regarding the labor force product, and perform several functions. First, it is the form of the value of the commodity labor power, i.e. labor cost. In developed countries, the state actively intervenes in the relationship between labor and capital, determining the minimum wage level, which allows the employee to satisfy the needs associated with the reproduction of the labor force. Secondly, wages are a form of income received for work. The consumption of labor occurs not in the labor market, but in the enterprise, in the production process. At this level, wages and their level reflect, first of all, the efficiency of labor organization. At the same time, wages will have a sufficient stimulating effect if, on the one hand, they ensure the reproduction of

the labor force, on the other hand, there is a clear relationship with the quality and quantity of labor given in exchange.

Thirdly, real wages are one of the significant factors in the formation of aggregate demand, and in this regard, they have a significant impact on the development of the national market and the level of profitability of capital employed. During the years of reform in Ukraine, due to the dominance of redistributive concepts of the formation of market relations, there has been a sharp reduction in real wages in comparison with labor productivity and other indicators.

To this should be added the facts of the widespread practice of long unpaid leaves, significant delays in the payment of wages, the establishment of wages below the minimum subsistence level, etc. All this taken together determines the low efficiency of labor and production, the low competitive position of enterprises. We can talk about the motivational system rather as an upcoming task, and not as a form that needs to be improved.

Given the great importance of wages as a form of labor motivation, LLC "Agrana Fruit Ukraine" pays serious attention to its level, timeliness of payment and builds it on the basis of the principles of coherence of social and economic interests of employees, orientation of their activities towards final results, strengthening of competitiveness and growth of profits of the enterprise. Taking into account modern methods, the enterprise selects the most effective forms and systems of wages, stimulates current and final results of activities, encourages entrepreneurial and inventive activities, etc. Wage issues are at the center of attention when concluding individual contracts and collective agreements. The ongoing work is bearing fruit. At LLC "Agrana Fruit Ukraine" wages are paid in cash and on time. Along with wages, the enterprise LLC "Agrana Fruit Ukraine" actively uses payments from the material incentive fund as a motivational mechanism to stimulate effective work and devotion to the company, the formation of its positive image.

Along with financial incentives, LLC "Agrana Fruit Ukraine" actively uses non-monetary incentives. At the expense of social funds, the enterprise maintains kindergartens, recreation centers, dispensaries, repays loans to employees, etc. In 2021,

contributions to social development funds were at the same level. At the present stage of the market economy, social development funds should be considered as one of the most important sources of labor force reproduction and an important motivational factor in labor efficiency.

The transformation of enterprises into subjects of market relations causes attention to the problems of their competitiveness. The concept of competitiveness is used in the characterization of various objects. The paper considers the competitiveness of a product, enterprise, industry, country, world market from the standpoint of their interaction and subordination, which reflect the fundamental foundations of a market economy. Based on the results of this analysis, the following conclusions were drawn:

1) the competitiveness of an enterprise can manifest itself only in the form of the competitiveness of a product (service). And the competitiveness of goods (services) is a condition for their high and stable demand from consumers and the main condition for the economic development of an enterprise;

2) the higher the competitiveness of enterprises, the higher the competitiveness of the industry, and industry competition has a direct impact on the enterprise and its competitive strategy;

3) the country, the state, as its personification, significantly influences the formation of conditions for the competitiveness of enterprises. In particular, the clearly visible role of the country in shaping the conditions and prerequisites for the competitiveness of enterprises in countries with economies in transition, since the conditions for the competitiveness of enterprises are largely determined by the model of transition to a market economy;

4) the enterprise is not an independent subject of world economic relations, its entry into the world market is mediated by the country. In turn, the world market affects the state of competitiveness of the national enterprise, which to a large extent depends on the national foreign economic policy.

Real opportunities for analysis, formation and management of the competitiveness of an enterprise are provided by an approach from the standpoint of

the form of circulation and turnover of the capital of an enterprise. The proposed approach in a transformational economy has several advantages.

Firstly, it forms in the heads of the enterprise clear ideas about the reproduction model of the enterprise in a market system.

Secondly, it shows that the competitiveness of an enterprise is not an inherent property, but its characteristic, due to entrepreneurial activity in comparison with other manufacturers.

Thirdly, the proposed approach helps to identify the most significant problems of the enterprise at any stage of the circulation and circulation of capital and take measures to transform enterprises into effective market structures.

An analysis of the competitiveness of an enterprise from the standpoint of circulation and capital turnover is proposed to be carried out in the following sequence. The first step is to define the purpose of the enterprise. The highest goal of the enterprise in the transformational economy is to make a profit. Such a goal predetermines considerable attention to the product that is being produced, and, accordingly, necessitates the analysis of the movement of capital at the second stage of its turnover, that is, at the stage of production. The conditions of production of products form the basis of its competitiveness. In the analysis of the movement of capital at the stage of production, attention should, first of all, be focused on such aspects as production costs and price, packaging, appearance, after-sales service.

Since making a profit directly depends on the products produced, the next step in the analysis of the competitiveness of an enterprise is to study the issues of selling products, that is, the study of capital at the third stage of its circulation. Based on the results of this study, the economic position of the enterprise in the market is formed. In a transformational economy, especially at the initial stage, when the old stereotypes of economic activity are still strong, determining the position of an enterprise in the market is the most important condition for effective, competitive development.

The last step in the analysis of the competitiveness of an enterprise is the study of its resource base, the movement of capital at the first stage of its circulation, which also characterizes the market position of the enterprise. The most pressing issue in the

context of a transformational economy at this stage is the acquisition of natural resources, some of which are sold by private intermediary structures that extract super profits from this. Due to the inefficient variant of privatization, production stoppages, enterprises are forced to purchase part of these resources on international markets, which predetermines new costs. It should be emphasized that although in the analysis of the competitiveness of an enterprise, the factors of production are considered last, in the real economic activity of the enterprise and the movement of capital, they are the first, input.

A look at the competitiveness of an enterprise from the standpoint of circulation and capital turnover provides a basis for considering the competitiveness of an enterprise as a complex, systemic complex of certain characteristics of the economic activity of an enterprise, starting with the organization of labor and production, supply, the production process, marketing and satisfying the needs of solvent buyers, and ending with the management system, which provide highly efficient production and development of the enterprise.

An integral element of the analysis of the competitiveness of an enterprise is the definition of methods and indicators for its assessment. Generalization of methods for assessing the competitiveness of enterprises allows us to distinguish the following groups: methods based on the principles of comparative advantage; methods based on the theory of equilibrium; methods based on the theory of effective competition; methods based on the theory of product quality; matrix methods for assessing competitiveness; integral method. Regarding the conditions of the transformational economy, an urgent problem is the assessment of the competitiveness of an enterprise based on an assessment of the products and potential of the enterprise. The assessment of the competitiveness of products is carried out by comparing the parameters of the analyzed products with the parameters of the comparison base. In modern conditions, it is also advisable for enterprises to make comparisons with products that were produced in the previous period. This will allow you to see the dynamics of the competitiveness of manufactured products.

The potential of an enterprise from the standpoint of its competitiveness should be considered from two perspectives: in terms of the capabilities of the enterprise and their effective use. The potential of an enterprise in terms of opportunities, in turn, is considered in two directions: the cost of an integral property complex and the potential structure. The assessment of the value of an enterprise as a business, which is necessary for assessing its development and growth, is carried out using income, comparative and cost methods. The structural approach captures the potentials (factors) that play the most significant role in the production of competitive products. It is the structural approach that was used in the calculation of the general indicator of the competitiveness of the glass industry enterprise.

The enterprise competitiveness management system covers the essential elements of its behavior in economic activity and market strategy, and is a set of elements (forms, methods, etc.), with the help of which the enterprise consciously carries out its mission and strives to achieve its goals. The competitiveness management system is an integral part of the enterprise management system. Due to the fact that in a transformational economy the processes of transforming enterprises into market entities and competitive structures coincide, both the formation and improvement of the competitiveness management system should go in the context of the formation and development of a general enterprise management system adequate to market relations. The proposed concept of enterprise competitiveness management is systemic in nature, its elements are subordinated and interconnected, form a certain integrity that reflects the model, competitiveness management mechanisms in order to achieve the enterprise's mission and goals as a market structure. In the management system, an important role belongs to the external environment, the formation of which in a transformational economy is significantly influenced by the state.

The state determines the socio-economic conditions for the activities of enterprises. Among the main channels of state influence on the activities of enterprises, it is necessary to note the creation of a legislative framework, regulation of the distribution of income and profits; price regulation of natural monopolies; regulation of monetary and fiscal policy; participation and assistance in the creation of market



infrastructure enterprises; participation and assistance in the development of information technologies.

An important element of the concept of managing the competitiveness of an enterprise is social and labor relations, the formation of a motivational system and corporate culture, which form a single whole. When forming a competitiveness management system, such issues as regulation of the formation and distribution of income require their decision; compliance with labor laws; regulation of the direct functioning of the labor force and its motivation; regulation of property relations and participation of personnel in enterprise management. A study of the nature of social and labor relations shows that in Ukraine the most acute of these issues are the issues of wages. At the main part of the enterprises, it does not correspond to the cost of labor. Low wages, in turn, undermine the incentives for highly skilled work and the growth of professionalism.

The system for managing the competitiveness of an enterprise from the standpoint of circulation, turnover and economic growth must be considered within the framework of both strategic and operational management. Competitiveness in strategic and operational management is considered from different positions that affect the choice, setting goals in managing the competitiveness of an enterprise, determining ways to achieve them, forming a decision-making system and its information support, selecting performers and forms of control.

The circulation and turnover of capital in strategic management are considered in the work from the standpoint of expanded reproduction of capital. Strategic management acts as a form of managing the economic growth of an enterprise, primarily on the basis of investment projects, in which the relationship "market – product – resources – enterprise potential – goal management" should be taken into account. The distinctive features of such investment projects are setting goals depending on the results of a strategic analysis of various markets (products, information and information technologies, etc.), as well as a strategic analysis of the external environment, the components of which are the analysis: effective demand and its structure, "know-how" and technical developments, as well as the state of industry

competition. It is obligatory to assess the state of the potential of the enterprise and its redesign. When implementing investment projects that are aimed at the development of the enterprise and are characterized by an integrated approach, the greatest difficulty will be the search for real investments. It is precisely because of their absence for various reasons that a significant number of projects aimed at increasing the competitiveness of domestic enterprises have not been implemented.

In operational management, the competitiveness of an enterprise from the standpoint of circulation and capital turnover is considered from the standpoint of the formation of current costs. Therefore, it is shown what importance in the sphere of production is acquired by the organization of labor and production, personnel management, on the level of which the costs of the enterprise directly depend. The conducted research allowed us to come to the conclusion that there are difficulties in the system of operational management of competitiveness due to the nature of the transformational economy. The free formation of a system of suppliers, on the one hand, is beneficial for the enterprise, since it allows it to make real claims on various aspects of supply. On the other hand, it objectively leads to the emergence and development of a new type of activity, which predetermines an increase in transaction costs. At the same time, it is important not that changes occur in the supply system, but how this happens, with which consequences for the competitiveness of the enterprise. One of these consequences is precisely the formation of a network of intermediaries, which, due to the monopoly nature of their position, are focused on monopoly profits and super profits. The market infrastructure has taken a dominant position in relation to enterprises, sharply limiting the conditions and opportunities for production, competitiveness .

Difficulties in the system of operational management of competitiveness are also due to the existing system of settlements between enterprises, which are carried out by commercial banks on the basis of the monetary mechanism. It should be emphasized that the disorders in the monetary mechanism, due to inadequate needs of turnover by the release of the amount of money, sharp changes in market prices and the narrowness

of the national market, significantly affect the level of competitiveness of the enterprise.

The enterprise competitiveness management system is dynamic, which is due to the dynamism and continuous change in the market situation, which is inherent in the market organization of production. Improving the enterprise competitiveness management system is seen as a continuous process that is carried out in many areas. Justified the choice of the main directions for improving management, it is shown how these directions are implemented in the activities of a particular enterprise and how this affects the increase in its competitiveness.

Improving the system of managing the competitiveness of an enterprise is primarily associated with the system of organizational support, which is a set of programs, forms, methods, tools, indicators with which the enterprise achieves its goals in terms of its competitiveness. The development of the organizational support system in improving the enterprise competitiveness management system should be carried out from the standpoint of the integrity of the system.

The most significant element of the system of organizational support for improving the enterprise competitiveness management system is a variety of programs that, in interconnection, reflect the focus of the enterprise on effective demand and consumer demands, the production of products whose quality parameters are compared with the parameters of competitors' products, and profit on this basis. The most important programs for Ukrainian enterprises in modern conditions are quality, production, pricing and financial development programs. Separating the solution of product quality issues into a separate program allows the quality problem to be solved more comprehensively, systematically and efficiently.

In the context of a transformational economy, one of the most important areas for improving the competitiveness management system is restructuring. Restructuring of enterprises is a complex and multifaceted process that begins with a change in the form of ownership of an enterprise, the main parameters of its economic activity, goals and mission, and provides for significant changes in production technology and fundamentally new requirements for product quality. The generalization of scientific

views, the content of regulatory documents allow us to come to the conclusion that each direction of the restructuring of an enterprise should contain a moment of consistency and assist in the transformation of an enterprise into competitive market structures. Among the directions in the work, emphasis is placed on the restructuring of the technical subsystem, since transformations in this direction most significantly affect the level of production costs.

An integral element of improving the enterprise competitiveness management system is the formation of a new system of labor motivation, the importance of which increases with the increase in the size of the enterprise. The importance of the labor motivation system is due to the role of the human factor in achieving and securing the competitive position of the enterprise. This circumstance predetermines, on the one hand, high requirements for personnel, and, on the other hand, makes it necessary to take into account the interests of personnel in the economic strategy of the enterprise, which are reflected primarily in the system of labor motivation. One of the topical issues of the formation of the motivational system is to overcome the existing contradictions in the production sector, the transition to a policy of harmonization of interests, ensuring the real participation of personnel in the management of the enterprise and production efficiency.

In the system of labor motivation, five interrelated main areas have been identified:

- 1) improving the organization of labor (setting goals, expanding labor functions, enriching work, improving working conditions, etc.);
- 2) Improving the quality of the labor force (improving the professional and qualification level, creating a system of job growth);
- 3) improving social and labor relations and involving personnel in the enterprise management process (brigade forms of labor organization, quality circles, various forms of participation in production management);
- 4) material incentives (improvement of wages, bonus system, participation of personnel in the property and profits of the enterprise);

5) non-monetary incentives (creation of comprehensive social programs that involve both collective and individual remuneration, the consumption of material goods, the development of flexible benefit systems, psychological encouragement, etc.).

The organization of labor is specific forms and methods of combining labor and technology in the labor process, carried out on the basis of certain principles, which, during the transition to a market economy system, must be revised and redesigned. The organization of labor includes two interdependent parties – technical and socio-economic, which are dialectically interconnected. The conducted studies have shown that both parties significantly affect the efficiency of labor organization and the formation of a synergistic effect. Therefore, when developing a competitive development strategy, an enterprise must already at this stage solve the problem of "full" and "deep" inclusion of labor in the production process, which is achievable only if the labor organization system reflects, on the one hand, the principles of competitiveness, internal labor competition, and, on the other hand, the relationship of cooperation. Such an organization is impossible without the mutual consent (acceptance) of the parties: the enterprise and the labor force.

It is obvious that agreement, which includes the development of goals, functional duties of employees, norms and rationing of labor, discipline, productivity and quality of labor, forms and systems of wages, etc., is impossible without an adequate system of evaluation and remuneration of labor. At the same time, it should be emphasized that the organization of labor is connected with the remuneration system to the extent that its development is determined by social factors.

The effectiveness of the organization of work can be measured using a system of indicators.

The results obtained in the course of the study together solve an important scientific and practical problem of forming a system for managing the competitiveness of an enterprise in a transformational economy. The solution to this problem lies in the formation of a competitiveness management system based on the form of circulation and capital turnover. This system is strategic in nature and reflects the significant influence of social factors.

## **9. The research of the regional development trends in Ukraine**

The OECD Territorial Review of Ukraine, published in February 2014, identified amalgamation, decentralization and regional development as mechanisms that can help address a number of interrelated problems at the territorial level. These problematic aspects include regional disparities; significant changes in productivity; high unemployment and informal employment; demographic changes; poor quality of services; and centralized vertical multi-level governance structures that have remained in place since before Ukraine's independence [158]. In addition, the conflict in the east of the country, which began in 2014, exacerbated the problematic territorial aspects and the need to build state resilience. The OECD also emphasized the need for territorial reform, primarily to ensure national capacity to perform administrative and service responsibilities through comprehensive decentralization.

In 2014, the Cabinet of Ministers of Ukraine approved the Concept of Reforming Local Self-Government and Territorial Organization of Power in Ukraine [154]. This step launched a multi-level governance reform based on a strategic decentralization process. In a relatively short period of time, successful steps have been taken towards the amalgamation of local self-government and increasing the scale of fiscal, administrative and political decentralization. However, there are obstacles and implementation problems in the reform process that need to be addressed.

In addition, the adoption of the Land Code in Ukraine in 2001 determined a liberal way of development of land relations, but the country did not create the necessary conditions for the full functioning of the land market [150]. The moratorium on land sales was introduced immediately after the adoption of the Land Code. Government representatives stated that the moratorium was introduced as a temporary measure, and further legislation aimed at developing the land market would be adopted later. There were fears among some political and civil society stakeholders that full-scale land privatization would open the door to concentration of land in the hands of large private enterprises and would be detrimental to the majority of Ukraine's agriculture and rural

population. After the moratorium, land lease became the main (though not the only) means of land control in Ukraine. Immediately after land privatization, a large land lease market was formed. Due to the huge number of available plots, lease prices were very low. The lifting of the moratorium on the sale of agricultural land carries a number of problems and risks associated with the uncertainty of long-term prospects for agricultural development in Ukraine. These problems and risks should be comprehensively investigated.

In the domestic scientific literature, the problems of socio-economic development, decentralization, rural development and land reform are widely studied. In particular, O. Samborska [162, p. 119] in the study of indicators of socio-economic development notes the need for clear and precise actions on the part of the state and local self-government. The way of improving life and strengthening the economic development of the country is possible taking into account the transformation processes, but achieving this involves solving a set of goals and objectives facing governments at all levels. The elaboration of development strategies for a certain period helps to improve the situation in the regions of Ukraine, but this phenomenon is temporary and, in some cases, is not manageable. In addition, [161, p. 346] emphasizes the need for social protection, which includes various types of protection of citizens in case of temporary disability for various reasons, unemployment, occupational diseases, industrial accidents, pension system. Regardless of the type of community, the priority directions of their development should be the transfer of expenditure powers to the regions and the right to independently establish local taxes and fees, increase revenues, employment and social protection. For the rational use of available resources and assets for rural communities it is important to regulate the use of land resources, communal property, infrastructure development and provision of quality services to the population of rural areas. It is also necessary to strengthen the legal, organizational and material capacity of territorial communities, local governments, conducting their activities in compliance with the principles and provisions of the European Charter of Local Self-Government [163, p. 64].

Over the past ten years, we have been witnessing the transformation processes taking place in the global economy, which are rapidly changing the nature of relations between the subjects of governance and modifying them. In this context, the state as a closed economic space for the activities of subnational entities is gradually losing its meaning, while the importance of regions is growing significantly. In other words, the emphasis of economic transformations from the national level is shifting to the regional level, and therefore the role of the state in economic management is steadily declining, and the transition from a single "management center" of regional development to a multi-centric regional policy and capable local self-government is inevitable. In this context, the issues of studying the essence of regional development, the growing importance of the regions in the context of unstable macroeconomic trends, as well as due to dynamic changes in the socio-economic life of the country are of particular importance and require additional research. The timeliness of this issue is dictated by the need to deepen the theoretical and methodological foundations of research under the influence of globalization, European integration and decentralization of power.

In the works of G. Kaletnyk the state of development and use of land resources by different owners is widely studied, taking into account the structure of agricultural land. In numerous scientific works, in particular, proposals on the use of world experience of agricultural land use in Ukraine are given, proposals for improving the legislative framework in the field of agricultural land turnover are developed [159, p. 566]. In addition, G. Kaletnyk is a co-author of the draft Law of Ukraine "On the Land Market" 9001-d of 07.12.2011, which, unlike the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on the Conditions of Agricultural Land Turnover" No. 2178-10 adopted in 2020, provided for the introduction of an exhaustive list of norms for the turnover of agricultural land.

In the study of the experience of European countries in the development of local self-government, I. Furman emphasizes that now the topic of reforming local self-government in Ukraine is quite acute [155, p. 57]. The author proposes directions for the introduction of foreign experience in the work of local self-government bodies of



Ukraine, in particular: ways to implement foreign experience of decentralization of management and world experience in the development of local self-government.

Formalization of the labor market is also an important aspect of further development of decentralization in Ukraine. In particular, S. Bereziuk and N. Yaremchuk emphasize that informal relations in the labor market are a destructive factor of economic development [157, p. 18]. The authors determine that the most corrupt sector remains the public property sector, where the process of privatization of state-owned enterprises was deliberately slowed down by management structures for corruption purposes. Scientists support the theory of hypothetical dependence of GDP growth on the corruption perception index.

V. Todosiychuk [164, p. 58] emphasizes the fact that rapid socio-economic changes in the labour market of Ukraine require increasing the efficiency of employment services by restructuring them, defining the necessary modern goals and functions and reassessing current practices in order to increase the competitiveness of the domestic labour market, as well as motivating and activating the unemployed to find a job.

C. Bereziuk, L. Pronko and O. Samborska consider political power as an integral part of the development and stability of society and emphasize that it is now necessary to develop our own effective policy model that would combine the success and experience of international associations, Ukrainian history, traditions and customs. The success of the state in the international political arena depends primarily on the experience and professionalism of its own political management. The main reason for the crisis phenomena in Ukrainian society is the lack of a clear development strategy and the lack of professional competence of politicians in state-building [156, p. 498].

Also, in the context of decentralization research, scientists pay attention to the problems of state regulation of rural development. In particular, V. Baldynyuk substantiates the need for effective state regulation of rural development, since overcoming the crisis requires both the mobilization of significant resources and the introduction of effective regulatory methods. The author emphasizes that the effectiveness of regulation of rural development depends on the mechanisms of state influence on their development. The peculiarities of state regulation of rural

development are in the real unity of their main structural elements: economic base, social and environmental spheres. The need for state regulation of rural areas involves the use of a functional-territorial system of public administration, which will ensure optimal interaction between public authorities and local governments [149, p. 66].

Accordingly, land reform remains an important aspect of decentralization. It should be noted that in the development of the concept of land relations, private ownership of land becomes one of the most important elements of the protection of civil rights, state guarantees of entrepreneurial and investment activities. These phenomena are the result of Ukraine's transition to a market economy. This, in turn, was inevitably accompanied by transformation of the economic mechanism, changes in forms and methods of management. It is the process of land reform in Ukraine that is focused on providing a legal basis for the implementation of the requirements of international law on economic freedom and independence [165, p. 55].

The aim of the article is to study the trends of regional development in Ukraine, taking into account the implementation of land reform and to develop recommendations for strengthening the regional development policy aimed at realizing the productive potential of the regions of Ukraine.

With increasing territorial disparities in Ukraine, it is becoming increasingly clear that it is necessary to continue modernizing approaches to regional development policy. It can be argued that there are potential opportunities to obtain greater positive effects from economic agglomeration by focusing on the development of functional urban areas and horizontal cooperation across administrative boundaries. Accurate spatial indicators, in particular population statistics and connecting flows, are essential in adapting infrastructure and spatial planning to ageing and declining populations. Improving the efficiency of labour markets, modernising transport infrastructure and increasing the transparency of the authorities can also contribute to further growth in regional development indicators.

Ukraine's regions have faced significant challenges over the past decade. After a significant economic downturn during the global financial crisis of 2008-2009, a weak and short-lived recovery gave way to an even more severe recession in 2014-2015,

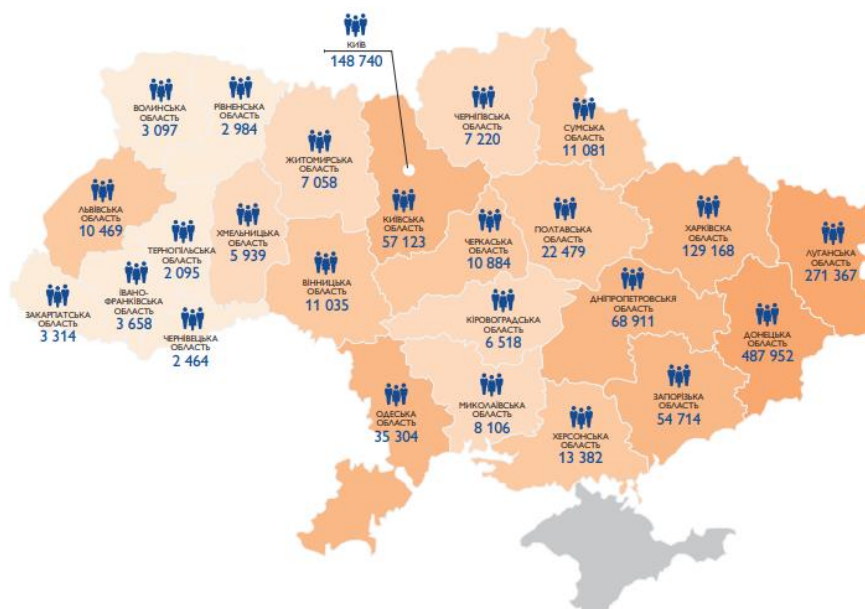
triggered by the Euromaidan events, the annexation of Crimea and the outbreak of conflict in the eastern part of the country. Meanwhile, the crisis has exposed the inherent fragility of Ukraine's economy, which consists of an over-reliance on commodity exports as a driver of economic development, persistent delays in implementing structural reforms to improve the business environment, and weaknesses in the integrity and efficiency of state institutions.

By 2018, the government had introduced a series of measures to strengthen public finances and return the economy to a more sustainable development trajectory. The signing of a four-year program with the International Monetary Fund (IMF) and the Association Agreement with the European Union contributed to further progress in structural reforms and allowed the economy to return to growth, which reached 2.3% in 2016 according to the IMF. Ukraine's real GDP contracted by 4% in 2020, with nominal GDP, i.e. in actual prices, amounting to UAH 4.194 trillion. At the same time, the World Bank raised its forecast for the growth of Ukraine's gross domestic product in 2021 from 3% to 3.8%. The Ministry of Economy forecasts that Ukraine's economy will grow by 4.6% of GDP in 2021. In order to ensure a sustainable economic recovery in the long term, concerted efforts are needed to increase productivity, diversify the export base, attract foreign direct investment and strengthen public administration institutions at the national and local levels.

Population ageing and decline are changing the economic geography of Ukraine. Eighty percent of Ukraine's cities are experiencing population decline due to low birth rates and net migration outflows, which is particularly pronounced in eastern and north-central Ukraine. Regional and local authorities should take this into account in their development programs and urban development plans. The planning system should aim to mitigate the negative side effects of population decline while adapting infrastructure and services to the needs of an ageing population. Conversely, several urban agglomerations with growing populations - Kyiv and some cities in Central and Western Ukraine - must plan for the development of public services and infrastructure to accommodate new residents. In light of these changes, it is crucial to improve the accuracy of population statistics, including data on commuting. Consequently, it is

critical to conduct a population census. Distortions in the country's population statistics lead to inaccurate distribution of public funds between local budgets, as subsidies, transfers and fiscal equalization mechanisms are linked to the official population. There is also a need for gradual reform of the residence registration system, as shortcomings in this system lead to discrepancies between official statistics and the actual population in many regions.

The index of geographical concentration of Ukraine's population in 2015 was 19%, while the median according to the OECD was 37%. The annexation of Crimea and the conflict in eastern Ukraine led to numerous forced displacements of the population, especially active in the first years of the conflict. Since 2017, displacement from the non-government controlled areas of Ukraine has somewhat stabilized, and the number of internally displaced persons (IDPs) has been around 1.5 million, with slight fluctuations. As of October 2019, 1.4 million IDPs were registered with social protection agencies. Most of them are located in Donetsk (up to half a million) and Luhansk (up to 300 thousand) regions and the city of Kyiv and Kyiv region (up to 200 thousand together). There are also numerous IDPs in Kharkiv, Dnipropetrovska, Zaporizka regions (Fig. 1) [151, p. 8].

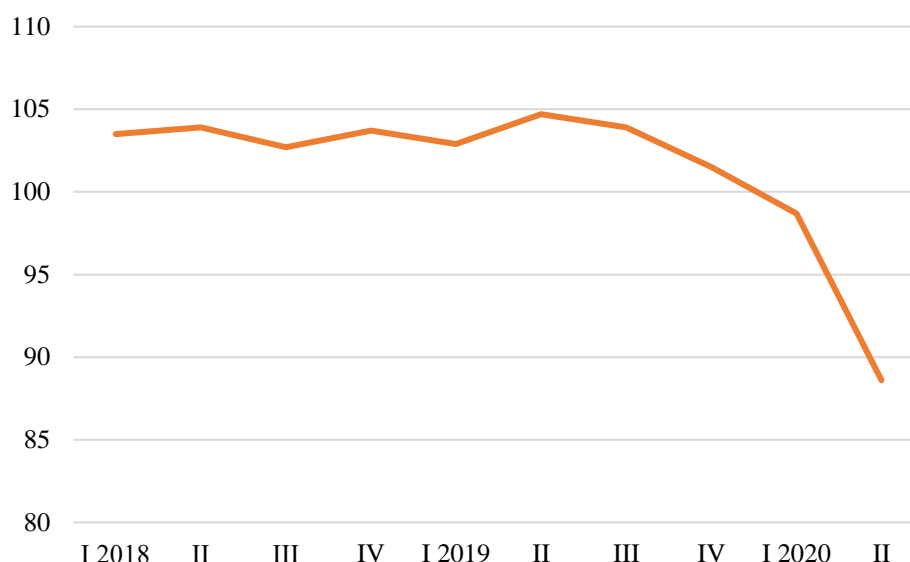


**Figure 1. Accommodation of internally displaced persons on the territory of Ukraine (thousand people)**

Source: compiled by the authors according to [151, p. 8].

We can talk about the existence of a trend towards further concentration of population in Kyiv and the most dynamic urban agglomerations. If managed effectively, this can increase productivity and ensure economic growth. Given that the largest urban agglomerations cross administrative boundaries, the government needs to focus on functional urban areas rather than administrative entities. Defining urban areas as functional economic units can help to improve public policies in urban agglomerations, including the transport sector, infrastructure, housing and schools, as well as cultural space and recreational areas. It can also facilitate the necessary horizontal cooperation between large cities, neighbouring districts and villages.

According to OECD standards, territorial heterogeneity in Ukraine is high. This heterogeneity is reflected in gross domestic product (GDP) per capita, household disposable income per capita and living standards. Ukraine inherited significant regional imbalances from the Soviet era, which were exacerbated during the transition recession of the 1990s. Inter-regional disparities have continued to widen since the turn of the century, with a marked increase after the outbreak of the conflict in Donbas. The rapid economic development of the Kyiv agglomeration is a major factor in the growth of territorial disparities: the city of Kyiv and the adjacent oblast (region) accounted for almost 60% of national GDP growth in 2004-2014. At the same time, in 2020, Ukraine's real GDP declined and amounted to 88.6% in the second quarter (Fig. 2). In 2021, the Kyiv region will continue to play a leading role in the economic growth of the country, so the possibility of increasing interregional disparities should not be excluded [152, p. 3].

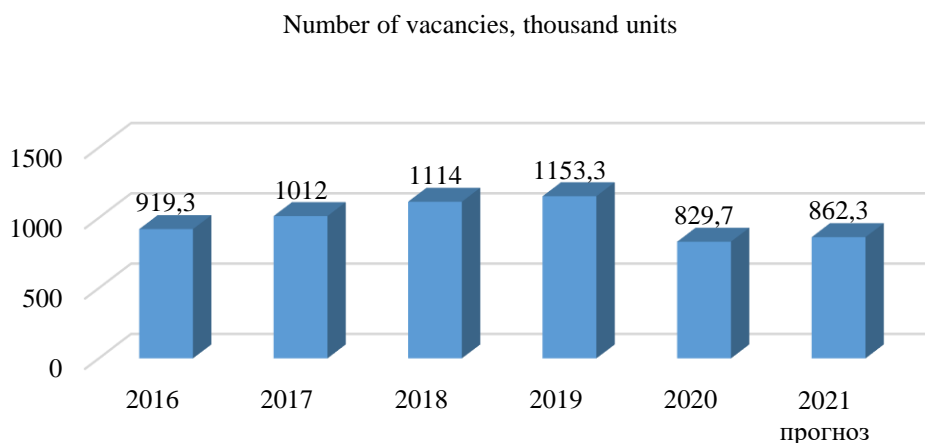


*Fig. 2. Real GDP of Ukraine*

*Source: compiled by the authors according to [152, p. 3].*

At the same time, some central and western regions demonstrate relatively high growth rates and form a central growth cluster expanding to the west and south of Kyiv. This trend reflects positive changes in agricultural productivity as well as elasticity of light industry during the economic crisis. At the same time, heavy industry and mining, which are heavily concentrated in Eastern Ukraine, have been underdeveloped since 2010. Also, the decrease in trade with the occupied territories, rising energy prices and increasing restrictions on access to the Russian market have further worsened the prospects for the development of Ukraine's heavy industry. Meanwhile, Western and Central Ukraine are well positioned to benefit from more concentrated integration into EU cross-border production supply chains.

The recession of 2014-2015 caused a drop in business activity and, consequently, the official unemployment rate increased to 9.3% - the highest level since 2005 - with youth unemployment reaching 16% in 2016 (Figure 3). It is assumed that, as in previous years, in 2021, more than 40 % of the total staffing needs will be concentrated in Kyiv, Dnipropetrovska, Kharkivska, Poltavaska, Lvivska and Ivano-Frankivska regions [153].



**Figure 3. Preliminary estimates of the additional need of employers for workers for 2021**

*Source: compiled by the authors according to [153]*

Therefore, the functioning and economic integration of regional labour markets becomes a major issue. Integration of internally displaced people into the labour market is a problematic aspect for many regions, especially in government-controlled areas of Donbas. In order to increase the efficiency of the labour market, the authorities should ensure that the mismatch between the skills required in the workplace and those provided by formal education and training systems is bridged, and that the informality inherent in the Ukrainian labour market is reduced. High levels of informality can affect fiscal sustainability, especially at the level of local budgets, which rely heavily on income tax revenues. The government should refrain from any further increase in the minimum wage, as this could jeopardize the functioning of small and medium-sized enterprises in some less developed regions of Ukraine and push them into informality.

The level of participation of the Ukrainian population in elections is low and characterized by strong spatial dependencies. Western regions are characterized by a higher voter turnout, and there is a negative correlation between the participation of the population in local elections and the level of bias of city administrations. The results of the Ukrainian municipal survey conducted in 2017 indicate positive trends in the

level of perceived quality of administrative services and in the level of citizens' satisfaction with local administrations. If this trend continues, it may lead to an increase in the level of trust in the government and strengthen the involvement of citizens in social processes at the local level.

Meanwhile, while politicians remain uncertain about further development prospects, business has adapted to changes and reforms. Access to cheap rental land immediately after the reforms in the early 2000s encouraged entrepreneurs to establish farms that operated on large plots of land. However, due to the uncertainty of tenure (among other factors), the risks associated with access to land pushed agricultural enterprises towards shorter-term business models: grain and oilseed production.

We summarize a number of problematic aspects of land reform in Ukraine and provide recommendations for their solution in the conclusions.

The distribution of conditional land shares took place rapidly within one decade, creating about seven million landowners by 2009. Ukrainian landowners are a poorly organized and heterogeneous group of people who are often not interested in working on their plots and are characterized by insufficient awareness of general land relations in the country [160, p. 1644]. With less than 10% of private land owners cultivating their plots, few have the potential to commercialize their agricultural activities if the moratorium is lifted and the business environment improves.

In addition to privately owned land, 10.5 million ha of land is still owned by the state. About 1.08 million ha (10.2% of total state agricultural land) is cultivated by state agricultural enterprises, which are widely criticized for inefficient land use.

The current environment is difficult to reform. The Ukrainian government provides a rather vague picture of how it wants to see domestic agriculture in the future. The vast majority of private landowners in Ukraine have a strongly negative attitude towards lifting the moratorium. At the same time, they also want to be able to sell their land. Policy and institution building initiatives are hampered by widespread misuse of state resources and can be easily discredited in the current political climate.



The abolition of the moratorium on the sale of agricultural land by the Law of Ukraine on Amendments to Certain Legislative Acts of Ukraine on the Conditions of Turnover of Agricultural Land No. 2178-10 (the Law) is complex. The Law is not a separate comprehensive law and only amends other legislation. Due to the relatively weak "rule of law" in Ukraine as a whole, other laws should be adopted in the near future to make the above Law more effective. The lifting of the moratorium on the sale of agricultural land is possible only after the adoption of a separate law on the land market, and not a law amending other legislative acts. The law was adopted during the COVID-19 quarantine. This means a violation of the civil right to protest. The law was adopted under strong pressure from the International Monetary Fund on the Ukrainian authorities. The law promotes the transformation of land resources into a commodity, speculative asset. This creates preconditions for controlling agricultural land by financial and other non-agricultural institutions.

Ukraine lifts the moratorium on land sales and launches the land market without a clear strategic vision of the future of Ukrainian agriculture. So, the launch of the land market is a tool, not a goal. It is a tool for achieving another strategic goal of a higher level of governance, which could be, for example, the development of an agricultural system based on family farms, as in the EU or countries that have successfully implemented land reform aimed at improving the quality of life in rural areas.

Also, the launch of the land market in the current conditions is characterized by risks associated with the acquisition of land ownership rights by entities that are not citizens of Ukraine, territorial communities or the state. From January 1, 2024, Ukrainian legal entities will be allowed to acquire land ownership with a concentration of no more than 10 thousand hectares. Such a rule creates risks for small family farms and creates conditions for the constant expansion of large farms. Commercial banks are also allowed to acquire ownership of agricultural land as collateral for a period of up to two years until they sell the land at auction. This provision also creates additional risks, as the allowed period of land ownership is too long and the auction mechanism has not yet been developed, so it remains unclear what conditions and restrictions will be imposed on buyers. A more general problem is that no special institution (such as

the State Land Bank) has been established to perform important regulatory and intermediary functions on the land market. Such an institution should provide guarantees to commercial banks in accordance with the terms of their collateral loan agreements with farmers. If necessary, it should also redistribute land in accordance with such agreements. The possibility of purchasing agricultural land by foreign citizens remains open, if the respective decision is taken at a national referendum.

Also, currently in Ukraine there are no real restrictions to prevent the concentration and seizure of land. From 1 January 2024, the sale of land in one hand will be limited to 10 thousand hectares, while legal entities will be allowed to acquire land ownership. It is unrealistic to expect that Ukrainian small farmers and peasants will be able to meet their demand for land during the period of restrictions for legal entities, even with state financial support to compensate for part of the interest rate on new commercial loans for land purchase. Small farmers have to service their current loans and do not have sufficient financial resources to service additional ones. In addition, most of the private agricultural land will remain under lease agreements with large commercial farms in the coming years. This also makes it impossible for small farms to acquire land during the period of restrictions for legal entities. When the restrictions are lifted, legal entities will be able to easily win the competition for land because priorities for small local farmers, young farmers and new local farmers are not defined. In addition, former tenants, which are usually represented by large agricultural holdings in Ukraine, have priority in land purchases. There are currently no restrictions in place to avoid concentration of land in local communities created as a result of the decentralization reform in Ukraine. This means that monopolistic control over agricultural land is possible at the level of small territorial communities. The previous draft law contained a provision on concentration of no more than 35 percent of agricultural land within a local community, but it was removed before the second hearing of the law in the Ukrainian parliament. Currently, large agricultural holdings can control more than 35 percent of agricultural land (essentially forming monopolies) in local communities under lease agreements. There is a high risk that one individual/legal entity can buy all the land in a local community whose total

agricultural land area does not exceed 10 thousand hectares. There are no conditions for new land buyers such as education, experience in agriculture or local residence. This opens the door for land concentration, for example, for dummy buyers who lease land to large agricultural enterprises.

Individuals and legal entities leasing agricultural land will be granted a pre-emptive right to purchase it from the original owners. Lessees may sell or transfer this right to other parties for speculative purposes or transfer the right to affiliated parties to retain control over the land. At the same time, land purchase priorities for small local farmers, young farmers, new local farmers, local residents and other buyers who are important for sustainable agricultural and rural development are not set. In such circumstances, there are significant risks associated with the rule that former tenants, which in Ukraine are usually represented by large agricultural enterprises, can transfer their pre-emptive rights to purchase land to third parties. Former tenants are obliged to inform only the actual owner of their decision, but this cannot prevent undesirable transactions, nor can it help to control land concentration in the interests of the local economy and local communities. This norm makes local small farmers less competitive as potential buyers on the land market.

It is also worth noting the lack of real state support for small and medium enterprises in the context of land reform.

**Conclusions.** Strengthening the policy of regional development of Ukraine provides for the implementation of the entire production potential of the regions of Ukraine and should contribute to the overall economic development.

To ensure regional development, the government needs to strengthen the economic agglomeration of Kyiv in the following areas: consideration of functional urban areas as the basis for the development of urban policy (transport, infrastructure development and spatial planning); promotion of horizontal cooperation between large cities, neighboring districts and cities.

Updating the urban planning system to mitigate the negative effects of ageing and population decline should be done by: adapting infrastructure and service provision for the ageing population; conducting the next census to improve the accuracy of

statistics; reforming the residence registration system to align statistics with actual patterns of internal migration.

In order to overcome territorial inequalities and promote regional growth, it is necessary to: strengthen efforts to integrate internally displaced persons into the labour market through targeted introduction and implementation of labour market development programs (access to registration of the unemployed); reduce the informality inherent in the labour market by overcoming the mismatch between the skills required in the workplace and those developed in formal education and training systems; refrain from any further increase in the minimum wage

The Ukrainian land market and, in particular, the management and privatization of state-owned land should be facilitated by well-functioning institutions, taking into account the national context and needs of the country. In general, an approach based on the creation of strict rules may be more suitable for the Ukrainian environment with dysfunctional administrative bodies characterized by low public trust. This implies that centralized institutions, which were previously able to dispose of state land at their own discretion, should transfer this function to local governments, which have incentives to manage their own resources more efficiently. However, any benefits from decentralization of state land management depend on building the capacity of local public services, which is likely to require significant public investment. Transparent procedures, including publicly available information on price levels, are needed to create synergies. Finally, the land consolidation process, which will naturally be facilitated by a liberal land market, should carefully consider the interests of all stakeholders. Voluntary land consolidation projects, as opposed to compulsory schemes, are more likely to minimize potential welfare losses to landowners.

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## **10. Ensuring competitiveness of agricultural enterprise supply chains in the context of the development of European integration processes**

The formation of the competitiveness of agricultural enterprises takes place in the conditions of deepening integration relations with European countries. Agricultural producers are faced with the problem of production of products that must meet the requirements of the European market, which implies the stability of production and compliance of its quality and safety with international standards. Measures taken in this direction at the state level led to a certain stabilization of domestic agricultural production. However, a number of issues on increasing the competitiveness of enterprises in the conditions of deepening European integration processes remain unresolved, namely: production of the main types of products that are competitive on the foreign market; providing the population with competitive products of domestic manufacturers, taking into account the volume of imports, creating a system of effective product sales and compliance of its quality with market requirements, etc. At the same time, one should adhere to the statement that only a competitive enterprise can produce competitive products.

In Ukraine, under certain conditions of existence and development of the market economy, the role of the efficiency of the enterprise of all forms of ownership as a component of the system of economic information and management is growing. Today, as noted by G.M. Kaletnik, Ukraine faces an urgent task of developing state agrarian policy mechanisms to increase the efficiency of using the existing potential of the agrarian sector of the economy. To this end, special attention should be focused on creating prerequisites for its institutional support, which, first of all, involves the development of rural areas, the formation of mechanisms for the interaction of the state and agrarian business, the development of the agricultural advisory system in the form of information and consultation assistance to agricultural producers and the rural population, the development small-scale agricultural production, agricultural cooperation to ensure the integration of personal farms of the population into the market mechanisms of the functioning of the agrarian sector of the economy [179] .

Under these conditions, enterprise management needs systematic information about the implementation of economic processes, their nature and scope, about the availability of material, labor, and financial resources and their use. An important attribute of a market economy is the competitiveness of an enterprise. The study of the competitiveness of the enterprise in the conditions of the economic situation in Ukraine allows to consider it as a comprehensive characteristic of the potential opportunities for securing competitive advantages in the perspective that is available for review (10–15 years). The sources of international competitive advantages are the progressive organizational, technological and socio-economic base of the enterprise, the ability to analyze and timely implement measures to strengthen international competitive advantages. In the Economic Code of Ukraine (Article 25), competition is understood as a competition between business entities, which ensures that, thanks to their own achievements, they gain certain economic advantages, as a result of which consumers and business entities get the opportunity to choose the necessary goods, and at the same time, individual entities Enterprises do not determine the terms of sale of goods on the market [172].

Tkachuk O.M. and Savrasova O.O. point out that today the problem of competitiveness management has become extremely important for modern entrepreneurs, because the global crisis has exacerbated the difficult situation in the competition between enterprises. In the absence of an adequate and timely assessment of the level of one's own competitive potential, identification and analysis of factors of direct influence on the competitive positions of the enterprise, its management makes it impossible to develop and implement a strategy for the existence and functioning of the organization [202]. In order to determine the competitive position of the firm in the market, it is necessary to identify the factors that affect the possibility of winning or losing in the competition. Their appropriate analysis helps identify strengths and weaknesses in the company's activities and the work of its competitors, develop measures and means by which the company could increase its competitiveness and ensure its success, increase its share in sales on a specific product market. The issue of competitiveness occupies one of the central places in the economic analysis of various

types of economic activity of various subjects. Since the competitiveness of an enterprise means its ability to achieve competitive advantages over other enterprises in a specific market. Responsibilities for managing competitiveness lie at all levels of management.

The object of competitiveness management is the technical and economic process, when its competitive advantages are formed during the creation of products, and the subject is the system of competitiveness as a tool for its management. In the process of competitive struggle, the participants pursue the same goal - maximizing profits at the expense of winning consumer preferences. However, the ways and means of achieving this general goal are different. Therefore, the winner in the competition is the one who achieved certain competitive advantages earlier than others and captured a stable segment of the market. But gaining advantages is only the beginning, it is much more difficult to hold on to the market while maintaining your original positions. Competitiveness characterizes indicators of cost price, profitability of production, productivity, profitability of production, labor productivity. Some authors add profitability, productivity, turnover, business activity, liquidity to them. Some scientists see the competitiveness of an enterprise in a relative characteristic that reflects the degree of difference in the development of a certain organization from its competitors in terms of the degree of satisfaction of consumer needs with its products, as well as the ability and dynamics of the organization's adaptation to the conditions of market competition [166].

The issue of competitiveness occupies one of the central places in the economic analysis of various types of economic activity of various subjects. Since the competitiveness of an enterprise means its ability to achieve competitive advantages over other enterprises in a specific market. Responsibilities for competitiveness management lie at all levels of management. The object of competitiveness management is the technical and economic process, when its competitive advantages are formed during the creation of products, and the subject is the system of competitiveness as a tool for its management. In the process of competitive struggle, the participants pursue the same goal - maximizing profits at the expense of winning

consumer preferences. However, the ways and means of achieving this general goal are different. Therefore, the winner in the competition is the one who achieved certain competitive advantages earlier than others and captured a stable segment of the market. But gaining advantages is only the beginning, it is much more difficult to hold on to the market while maintaining your original positions. According to G.V. Spassky, the competitiveness of an enterprise is the production of a competitive object that is able to withstand competition compared to similar objects on the given market; stability of financial activity [201].

Yankovy O.G. in turn, characterizes this category as the ability on a real scale of time and perspective to form and use a system of knowledge, abilities and skills to jointly create a product that is attractive to the consumer, ahead of current and possible competitors [207]. Competitiveness characterizes indicators of cost price, profitability of production, productivity, profitability of production, labor productivity. Some authors add profitability, productivity, turnover, business activity, liquidity to them. Some scientists see the competitiveness of an enterprise in a relative characteristic that reflects the degree of difference in the development of a certain organization from its competitors in terms of the degree of satisfaction of consumer needs with its products, as well as the ability and dynamics of the organization's adaptation to the conditions of market competition. Vitvitskyi V.V. believes that the competitiveness of the enterprise is the ability to effectively dispose of own and loan resources in the conditions of a competitive market, that is, the main attention is paid to the financial side of the enterprise [171]. There are two most significant definitions (over the last decade) of the competitiveness of enterprises. These are, first of all: the ability of the enterprise to maintain a stable position on the market, operate profitably, be attractive to investors, earn a good image (image) among consumers and various business entities and, secondly: the ability of the enterprise, through the introduction of innovations in the production of products or the provision of services, to attract consumers with better quality characteristics of manufactured products at a lower price; the presence of differences between this enterprise and the enterprises of competitors in terms of the level of efficiency of economic activity, the forms of which are manifested in the ability



to adapt to the conditions of the economic situation and to satisfy needs with their goods and services [174].

The modern interpretation of economic competition has its own characteristics:

- the civilized nature of the struggle based on the competition of business entities;
- similarity or interchangeability of goods of competing enterprises;
- the identity or proximity of the needs of consumers, in relation to which the competitor is fighting;
- management of own competitive advantages;
- commonality, similarity of the goal for which rivalry arises;
- limited opportunities of each of the competing parties to influence the conditions of circulation of goods on the market as a result of independent actions of other parties. The essence of competition can also be understood through the functions it performs (Fig. 1).

An entrepreneur must understand the needs of consumers and offer products that would meet these needs. Therefore, with the help of the regulation function, the factors of production under the influence of the price are directed to those industries where they are most needed.

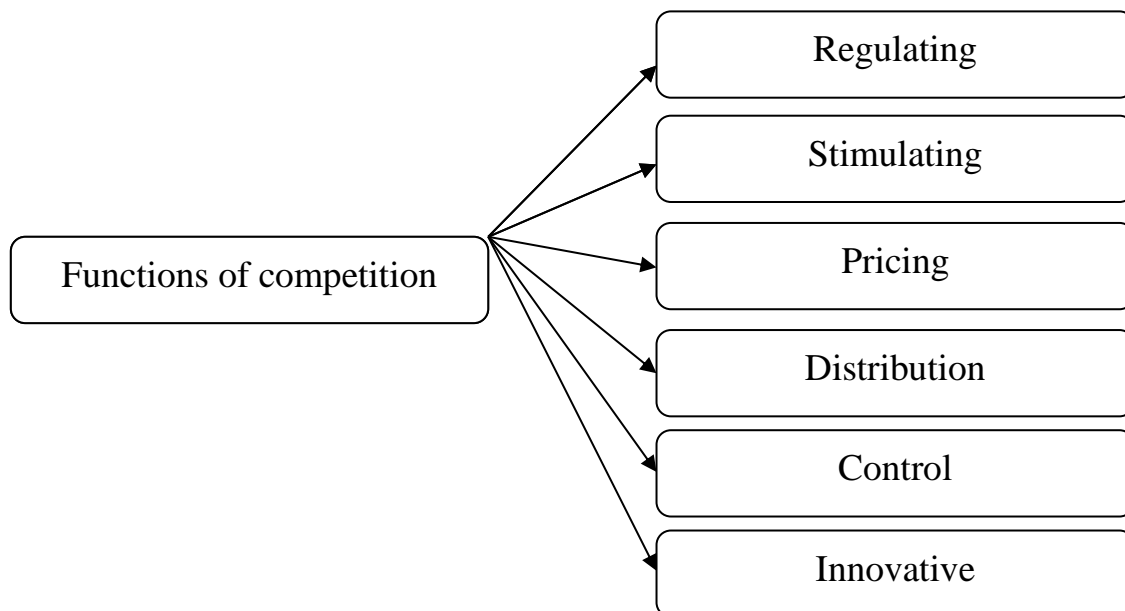


Fig. 1. Functions of competition as an economic category [197]

An entrepreneur must understand the needs of consumers and offer products that would meet these needs. Therefore, with the help of the regulation function, the factors of production under the influence of the price are directed to those industries where they are most needed. Stimulating function (or motivation function) makes enterprises strive for higher productivity. For an entrepreneur, competition is at the same time a chance and a risk, that is, enterprises that offer higher quality products or produce them with lower costs receive profit and, on the contrary, receive punishment in the form of losses, if they do not take into account the wishes of consumers or violate the rules of competition with their competitors in the market.

Thanks to the pricing function, competition affects the level of individual costs for the production of any product, reducing them to the socially necessary, which, in turn, determine the balanced market price of the product. Thanks to the distribution function, competition distributes income among business entities in accordance with their effective contribution, which corresponds to the main principle of competition - reward based on results. With the help of the control function, competition acts as a force that opposes the emergence of sustainable economic power of individual market subjects. That is, competition limits and controls the economic power of each enterprise. For example, if a monopolist can set the only possible price, then competition gives the buyer the opportunity to choose among several sellers. Another important function of competition is innovation. In order to obtain additional income without increasing the price of products, it is necessary to constantly improve the technological base of production, introduce the latest technologies and progressive forms of organization of the production process, thereby reducing production costs. Those who carry out such activities receive additional income. At the same time, those entrepreneurs who will not be able to implement such measures will be pushed out of the market.

Therefore, competition acts as a force that ensures scientific, technical and economic progress. In conclusion, it can be noted that the main task and the main function of competition is to conquer the market, to win over its competitors in the fight for the consumer, to ensure the receipt of a stable profit. In addition, the essence of competition is expressed by certain forces that encourage it to develop, regardless of

whether it operates only on the domestic market or on the foreign market as well.

Thus, according to M. Porter's theory of competition, there are 5 driving forces of competition:

1. Irresistible entry into the market and industry of new competitors.

2. The threat of the appearance on the market of substitute goods produced using a different technology.

3. Limited properties of buyers.

4. Inexhaustible possibilities of manufacturers.

5. Constant competition between existing and new enterprises. Each type of competition characterizes the state of the market, the number of participants and their interests. Usually, the functioning of the market depends on competition and, on the contrary, competitive relations arise thanks to the market, and this allows us to single out such forms of competition (Table 1).

Thus, functional competition is characteristic of enterprises that offer substitute goods on the market and thus satisfy the additional needs of buyers. Subject or formal competition is inherent in competing enterprises that will produce goods of the same assortment. Under the conditions of specific competition, competitors are considered to be all producers who participate in the struggle for consumers. Different scientists have different views on the category "competitiveness": "Competitiveness in its most general form is the possession of properties that create advantages for the subject of economic competition." In the "Great Economic Dictionary" (edited by A.N. Azrilyan) a fairly general interpretation is given: "Competitiveness is a property of a product on a par with similar goods, services or competing subjects of market relations" [207].

Table 1

Forms of competition

Forms of competition	General characteristics	Examples
Functional	It arises in a situation when the product produced by a certain enterprise, together with the goods of other enterprises, satisfies a specific need of the consumer. Similar products are called generic competitors	The consumer's need is rest after work. Means to satisfy the need: books, sports equipment, music records

Continuation of table 1

Subject (formal)	It is a consequence of the similarity of manufactured goods. It is conducted for different brands of the same product, produced by different enterprises	Similar goods of various enterprises - sportswear, clothing for active recreation and youth clothing - trade brands Adidas, Reebok, Columbia
Species (common)	It arises between certain types of goods that generally satisfy the same need; at the same time, there is at least one parameter by which they differ	Cars of the same class, but with different equipment

Source: [190]

The differences and diversity of the author's positions regarding the definition of the concept of competitiveness are related to:

- equating the competitiveness of the enterprise with the competitiveness of products or services;
- the scope of consideration of competitiveness: on the regional, national or world market (enterprise, industry, country);
- replacing one concept with another (competitive status, competitive level);
- a characteristic of any component of the enterprise's competitiveness: the competitiveness of production and labor potential [167].

Despite different approaches to defining its essence, researchers note the comparative and temporal (dynamic) nature of this indicator:

- comparative nature means that competitiveness is not a phenomenon inherent to a specific object;
- it does not follow from its inner nature, but is manifested only under the conditions of comparison of this object with others; it can be estimated by comparing the most significant indicators of enterprise activity; the result of this comparison is the determination of the level of competitiveness;
- temporal nature (dynamics) means that the level of competitiveness of the enterprise achieved in a separate period of time cannot be considered as a long-term characteristic of its market position, regardless of the efficiency of its activity; the opposition of other business entities, the determination and activity of their competitive

strategies can lead to the loss of the achieved position and a decrease in the level of competitiveness [167].

The analysis of numerous definitions of the category "competitiveness" made it possible to distinguish the classification of this concept according to the following characteristics (table 2) [193]. The concept of "competitiveness" is applied to various objects and taking into account their characteristics. The competitiveness of the industry is determined by the presence in it of technical, economic and organizational conditions for the creation, production and sale (with costs not higher than international) of high-quality products that meet the requirements of specific groups of consumers. The competitiveness of the industry is understood as the efficiency of the work of individual branches of the national economy, which is evaluated, in addition to traditional criteria, by indicators that characterize and describe the degree of vitality and dynamism of the industry under various options for the development of the economy of this country and the world as a whole. The competitiveness of the industry is the ability not only to win in competition, but also to take an active part in it. The competitiveness of a product reflects its ability to more fully meet the needs of customers compared to similar products on the market.

Table 2

Classification of competitiveness

Sign	Types of competitiveness
Territorial and geographical sphere	<ul style="list-style-type: none"> <li>• International</li> <li>• Domestic</li> <li>• Regional</li> </ul>
The level of competing objects	<ul style="list-style-type: none"> <li>• Industries (complex of industries)</li> <li>• Enterprises</li> <li>• Goods</li> </ul>
Fixation in time	<ul style="list-style-type: none"> <li>• On a specific date in the past</li> <li>• Current</li> <li>• Predictive</li> </ul>

*Source: [193]*

It is determined by competitive advantages: product quality, its technical level, consumer properties, prices set by sellers of goods; advantages in warranty and post-warranty service, advertising, image of the manufacturer, as well as the market situation, fluctuations in demand. A high level of product competitiveness indicates the feasibility

of its production and the possibility of profitable sales [175]. The majority of scientists from this issue propose to combine "product competitiveness" and "enterprise competitiveness" into one concept, but this statement will not be entirely true, because the buyer does not always know which manufacturer this product belongs to, and even if he knows the name of the enterprise, then this name does not always mean something.

The competitiveness of products and the competitiveness of the enterprise - the manufacturer of products are related to each other as a part and a whole. The company's ability to compete on a certain commodity market directly depends on the competitiveness of the product and the set of economic methods of the firm's activity, which affect the results of the competitive struggle. Let's take a closer look at the concept of enterprise competitiveness, since it is enterprises that compete with each other, wage a continuous competitive struggle for customers and for their place in both domestic and foreign markets. Different scientists define the essence of the concept of enterprise competitiveness in different ways, therefore there is no single, generally accepted definition of this concept.

Pasichnyk I.Yu. grouped the definition of enterprise competitiveness into three groups:

- to the first group, she included definitions based on the internal and external activities of the enterprise;
- definitions based on the product component were assigned to the second group, i.e. the concept of the competitiveness of the enterprise is determined by the competitiveness of the enterprise's products;
- the third group includes definitions that combine both the product component and the component of the production activity of the enterprise [196].

It should be noted that competition has both negative and positive features. For a long time in our country, the emphasis was mainly on the negative consequences of competition: the displacement of small producers by large capital, the ruin of some and the enrichment of others, the strengthening of social injustice, a significant increase in the property differentiation of the population, worsening unemployment, inflation, etc. In the conditions of the administrative-command system, there was almost no

competition in business practice. In general, the factors of competitiveness of enterprises can be divided into external and internal. External are the economic factors of the environment that appear in the spheres of production, circulation and consumption. Internal - factors of the enterprise itself, affecting the market [199].

In the environment of the functioning of agricultural enterprises, it is advisable to distinguish not external and internal factors of competitiveness, but those that are created (managed) and those that are taken into account (unmanaged) (Figure 2). The economic and financial factors of the enterprise's competitiveness are of particular importance. Their presence is a prerequisite for the emergence of all other internal elements of the enterprise's competitiveness. They are determined, on the one hand, by the rates of profitability and profitability of products and invested capital, and on the other, by the availability of initial and current investments and the company's financial policy.

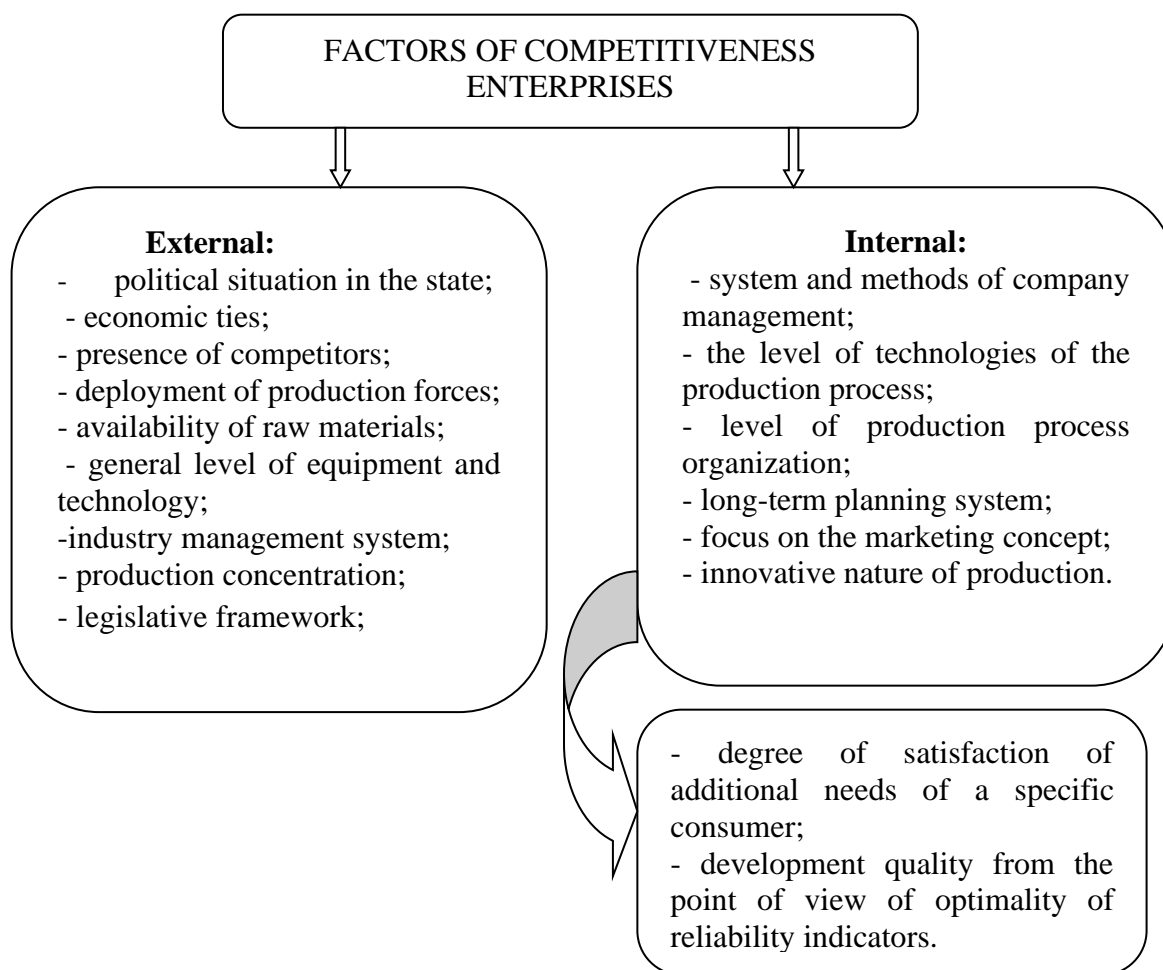


Fig. 2. The main factors of enterprise competitiveness [199]

A separate economic factor affecting the competitiveness of the enterprise is the price of the product. Price competition involves offering products at reduced prices or with a lower cost of service or consumption, which can be used as a means of penetrating markets, as a barrier against the entry of new competitors into the market, as a response to the actions of competitors. Determining the price as a factor of the competitiveness of a banking product, one should use an expanded understanding of it, when, from the bank's point of view, the price is a form of manifestation of its value, which is established taking into account the cost price, the planned rate of profit and market factors, from the consumer's point of view, the price is a measure of utility of this product taking into account the cost of its consumption [184].

The assessment of the competitiveness of the enterprise in a specific market or its segment is based on a thorough analysis of the firm's technological, production, financial and sales capabilities. It is designed to identify the company's potential opportunities and actions that must be taken to ensure a high level of competitive advantage. The high competitiveness of the enterprise is a guarantor of obtaining a high profit in market conditions. At the same time, the enterprise aims to achieve such a level of competitiveness that would help it survive for a long period. Competitiveness management involves taking a number of measures to systematically improve products, constantly searching for new sales channels, new groups of buyers, ways to improve service, and advertising.

Today, a difficult situation has developed on the world markets, which is connected with the increasing limitation of food and natural resources, the constant increase in food prices, that is, the food security of the countries of the world is deteriorating. For Ukraine, joining the World Trade Organization and strengthening European integration relations led to an increase in competitive pressure on agricultural producers of other countries. The level of competitiveness of domestic agricultural producers on the international market is relatively low due to the unsatisfactory state of material and technical support, the use of outdated consumable technologies, the unsettled crediting mechanism, and the lack of experience in most enterprises to conduct a tough competitive struggle. In addition, the current state of development of



agriculture in Ukraine does not correspond to its potential opportunities and the needs of the population. In the country, the increase in food prices will be felt very acutely, since a significant share of the population's income is spent on food products.

At the same time, domestic agricultural enterprises can use the favorable natural and climatic potential as a competitive advantage. Modern socio-economic conditions form a new agrarian paradigm, which is based on the competitiveness of the agrarian sphere and, accordingly, significantly adjusts the agrarian policy of the economically developed countries of the world, namely:

- agriculture is recognized not as a problem, but a competitive industry;
- price disparity corresponds to changes in productivity, the behavior of adjacent industries is not monopolistic;
- the goals of agrarian policy should not be aimed at maintaining a decent level of farm incomes, but at increasing the efficiency and competitiveness of agricultural production by promoting the activation of market regulators;
- the instruments of agrarian policy should not be collateral and intervention operations, not target prices and direct payments to producers, not supply control and demand stimulation, but compensatory payments that do not affect production decisions, as well as programs to increase the mobility of labor resources;
- the world market is recognized as an effective mechanism, states should proceed by reducing import restrictions and eliminating export subsidies [199].

Increasing the efficiency of agricultural enterprises is determined to a large extent by ensuring the conditions of competition, namely the transparency of the functioning of commodity markets, the promotion of concerted actions of domestic business entities aimed at increasing their competitiveness on international commodity markets, provided that elimination or exchange is not allowed. competition in the relevant internal product markets.

Market competition is characterized by an economic struggle between producers, suppliers and consumers of goods for the most favorable conditions of their production, sale or consumption. This is at the same time a method of choosing the optimal economic solution between them. The economic feasibility of choosing the

right solution is confirmed by the state of market equilibrium between supply and demand in a specific market. In the conditions of developed market relations, competition encourages the search for new, more perfect organizational forms of business, to the development and implementation of achievements of scientific and technical progress. When the market of agricultural products is considered comprehensively, according to the researchers, i.e. "as a market of sellers and buyers and as a structured phenomenon according to its separate segments (subsystems), which have their own market infrastructure, the specificity of the dominant type of agricultural products in such a segment (food market), the different relationship between sellers and buyers and the specifics of the levers of state regulation, then such a point of view is hardly fair" [167].

Indeed, because the main reason is that the vast majority of agricultural commodity producers do not engage in procurement and processing of agricultural products (if they do, then in small volumes), but sell them to business entities — agricultural product processing enterprises or intermediaries. The gap in such numbers often increases in local markets until the appearance of monopolistic buyers. Due to their relatively small number, processing enterprises have strong market power, dictating to agricultural producers the terms of sale and sale of products, first of all, they set prices for them. An effective competitive environment in the conditions of a market economy contributes to the effective allocation of resources, which corresponds to the interests of consumers.

Market forces encourage the reduction of production costs, the introduction of intensive technologies, the production of fundamentally new types of products, and the improvement of marketing strategies. However, the uncontrolled action of market factors can lead to devastating consequences. Today, the problems of food security of the population are intensifying in Ukraine. An increase in the volume of imported goods is observed even in the main types of agricultural products - grain, sugar, meat, fruit and others.

Therefore, important tasks are the development of mechanisms for regulating the system of agrarian markets and support of domestic agrarian enterprises producers

of agricultural products. In the formation of competitive advantages of agricultural enterprises, the efficiency of the use of economic resources plays a decisive role. Competitive advantages are a list of factors characteristic of a certain industry that give it advantages over other industries, as well as some enterprises of the industry over others. These factors are not constant, they change depending on the specifics of industries, market segments served, as well as the time and stage of the "life cycle" of the industry and enterprise. Each industry has its own specific requirements for a combination of competitive advantages, but for the development of an enterprise in any industry, each of them can become a tool for winning the competition [206].

Thus, for agricultural enterprises, the consequences of technological and managerial miscalculations are a lag in indicators of crop productivity and animal productivity. For example, the yield per cow in Ukraine is 3,793 kg, in Germany – 6,107 kg, in Great Britain – 6,794 kg, in the United States – 9,343 kg. Meat production per 100 hectares (in slaughter weight) in Ukraine in 2019 was 51.7 tons, the USA – 105 tons, Germany – 227 tons, Great Britain – 191 tons. Therefore, the degree of economic survival and adaptation of agricultural market subjects to increased global requirements will determine the level of competitiveness of products, which is a variable in qualitative and quantitative characteristics. Quality parameters of products (sales price, cost price), which are taken into account when competing with competitors, are the main criterion for the buyer.

This is especially important in connection with the expansion of the scope of implementation of new energy-saving technologies for the production of agricultural products, the quality of which in Ukraine, as evidenced by research results, is significantly deteriorating. The competitiveness of products based on their qualitative characteristics, firstly, increases the competitiveness of the enterprise as a market entity, secondly, it ensures higher production profitability, promotes the exit of market entities to the foreign market, and more fully satisfies the needs of society [193].

Among the manifestations of the success of agricultural producers in competitive conditions, it is possible to note the receipt of adequate profit from agricultural activities without the need to find additional earnings, adherence to the rural way of

life, the ability to withstand difficult market and weather conditions, the presence of a stable tendency to increase the amount of sales, assets and land use area, as well as the possibility of transferring property to descendants. The ability to enter the international market is determined by internal factors (the nature and uniqueness of the company's competitive advantage - product properties, high level of technological processes, a well-known brand, organizational structure, availability of resources), the specifics of the industry (competitive structure, initial market size and growth prospects, quality and costs of means of production, marketing infrastructure, input and output barriers), as well as the characteristics of the enterprise and the country (political, economic and socio-cultural characteristics – government policy, legal norms, standards and control practices, local tastes and preferences, geographical location).

The determining factors of competitiveness in the international market are the supply of economic resources (means of production, technologies, investments in human capital, management skills), product characteristics, company strategies and industry structure, control over distribution channels, infrastructure and availability external effects, legal environment, trade policy. Achieving the target settings of the state's modernization agrarian policy is accompanied by both incremental (related to the "adjustment" of existing institutions to the new institutional environment, which can be manifested in a change in some attributes of the institution, their adjustment, a change in the scope of the institution's application or their subordination to other norms) and discrete ( leading to significant transformations of the institutional environment, the formation of new institutions) by institutional changes. Moreover, the subjects of institutional changes should be all parties interested in the modernization of the agricultural sector (Figure 3) [200].

Agricultural enterprises producing agricultural products are the most vulnerable link of the food chain in the agricultural market. Economic pressure is exerted on them both by enterprises of the processing industry, retail trade, and enterprises that supply means of production. In part, this problem can be solved by developing the cooperative movement and improving the methods of state regulation of food markets and subsidy mechanisms. In the conditions of a developed market economy, the sphere of direct

and direct management by the state of economic processes in the agrarian sphere, including the processes of innovative development, has a significantly smaller scale and its role is reduced more to the creation and maintenance of conditions for the effective development of all subjects of the agrarian sector. At the same time, the implementation of the function of forecasting becomes especially important as the need to ensure the stable position of agricultural entities in the constantly changing market environment for the near and distant periods.

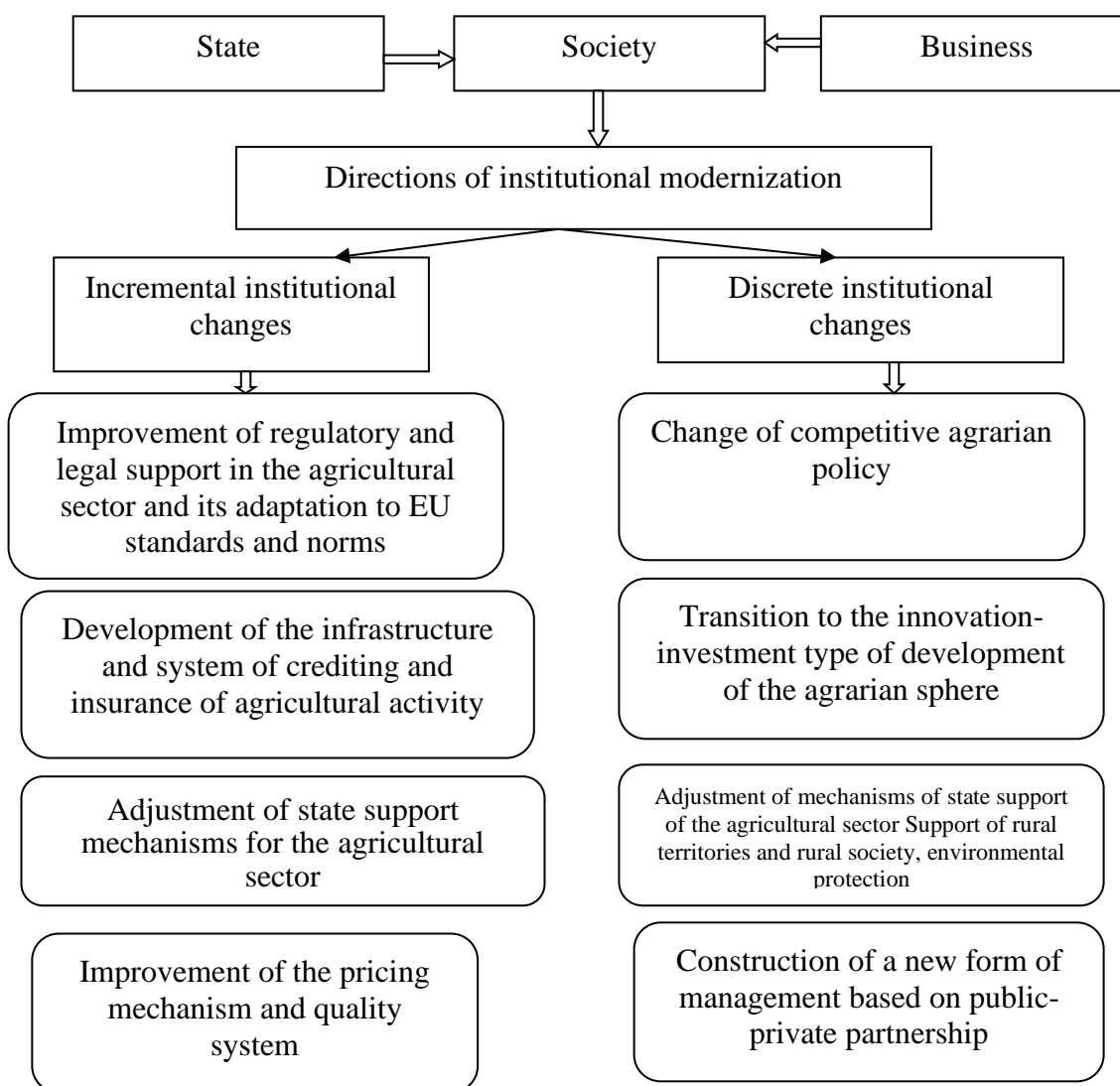


Fig. 3. Directions of institutional modernization in the agricultural sector [200]

At the current, very complex and very responsible stage of the development of the agricultural sector of the Ukrainian economy, the state must not only act as an

institutional innovator, which constitutes the direction of socio-economic transformations in the agrarian sphere through a change in the strategy of agrarian policy, but also be an effective player in the agro-food market, comprehensively supporting ( at the expense of budget resources and on the basis of PPP) development of entrepreneurship and innovative and social infrastructure in the sector.

Accordingly, the main efforts of institutional and innovative modernization of the agrarian sector of the economy, having as a priority the creation of competitive domestic production and the development of all spheres of agrarian relations, should be aimed at:

- the construction of a sustainable institutional system with open competitive access to resources, which will affect the reduction of the level of uncertainty of the economic environment and, thereby, will simplify the interactions of all participants in the agrarian sphere, make them transparent and understandable;

- improvement of the system of land relations and protection of property rights, which will contribute to increasing the investment attractiveness of agricultural production, rational use of agricultural lands and will determine priority measures for their protection;

- ensuring the functionality and efficiency of the infrastructure of the agricultural sector and creating equal economic conditions for access to it for various organizational and legal forms of management;

- the development of innovative processing enterprises, which, due to the introduction of new technologies, will make monopoly impossible and create competition for intermediaries;

- deregulation of agribusiness activity, which involves the elimination of excessive state regulation, simplification of the conditions for conducting agrarian business, promotion of investments and initiatives in the agrarian sector;

- implementation of long-term specialized (non-transferable to other sectors with equal return) investments, primarily investments in the improvement of scientific and technological and scientific and technical base and innovative infrastructure;

- construction of an innovative model of economic development, which will

provide incentives to change the economic behavior of subjects of agrarian management;

- stimulation and support of agricultural science and innovation clusters aimed at the production of export-oriented products;

- harmonization of the interests of owners, hired workers and rural communities, which will contribute to the formation of socially responsible behavior among all participants in the agrarian sphere;

- sustainable economic development of rural areas and preservation of natural resources, which will be reflected in the quality of life of the rural population [178].

Therefore, the development of international markets has a direct positive effect on the domestic situation and incomes of the subjects of agrarian entrepreneurship. To do this, it is necessary to achieve consistency of foreign trade and agrarian vectors of economic policy, which contributes to strengthening their effectiveness. After all, under conditions of weakening of the economic capabilities of agrarian enterprises, programs to stimulate foreign economic activity will be ineffective. At the same time, state programs for entering foreign markets and providing export credit guarantees can contribute to the growth of market potential. Successful development of foreign markets is the basis for improving the investment climate, sustainable economic growth and long-term prospects for the development of the agrarian sector of the economy. The successful functioning of subjects of economic relations in the conditions of markets with relatively intense indicators of competition, their potential to strengthen their market positions is determined, first of all, by the price and quality parameters of the products that these subjects produce. However, it should be noted that effective organization of such processes as business planning, procurement, production, storage, and sales is a necessary condition for the proper level of competitiveness of enterprise products.

In today's business environment, the key success factors are speed, efficiency and transparency. Effective management of technological and work processes, designed to strengthen the position of the enterprise, allowing to benefit from all functional spaces: from the sphere of supply (in the context of increasing profitability

by optimizing regulatory indicators and outsourcing working capital) to fighting for consumers by introducing effective methods of distribution logistics. Globalization of the markets of raw materials and products of high added value, the developed system of global redistribution of the product of scientific and technical evolution (equipment, technologies and other intangible assets) requires from the subjects of the business environment a holistic approach to the planning and optimization of logistics networks. Undoubtedly, client management must develop and integrate accordingly. This means that managers today face the non-trivial task of finding ways to effectively combine the necessary operational changes aimed at reducing costs with the established preferences of their customers, who are generally skeptical of unpredictable changes [174].

As for the constructive approach to defining the concept of supply chain, it is based on the principles of separating the system from the environment by:

a) decomposition of the supply chain into a set of constituent elements, determination of system-forming inter-element connections and relationships that ensure the integrity of such a set;

b) a generalized presentation of the supply chain, according to which only its individual elements are distinguished, which are considered essential for solving the problem of its formation (supply, production, distribution) and which have different functional and administrative subordination.

The supply chain covers all organizations and activities related to the movement and transformation of goods, starting from the stage of raw materials and starting materials and ending with the delivery of finished products to the final consumer, as well as information flows related to all this. Materials and information move up and down the supply chain. According to this definition, the supply chain includes information systems management, sourcing, purchasing, production scheduling, order processing, inventory management, warehousing, customer service, as well as post-sale disposal of packaging and materials [188].

Kudenko and others give the following definition of the supply chain:



a) according to the objective approach, the supply chain is a connected structure of business units, which is united by the relationship "suppliers - focal (main) enterprise - consumers" in the process of creating and selling goods , which have value for the end consumer, in accordance with market requirements;

b) according to the process approach, the supply chain is a sequence of flows and processes that take place between various counterparties (links) of the chain and are combined to meet consumer requirements for goods and services. As evidenced by the analysis of the most common interpretations of the term "supply chain", almost all of them come from the concept of flow and flow process.

On this basis, when considering supply chains, it is possible to distinguish two fundamental features of a systemic nature: first, the supply chain must involve movement; secondly, the supply chain must have the subject of such movement [187]. Yatsiv I. expands the idea of this concept, formulating it as follows: "... it is a form of goods movement, the basis of which is the shipment of goods to the buyer according to one document. With the interaction of a limited number of linearly ordered participants in the movement of goods, which carry out the delivery of products to the consumer, a supply chain or logistics chain arises. The number of links, that is, the length of the chain, determines the number of intermediaries between the original supplier and the final consumer. Therefore, supply in the context of the study of supply chains should be considered as a certain set of functions and operations aimed at solving a number of important tasks of the interaction of market relations subjects - from reducing non-production costs and optimizing the use of resources to achieving strategic compliance with the requirements of consumers of a certain market segment.

The relationship between the strategy of the enterprise (leader of the network of enterprises) and the strategy of the supply chain can be schematically depicted as in Figure 4. In the case of general consumer goods, it acts in distribution, not in production. When analyzing supply chains, and especially global supply chains, it is important to consider two phenomena:

1. General price pressure, which forces supply chain leaders to continuously focus on reducing prices, even when the competitive strategy is directed primarily to

quality or delivery time;

2. Concentration of profit in one link of the value chain.

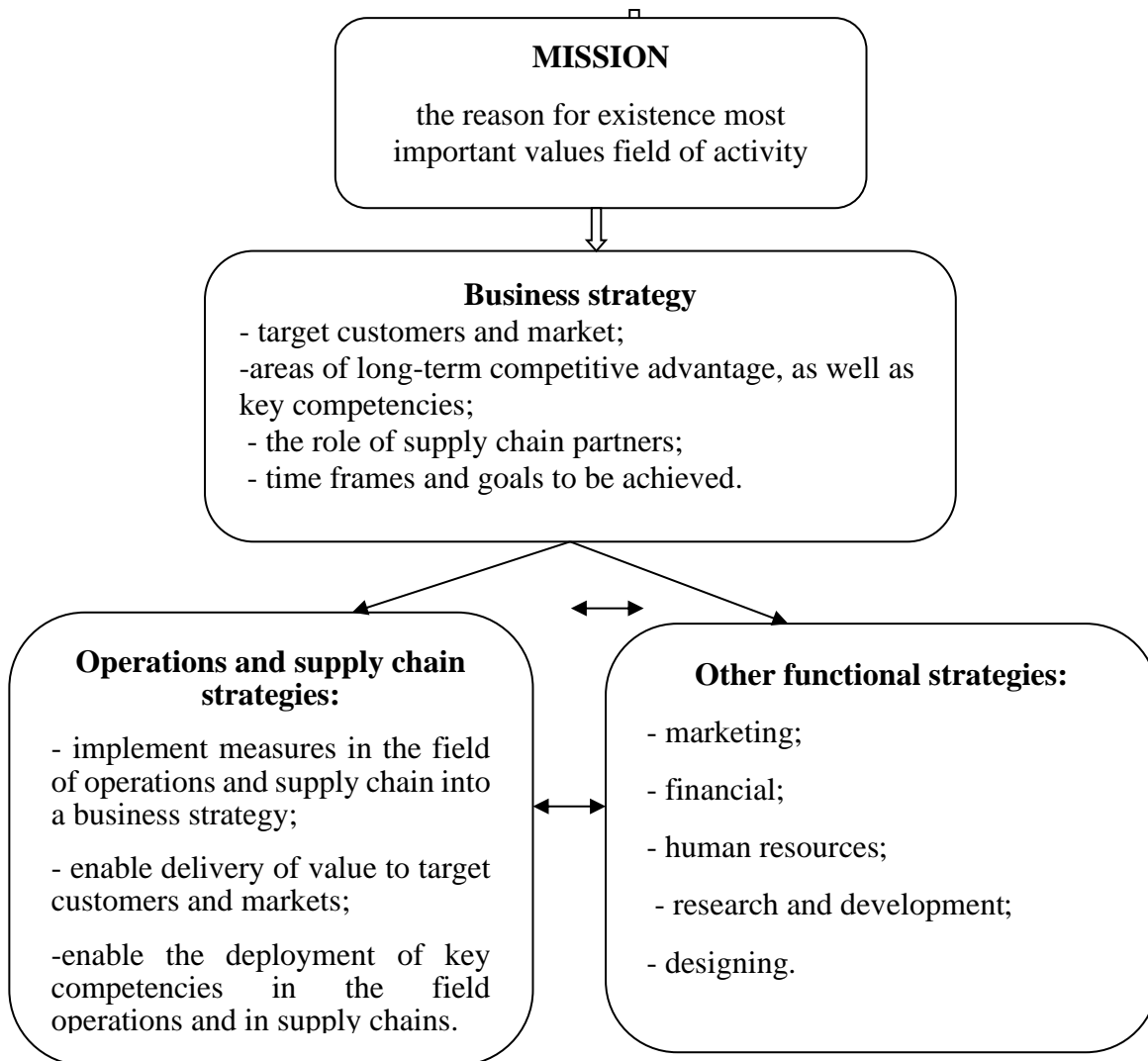


Fig. 4. Supply chain strategy in enterprise strategy

The search for compromises between conflicting goals precedes the development of balanced project implementation measures. Their essence should not contradict the principle: the best is the enemy of the good. Managers who are responsible for making decisions about the implementation of program elements should take into account all the pros and cons. Today, understanding the fact that the weakest link in the chain determines the level of overall success in the market is of fundamental importance for companies participating in the supply chain. "The productivity of supply chains directly determines the productivity of the enterprise,"

notes D. Lambert [205]. Technically, this can be explained using the example of the principle of compensation in planning. Traditionally, he explained the peculiarities of the internal environment of the enterprise only.

Today, the concept has expanded to include internal and external supply chains. Obviously, this situation requires increased attention to the possibilities of collaboration between enterprises participating in supply chains in order to move the "bottleneck" to a higher level of quality of the functions performed within the framework of an individual chain. All modern integrated supply chains are end-customer oriented and demand-driven. They will differ only in the degree of adaptation to changes in demand (in particular, the turning point) and in what attributes and to what extent they are used in competition. The strategy of the chain must be coordinated with the strategy of the corporation or other network of enterprises and with the strategy of the leader of the chain. Using the formulated list of factors affecting the formation of supply chains, it is possible to build a general model of factors that determine supply chain strategies (Figure 5).

As a result, all enterprises are faced with the need for constant and effective planning and accurate control of material and information flows, starting with procurement and ending with implementation. As an illustration, sales plans are often made with the use of inadequate forecast expectations and with the omission of an assessment of their feasibility, as a result, enterprises fall into the situation of the need to manage excess stocks or cost-stimulating "bottlenecks". In addition, production and purchasing activities are often unable to flexibly respond to fluctuations in demand. As a result, companies exit with worse-than-expected results and accumulate excess capacity.

Therefore, more and more often managers have to look for answers to the following questions:

how to create a consistent balance between logistics space (storage, production and transportation capabilities, etc.) and demand space, taking into account production schedules, costs and service level;

how and at what point in time the logistics space should be increased or

decreased [167].

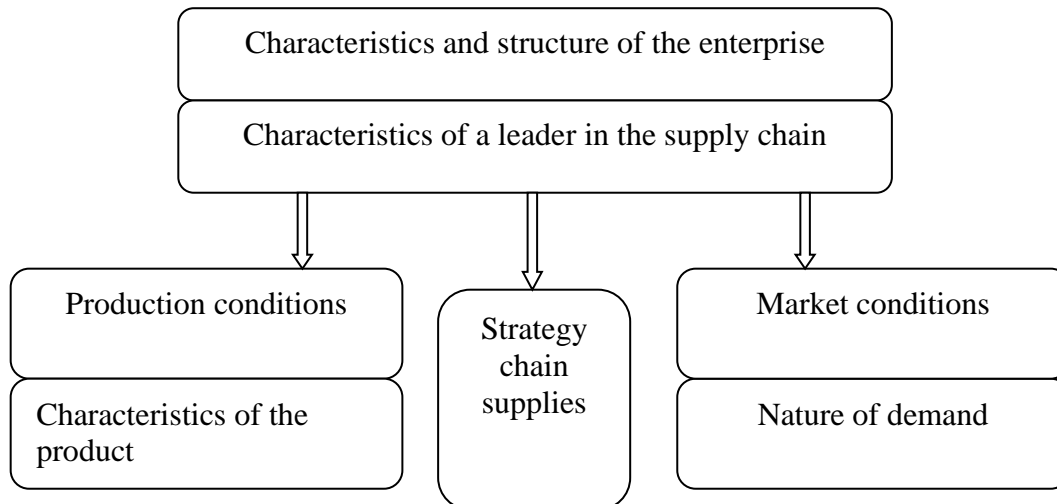


Fig. 5. Factors affecting the choice of supply chain strategy [205]

Advanced organizations strategically solve these issues, organizing the planning process with an overview of the characteristics of their partners and relationships with them. Thus, the tactics of long-term improvement of consistency and transparency of business process management, aimed at identifying and eliminating "bottlenecks" and delays, are being implemented. The main challenge in this context is the fact of the need for economically justified and flexible integration of data regarding partners (suppliers, logistics providers, distributors, etc.) into their own planning systems for procurement, production, sales, transportation and, accordingly, the creation of unified, consensus-based plans [ 175].

In the conditions of globalization, several fundamentally different forms of strategic partnership in the supply chain may be appropriate (Figure 6). The impact of a process-oriented vision of enterprise success cannot be revealed otherwise than through the observation of the practice of operational activity. This is confirmed by scientific studies that study the factors that have a significant impact on the company's success and demonstrate the fact that success in the market is directly and closely dependent on the observation and improvement of key business processes.

In this context, it is worth noting that from the point of view of increasing the intensity of competition, as a result of growing globalization, economic crises, etc., the subjects of the business environment seek to benefit from every potential opportunity

to increase their economic sustainability and, ultimately, to optimize the value creation process. However, these efforts will inevitably be accompanied by a characteristic problem: optimization in a separate area (for example, by reducing inventories) will have only a limited effect, if the movement in a certain direction (for example, increasing/decreasing purchase volumes) is not properly coordinated and adapted to changing market conditions.

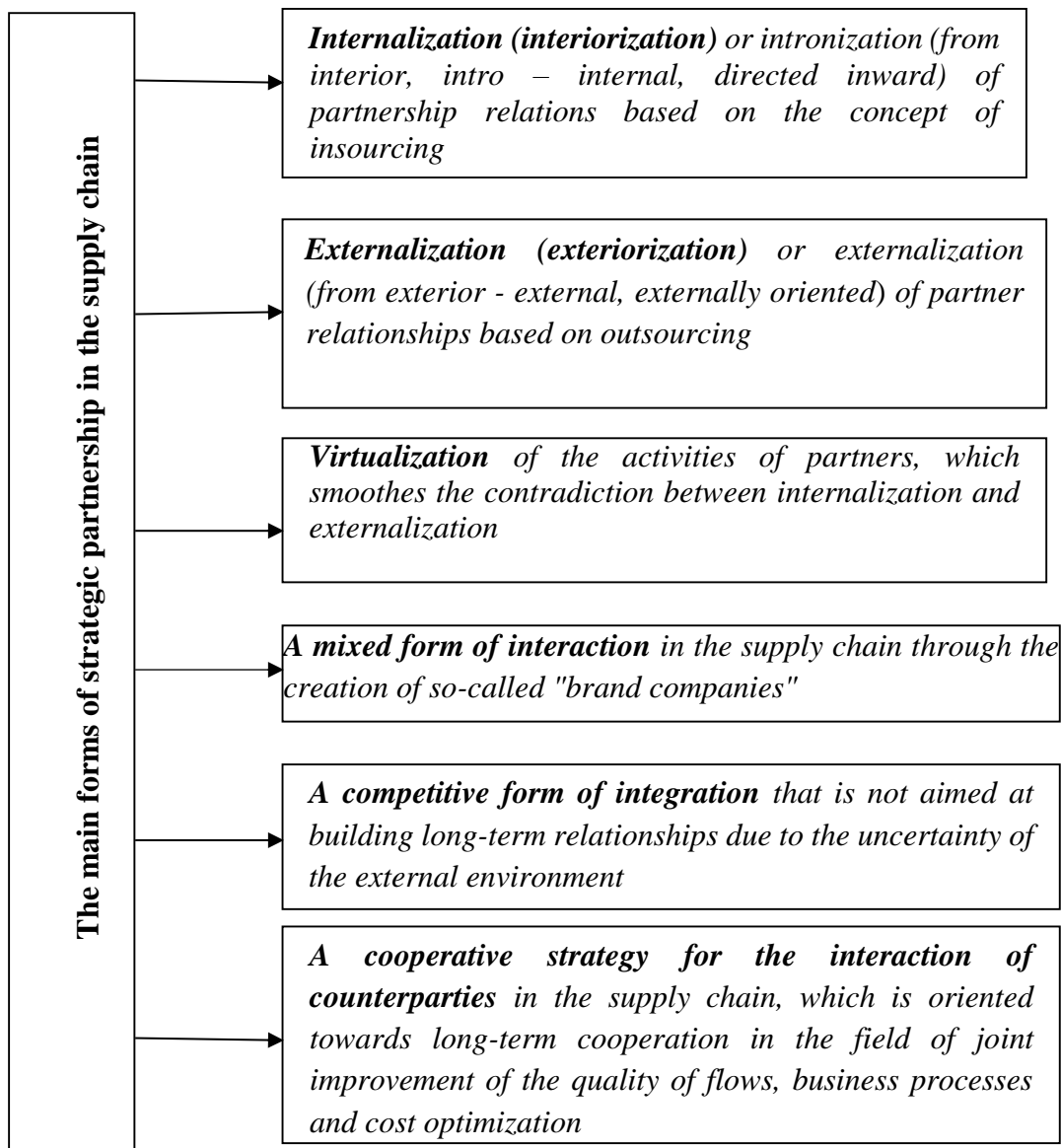


Fig. 6. Basic forms of strategic partnership in the supply chain [185]

As a result, the overall flows of materials and information must be examined in the context of a means of real efficiency improvement. This conclusion proves the need to identify and eliminate the weakest links in supply chains [188]. As a rule, two

obstacles stand in the way of the practical implementation of the above-mentioned management strategy: firstly, the need to organize interdepartmental activities - isolated analysis and optimization are ineffective, instead, it is necessary to establish coordination of local analogues; secondly, measures of operational improvement and cost reduction fall under the category of conflicting goals and therefore should be considered simultaneously. In this context, the higher-level goal is to achieve a balance between stocks, production and transport capacities (supply side) and consumer needs (demand side). In other words, the main objective is to determine where and when the supply side should be reduced or increased in order to satisfy the demand side as clearly and promptly as possible.

Appropriate control and coordination of the supply chain in the form of work, material and information flows can be simplified and called "supply chain management" ("Supply Chain Management"(SCM)). This should help the company compete successfully with competitors' supply chains. Relatively recent trends in the formation of business processes have led to the creation of numerous so-called virtual networks, in which the construction of a virtual enterprise is a coordination center, or, in other words, a temporary merger of the key competencies of the involved enterprises [168].

An object functioning in this way is perceived by the client as a single block. At the same time, a merger of legal and organizational structures is not characteristic of a virtual enterprise. The linear, traditional supply chain model has been transformed. The real-time exchange of information and the interactive capabilities of the Internet have changed the business environment, as customers and other businesses now have better access to alternative goods and services. Thus, the new distribution channels created offer new ways to optimize value creation processes and at the same time make relationships more transparent.

The winners in these virtual value networks will be those who have faster access to information and resources, and at the same time are able to generate appropriate competitive and supply strategies. Palamarchuk I.V. says that only in the recent past has business recognized the important impact supply chain management can have in

achieving competitive advantage [195]. As a result, a growing number of companies have begun to introduce positions that are new to the corporate governance industry, such as the chief supply officer (CSCO) or director of supply chain, who often reports directly to the chief executive officer (CEO) or president. Also, starting in 2003, a special website began to function, and in 2004, the first issue of a corresponding magazine, which is intended specifically for managers in the field of supply chain management, called Chief Supply Chain Officer Insights ([www. cscoinsights.com](http://www.cscoinsights.com)) was published. In the future, a similar example was followed by the founders of such magazines devoted to logistics and SCM as: Supply Chain Technology News, Logistics Today and Material Handling Management and Industry Week. In Ukraine, trends in this topic are covered in the magazines "Distribution and Logistics". The Eyefortransport agency also organizes an annual conference dedicated to the problems and prospects of the development of supply chain management, known as the Main Forum of Supply Chain Managers ([www.eft.com](http://www.eft.com)). Therefore, the management of supply chains in the management system of enterprises acquires a priority value, which is due to the impact on business structures of the processes of transformation of the business environment.

Серед них: зміна умов конкуренції, викликана глобалізацією світових ринків сировини, готової продукції, інформації; віртуалізація економіки, що спричинена бурхливим розвитком ІТ-технологій.

The development of the agricultural sector involves the implementation of a systemic approach based on the combination of production, distribution and storage of certain types of agricultural products. It is logistics that acts as a powerful tool for increasing the efficiency of activities, as it allows optimizing the movement of agricultural products from the producer to the consumer. And its competitiveness and, accordingly, the financial results of the enterprise depend on the quality and efficiency of product transportation. Under modern conditions, managers of agricultural enterprises face more and more difficult tasks. First of all, there is a need to achieve stability at all stages - from production to storage and transportation of products. It was found that consumer demands for product quality are growing significantly. This forms

the objective prerequisites for the development of an effective sales system, which will ensure the rapid movement of products from the producer to the consumer, the improvement of the wholesale and retail trade process, which allows selling agricultural products without intermediaries and studying consumer demand, is urgent. The agricultural sector remains a significant basis of the state's economy, agriculture is characterized by positive growth dynamics. Today, enterprises pay considerable attention to modern agricultural technologies, as well as modern agricultural machinery. The possibilities of transporting products remain limited due to the lack of a sufficient number of motor vehicles.

The overall cost of activity depends on the uninterrupted and rhythmic operation of transport. About 40% of the total amount of petroleum products is used in the transportation of goods and loading and unloading operations in agricultural enterprises, the delivery of plant and animal products for processing and sale, and the servicing of processing industry enterprises. Every fourth employee is involved in the performance of transport works. Costs for transporting goods and carrying out loading and unloading work make up 18–22% of the total amount of costs for the production and sale of agricultural products. As the level of agricultural intensity increases, the share of transport costs will increase. Therefore, the reduction of transport costs is a significant reserve for reducing the cost of agricultural products [173].

The desire of enterprises to reduce operating costs contributed to the development of logistics, improvement of the connections between enterprises and territorial production complexes based on the optimization of logistics (material, information, and financial) flows. The task of logistics is the organization and management of logistics flows that connect agricultural enterprises as partners, as well as internal logistics flows that ensure the interaction of all spheres of activity and functioning of the industry. It was found that technical losses of grain due to inefficient logistics system (transportation, storage) reach 15% of the annual harvest. In general, losses of agricultural products due to insufficiently developed, uncoordinated, unaware, inefficient logistics reach up to 1/3 of the annual production volume (Figure 7). The logistics approach is based on the idea of end-to-end management of material



flows, service maintenance and warehouse operation, which is the basis of logistics activities. The three functional divisions of the logistics system (supply, production, sales) are supplemented by a product processing division. This addition does not change the logistics cost structure, which, as in classic logistics systems, includes transportation costs and inventory costs.

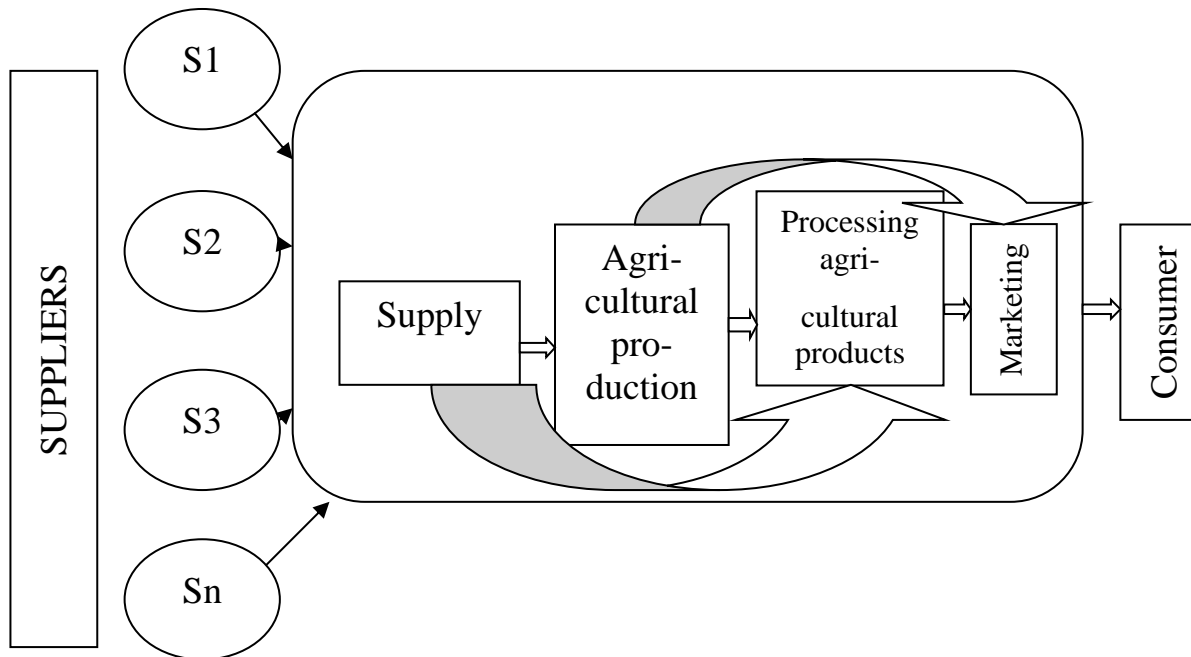


Fig. 7. Components of the logistics system of an agricultural enterprise [173]

The logistics approach requires considering them in aggregate for the purpose of integrated optimization of the logistics system. The expediency of this approach is demonstrated by agricultural companies: "Nibulon" LLC, "Cargill" LLC and "Syngenta" LLC, each of which has its own corporate logistics system with relevant departments. Logistics includes the principles and methods that make it possible to plan, control and manage operations that occur in the process of transporting agricultural products to the consumer in accordance with requirements. In order to ensure the main tasks of agricultural enterprises (continuous production, supply of high-quality and safe products), there is an increasing need to use the advantages of marketing, logistics and the formation of logistics systems. Today, the relationship between logistics and marketing is the best option for a management system. With the help of logistics systems, it is possible to reduce the costs of transportation, storage and

shorten the time for the delivery of agricultural products from the producer to the consumer.

However, the problem is that the implementation of logistics systems at agricultural enterprises is at an initial stage. The fact is that it is very difficult for enterprise managers to navigate existing logistics concepts and choose the optimal one for themselves. Logistics from the point of view of business is an integral management tool that contributes to the achievement of strategic, tactical or operational goals of the business organization due to effective, from the point of view of reducing total costs and meeting the requirements of end users for the quality of products and services, management of material and service flows, as well as associated flows information and financial means [173].

One of the main functional areas suitable for the application of logistics tools is the main operational activity of agricultural enterprises, to which the tools of production (internal production) logistics can be applied in order to optimize the size of agricultural enterprises. The application of the logistic approach contributes to the solution of one of the main tasks - the reduction of total costs per unit of the final product - and represents the entire volume of products created over a certain period of time and entered into production consumption. The use of scientifically based logistics methods makes it possible to reduce the level of costs by 20%, product stocks by 30–70%, and reduce the time of delivery of goods by 20–50% [170].

Effective logistics management is one of the important factors in realizing the competitive potential of agricultural enterprises. Theoretical, methodological and applied developments of business logistics are actively implemented in the operational and strategic activities of organizations in all sectors of the economy. The need for the development and implementation of logistics information systems, which would allow to organically combine all logistics subsystems into a single entity, is becoming more and more tangible. This is due to the fact that information at the current level of development is an independent production factor, the potential of which opens wide prospects for strengthening the competitiveness of the enterprise. At the same time, the information logistics system presupposes the creation of a computer network,

databases, communications, a set of measures for making management decisions (table 3) [170].

Table 3

Areas of resource cost savings in the logistics system agricultural enterprises

Types of streams	Stages of flows in the logistics cycle			
	Supply	Production	Storage	Distribution
Material flows	Saving of material costs due to the use of feed of own production		Cost savings due to optimization of warehouse costs	
	Savings due to optimal procurement of resources	Savings due to reduction of equipment downtime, improvement of technological processes		
	Cost savings due to reduction of resource losses, reduction of stocks			
Information flows	Cost savings by reducing order processing time:			
	Due to the timely receipt and provision of reliable information of suppliers	Due to the optimal organization of the production process	Due to the reduction of maintenance costs of warehouse processes	By reducing transaction costs
Energy flows	<ul style="list-style-type: none"> <li>- Saving energy costs due to: -</li> <li>- rationalization of the use of energy resources for the production and sale of the company's products;</li> <li>- reduction of direct energy consumption;</li> <li>- ensuring the specified levels of technological characteristics, technological processes;</li> <li>- effective use of technical and component logistics systems of enterprises;</li> <li>- reducing the energy intensity of the transport process</li> </ul>			
	Cost savings due to: <ul style="list-style-type: none"> <li>- use of energy-balanced fodder rations;</li> <li>- optimizing the energy intensity of fattening, taking into account the energy intensity of the main and secondary products</li> </ul>		Saving energy costs due to stabilization of output energy flows	
Personnel flows	Savings due to: reduction of profit costs due to irrational use of personnel; optimization of costs for recruitment, training, placement, retraining, professional and qualification growth of personnel, payment and stimulation of personnel			
Financial flows	Resource savings due to: reduction of costs associated with inventory reduction; reduction in the amount of working capital while accelerating the speed of the movement of funds			

Most often, the main criterion for such efficiency is the minimization of logistics costs. That is why an important component of increasing the economic efficiency of the logistics system is the definition and implementation of savings reserves or optimization of resource costs. The purpose of this project includes a number of goals: to increase the access of agricultural producers to new marketing channels and logistics

channels; to develop new and optimize existing sales channels for agricultural products; introduce and develop marketing and supply chain management skills; contribute to increasing market transparency and balancing the interests of all participants in marketing channels; to increase the competitiveness of agricultural enterprises in matters of supply, quality and price of products; provide assistance in the development of procurement and marketing strategies aimed at meeting the specific needs of enterprises; to help in the preparation of legislative and regulatory acts aimed at improving agricultural marketing in accordance with the practice and experience of EU countries and international standards [203].

It should be noted that increasing the efficiency of activity involves taking into account costs, saving them and optimizing them at all stages of material, financial, informational, energy and personnel flows. To improve the functioning of logistics systems in Ukraine, there is a "Tacic" program, which is financed by the European Union and provides for the improvement of logistics systems. The purpose of the project is to: increase income and improve the social and economic well-being of the rural population; activation of the privatization process, promotion of agricultural products to foreign markets.

Consequently, the logistics systems of agricultural enterprises have certain limitations, namely: an increase in the volume of product flows in all geographical directions, with incomplete use of the potential of transport corridors and the capabilities of logistics systems, taking into account global integration trends in the field of logistics; domestic agrarian business works without taking into account world experience in the field of logistics, as a result of which there is a constant increase in transport components in the cost of production and a decrease in the competitiveness of products; insufficient attention is paid to the creation of a logistics system of goods movement, taking into account the capacities of the transport complex. In order to ensure the access of agricultural enterprises to marketing channels, as well as independence in the processes of optimizing sales markets, it will be appropriate to form regional logistics systems, which is an important task, the solution of which will contribute to increasing the efficiency of agricultural enterprises [191]. The formation

of logistics systems at agricultural enterprises is a requirement of the time and contributes to the solution of an important issue, which is to reduce the costs of activity. That is why the activation of the logistics function encourages the realization of opportunities not only for production, but also for storage and transportation of agricultural products. The functioning of the logistics system is possible provided that the required amount of information is obtained, the system of information flows needs to be improved.

The development of logistics systems at agricultural enterprises contributes to the growth of financial potential and will contribute to further development. The strategic goal of food security is the reliable supply of the country's population with agricultural products, raw materials and food. The guarantee of achieving food security is the stability of mainly domestic sources of food and raw materials, as well as the availability of necessary stocks, including reserve funds. Physical and economic availability is based on achieving a certain balance between the production of food products, their sale and consumption. And the amount of food consumption depends on consumer incomes, price dynamics, and the physical availability of food on the market [192].

In the conditions of an unstable economic environment, managing the competitiveness of an agricultural enterprise means not only the process of producing products of appropriate quality, not only the use of one or another pricing strategy, but also requires taking into account changes in market conditions and analyzing their impact on agricultural producers, on the level of their market potential.

Currently, there is a difficult situation regarding ensuring the compliance of agricultural production with the variety of market requirements. When there are many requirements, agricultural producers independently assess the importance of such parameters as quality, price, speed of delivery and marketing flexibility and are forced to find solutions to satisfy them. Sometimes it occurs the situation with requirements, the implementation of which is ineffective for an agricultural enterprise, for example, the supply of ecologically clean products at a low price, the minimum price with an expanded product range and high speed of delivery. The agrarian enterprise has to solve

these issues through the formation of an effective management system that will ensure the compliance of agricultural production with marketing requirements and increase their competitiveness.

Therefore, the choice of a competitive strategy consists in finding an effective way to meet market requirements by an agricultural enterprise. It is impossible to define a generalizing strategy for all enterprises. Each enterprise, even of one branch, is unique, as it depends on its position on the market, its potential, the dynamics of development, the behavior of competitors, the characteristics of the products produced, the state of the economy, the social environment, and many other factors [176].

When choosing a competitive strategy, one should take into account the feasibility factors of its application, namely:

- long-term prospects of the industry;
- opportunities to restore the case, the market and one's position on it;
- opportunities to use the financial funds received by the company as a result of implementation in a more promising direction.

At the same time, we note that the main actions regarding the choice of strategy will depend on the level of management efficiency in the organization and the organization of the enterprise's functioning itself. In economic literature, general strategies are understood as the basic management plan of an enterprise, aimed at establishing its functioning and development in the long term, by implementing product, commodity, resource and functional strategies necessary to achieve strategic goals [183].

They consider such a concept as the strategic set of the enterprise, which should include actions aimed at the development, integration and use of the main resources of the enterprise - its assets, skills and competences. Since the competitive strategy of an agricultural enterprise is much broader than the strategy of product quality management, in addition to solving the problem of production high-quality agricultural products, it is necessary to solve a set of economic tasks focused on market research.

This determines the formation of a competitive strategy of an agricultural enterprise based on interrelated components, namely product quality; characteristics of

an agrarian enterprise - a producer of goods and characteristics of the market. Product quality is characterized by such parameters as physical properties, internal features, nutrient content, as well as compliance with sanitary and safety regulations, cost characteristics (sale price, cost price).

The quality of products will be affected by the level of utilization of production potential, organization of production, level of labor productivity, natural and climatic conditions, etc. Quality parameters of products, which are taken into account when competing against competitors, are the main criterion for the buyer. The characteristics of an agricultural producer are indirectly manifested in the quality of products and are determined by the technical level of production (level of equipment, qualification of personnel, etc.).

The competitiveness of products based on their qualitative characteristics, in turn, increases the competitiveness of the enterprise as a market entity, and secondly, it ensures higher production profitability, promotes the exit of market entities to the foreign market, and more fully satisfies the needs of society. The vast majority of scientists distinguish three main types of short supply chains, which are based on certain forms of communication between the consumer and the producer (Figure 8).

Face-to-face: the consumer directly buys the product directly from the manufacturer. Authenticity and trust are established through personal interaction. Some scientists include the sale of products through the Internet as this type of chain, although it is quite problematic to establish to what extent Internet trading can reproduce the experience of buying directly from the person who produced the products. Examples of face-to-face sales are sales directly to farms, farm owners, through farm shops, at farmers' markets, and roadside sales.

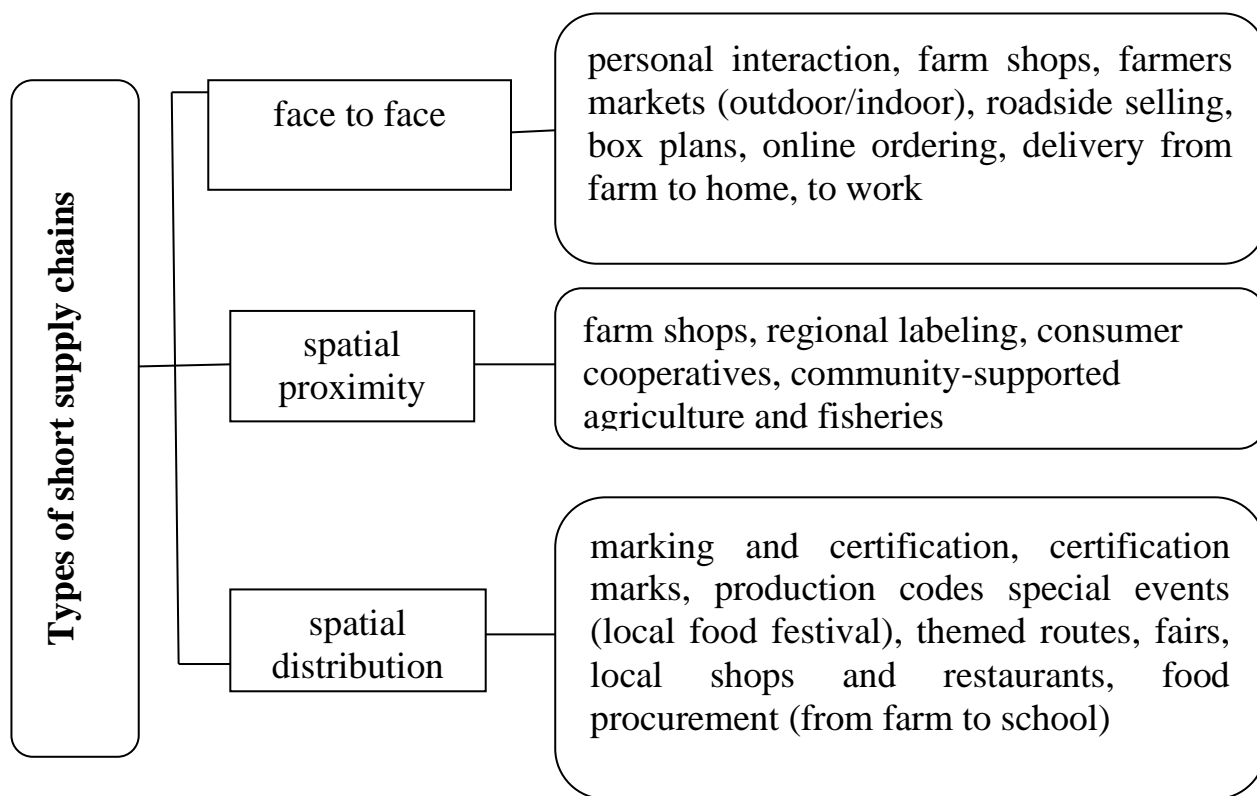


Fig. 8. Types of short supply chains [169].

Spatial proximity: products are sold in the same region where they are produced, and consumers receive information about the "local" nature of the product at the point of sale. This category overlaps with the face-to-face category and includes the same trading premises as above. In addition, this category may include retail specialists (bakeries, butchers, grocers) that sell "local" products, as well as tourism and hospitality industries that sell local products (restaurants, pubs, hotels, etc.) .

This category may also include food provision in the public sector, such as hospitals, schools, universities, homeless shelters, prisons, etc., which sell or purchase local food. This type can also include the distribution of local food products in supermarkets - a trend that is certainly growing in the UK and France, although there is currently no certainty about the possibility of such a practice spreading in Ukraine. Spatially extended: information about the place and production processes is communicated to consumers who are outside the region of production and who may not have personal experience of eating in that region. All types of retail space are



potentially suitable for this type of short supply chain. Product information is provided through packaging and brand promotion, the use of certification and legislation to protect products with a clear geographical origin. The main examples are PDO (Protection of Designated Origin) or PGI (Protected Geographical Indications) [169].

Thus, the legally introduced system solves the problem of defining "local" products in a slightly different way: not from the point of view of the specific geographical location of the manufacturer, but from the point of view of the compliance of the place of production with the established criteria. That is, the consumer can rely not on whether the product was produced within a certain radius of the point of sale (as in a local food system), but on the fact that it was produced in a separate area defined by the presence of a unique combination of soils, topography, climate and local skills and of knowledge. Thus, products registered under such schemes can be sold not only on the local market - they can be exported. The European Rural Development Network in its report on short supply chains [182].

Identified three types of short supply chains based on their individual or collective organization and initiators (producers and consumers): direct sales by individuals, collective direct sales, producer-consumer partnerships. Direct sales are the simplest form of short supply chains and involve direct interaction between farmer and consumer. They can take place directly on the farm or, for example, at farmers' markets. Food can also be delivered to homes, especially in urban and suburban areas. Online shopping is another form of direct selling. That is, direct sales are identical in terms of face-to-face sales.

Manufacturers may also cooperate to sell their products jointly to individuals or groups of consumers – this is collective direct selling. Such sales can be organized on the farm or at local outlets. Local food festivals or fairs are also good opportunities for farmer groups to showcase and sell their produce. In most European countries, producer organizations participate in local public procurement to supply local food to schools and other public catering organizations. Short supply chains can also be found in the form of partnerships between producers and consumers, where written agreements are made between the partners. Examples of such partnerships in

community-supported agriculture are AMAP in France, RECIPROCO in Portugal, GAS in Italy, SoLaWi in Germany [177]. Another approach is to classify food chains into two broad categories: – traditional short supply chains, which tend to be farm-based, in rural areas, and are likely to take the form of on-farm sales through farm shops, roadside markets or farmers' markets. They tend to be used by farming families and often use traditional and artisanal methods; – non-traditional short supply chains are more complex systems composed of collaborative networks of producers, consumers and institutions, but they often seek to support traditional agricultural practices through new models and social innovations. Forms of sale include: delivery schemes; farm shops located in urban settlements; collective farming systems, usually located either in the city or on the outskirts of the city. They can be considered as local food chains managed and supported primarily by urban residents [185]. According to a report prepared by the Union of Spanish Farmers EHNE [172], short supply chains can be classified based on the level of compromise (low, medium and high) that can be accepted by producers and consumers in nine categories (table 4) [205] .

Short food supply chains classified based on the level of trade-off accepted by producers and consumers. The main products sold through short supply chains are fresh fruit and vegetables, animal products, fresh and prepared (mainly meat) and dairy products. Most short supply chains are characterized by full or partial organic production, but they are not always certified. Some member states have developed national labeling schemes, such as FARMA in the UK, a nationwide farmers' market label. Labels can also be regional or local. In terms of size, short supply chains can be divided into two main groups: on the one hand, there are a large number of small schemes (less than 10 producers and no more than 10 workers/volunteers), including micro-enterprises (one producer directly selling its own products); on the other hand, there are several large systems involving many farmers (more than 100), especially in North-West Europe [167].

Table 4

Short food supply chains classified based on the level of trade-off accepted by producers and consumers

		Manufacturers		
		Low	Medium	High
Consumers	Level of compromise			
	Low	Supermarket organic products	The store buys directly from manufacturers	Sale on farms and in farm shops
	Average	Consumers' Cooperative		Box diagrams
	High	A consumer cooperative run by consumers		A consumer cooperative run by consumers and producers

For the manufacturer, the priority areas of activity are increasing the competitiveness of agricultural products, which consists in: - increasing the efficiency of agricultural enterprises due to technological re-equipment; - improvement of the economic and financial conditions for the functioning of agricultural enterprises, which includes the simplification of access to financial resources, the system of state support and improvement of taxation; - bringing standards for agricultural and food products to world standards, implementing international standards, etc. The development of various forms and types of short supply chains allow solving the task of improving nutrition at the local level and obtaining additional positive influence for the formation of a model of sustainable development of rural areas.

In the conditions of modern economic instability, which is accompanied by a global financial and economic crisis, the use of a strategic approach in increasing the competitiveness of agricultural enterprises acquires special importance. Increasing competition on the world market, including the market for agricultural products, requires enterprises to pay more attention to ensuring a high level of their competitiveness. Currently, the leading company's position in the market is achieved not only by increasing production efficiency and saving on production costs, but also on the basis of competitive advantages achieved by introducing marketing into the company's activities. The main focus is on the differentiation of products and the use

of the latest technologies in agricultural production, which requires agricultural enterprises to form and improve their development strategy, and apply the marketing concept of management. The problem of increasing competitiveness is solved by enterprises with the help of the introduction of progressive forms and methods of strategic management. At the same time, the strategy is considered as a means of achieving the set goals [186].

Formed development strategies for agricultural enterprises based on the marketing mechanism make it possible to assess the level of their competitiveness. The adoption of a new marketing strategy for ensuring the competitiveness of an agricultural enterprise requires clear organizational preparation and in-depth research, analysis and summarization of conclusions by factors and their indicators using methods and models of competitiveness assessment. Many models for determining the competitiveness of agricultural enterprises are based on a general indicator: the level of competitiveness (competitiveness coefficient), which is determined by the ratio of revenues to costs of the enterprise. The ratio coefficient characterizes the ability of the enterprise to survive and must exceed one, which means the profitable activity of the subject of competition. The main methodological approaches to the formation of a marketing mechanism for managing the competitiveness of an agricultural enterprise include [206]:

- formation of corporate culture;
- improvement of the organizational structure of enterprise management;
- implementation of a logistics system for managing production resources and product sales;
- improvement of cost accounting for production of products;
- improvement of the method of formation of costs for the production of products in the enterprise; - improvement and enrichment of the normative base of the enterprise;
- forming a paradigm of scientific and technical progress and a quality system;
- formation of environmental policy at the enterprise;
- implementation of new management approaches; - implementation of an

innovative mechanism of enterprise development, etc. For a comprehensive assessment of the competitiveness of an agricultural enterprise, it is necessary to use the following structural components (Figure 9): competitiveness of the enterprise's products on the market, logistics of product promotion, marketing communications, market segmentation, financial support of activities, investment and innovation support, management system, product differentiation.

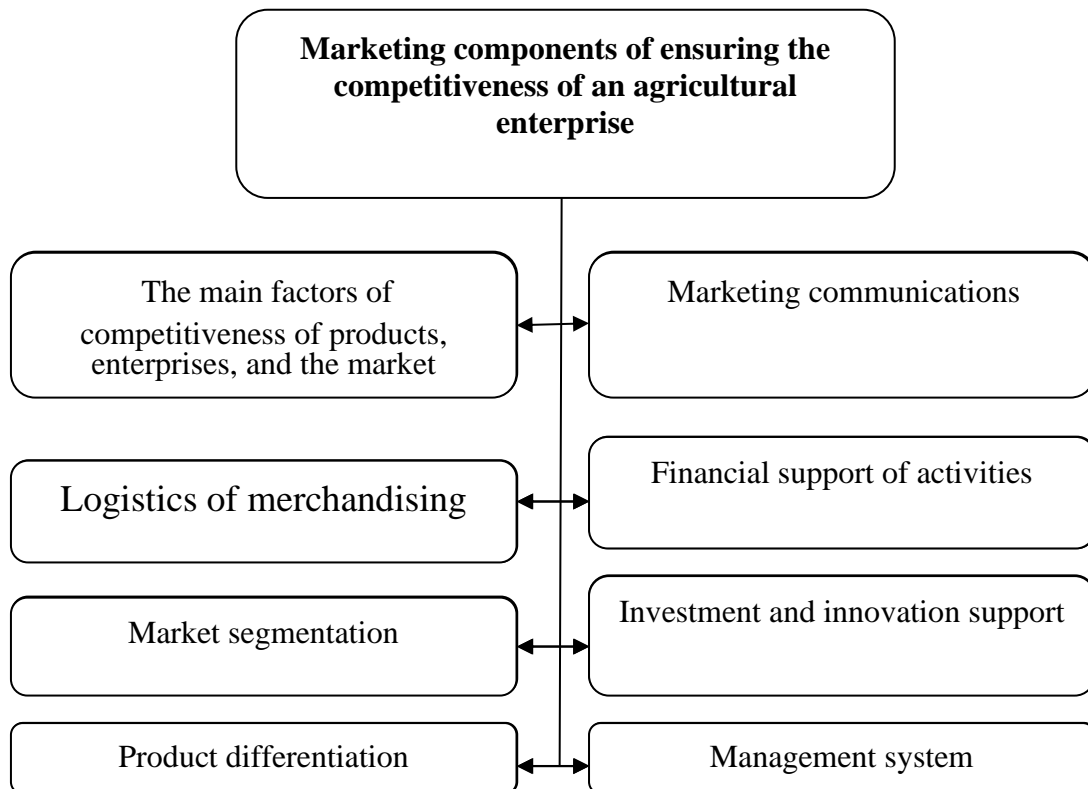


Fig. 9. Structural components of the marketing mechanism for ensuring the competitiveness of an agrarian enterprise

The marketing strategy is considered as a system of management and organizational and technical measures aimed at organizing the efficient production of high-quality agricultural products in order to ensure profitable management of the enterprise and stable competitive status in the market. The successful functioning of enterprises determines the need for their constant competitive struggle and the formation of certain competitive advantages. The nature of these advantages depends on the market environment and the potential capabilities of the enterprise.

The competitiveness of the enterprise is mostly manifested through the following characteristics:

- the enterprise's ability to effectively distribute its own resources, achieving more stable and long-term functioning on the market than competitors;

- a set of characteristics, properties, resources, values that the enterprise possesses and which provide it with competitive advantages over other business entities;

- more effective management of processes related to the production of high-quality products that have value for the buyer. To ensure the effectiveness of the developed marketing strategy and its compliance with the set goals and long-term interests of the enterprise, we have proposed a method of controlling the strategic planning process, which is based on structural filtering of external and internal factors of adverse influence, which ensures effective management of the strategy development process at all stages. The technique involves the use of four structural and logical filters (Figure 10) [185].

It can be seen from the figure that the filters are placed in a logical sequence, which ensures the inclusion of all necessary components in the strategy and the support of the mission's compliance with the company's strategic goals. In the conditions of a reduction in state support, agriculture needs to develop strategies for the interaction of agricultural commodity producers with each other in order to form competitive advantages based on synergy (through cooperation and integration), as well as with enterprises that provide them with material and technical resources, and with processing enterprises.

When making strategic decisions regarding the formation of the product portfolio of an agricultural enterprise, it is advisable to carry out a qualitative assessment of lands, determine their fertility, zonal features, the possibility of purchasing the necessary amounts of mineral fertilizers and other resources, forms and methods of state support for strategically important types of agricultural products. Increasing the competitiveness of an agricultural enterprise is a process that requires certain countermeasures, requires management and, in particular, the formation of

marketing strategies. The changes concern all major organizational components, including personnel structure, employment, qualifications, technology, equipment, products, and sales markets.

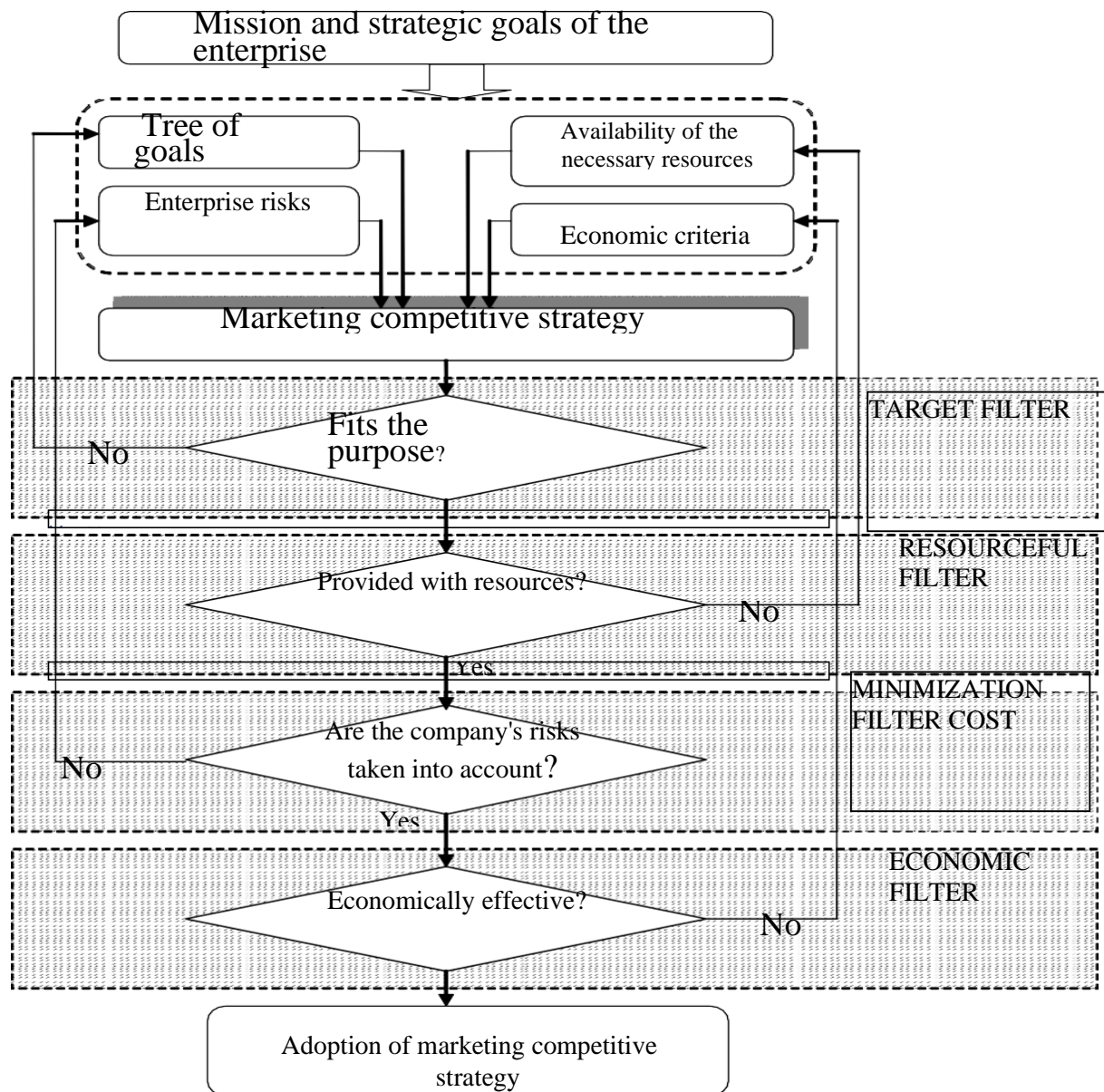


Fig. 10. Formation of a competitive marketing strategy of an agrarian enterprise

The starting point for increasing competitiveness is the development of a marketing strategy, taking into account all aspects of promoting and countering such an increase. The selection and justification of the strategic management of the small business agricultural enterprise will be carried out on the basis of the marketing complex. The classic marketing complex includes product, price, place and promotion. Despite the fact that the agricultural product is standard, the priority direction of

activity of agricultural enterprises of small business may be the choice of differentiation strategy [189]. This strategy involves the company's creation of such advantages that would significantly distinguish it from its competitors (Figure 11).

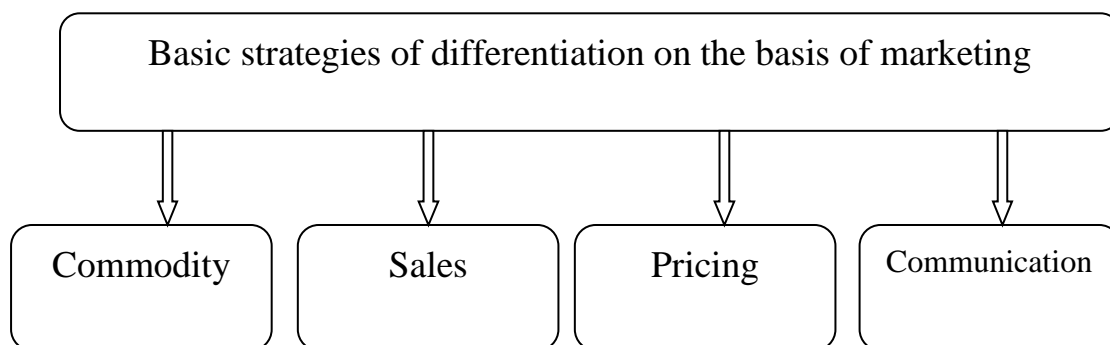


Fig. 11. The main strategies of differentiation on the basis of marketing

The methodology for developing a differentiation strategy within the marketing complex can be implemented according to the following scheme: Implementation of differentiation strategies and control over their implementation in the activities of small business agricultural enterprises. The main factor of the product differentiation strategy is product quality, which is measured by both the main and additional properties of consumer and cost parameters of product competitiveness. During the formation of the product policy of an agricultural enterprise of a small business, in addition to choosing a strategy, its implementation will be important, which is possible taking into account the following key points: definition of the target segment; planning and ensuring the conditions of storage and sale of agricultural products, taking into account market requirements and the factor of seasonality [194].

A study of the price policy of agricultural enterprises of small businesses revealed that the formation of the final price of their products is significantly influenced by the factor of seasonality, therefore the selection of price strategies in agricultural business must be carried out taking into account seasonality [168]. The factor of seasonality in agricultural business is given a special place, therefore, when determining marketing strategies, an agricultural enterprise of a small business is obliged to take it into account. Taking seasonality into account when choosing a pricing strategy will ensure a stable profit for a small business agricultural enterprise.



We suggested that small business agricultural enterprises change their pricing strategies depending on the season (table 5). During the formation of price policy by small business agricultural enterprises, it is advisable to choose price adjustment strategies. For most Ukrainian small business agricultural enterprises, managing the sale of agricultural products is the biggest problem, so in fact they sell a significant part of the produced products at minimum prices to intermediaries who receive high profits due to the use of effective distribution strategies. Differentiation strategies for the sale of agricultural products depend on their differentiation and seasonality.

Table 5

Selection of price strategies of an agricultural enterprise taking into account the seasonality factor

Winter	The strategy of "showy brilliance"	The strategy of "inflated price"	The strategy of "quality price matching"
Autumn	The strategy of "showy brilliance»	Strategy "price penetration"	Strategy of "price advantages"
Spring	The strategy of "showy brilliance	The strategy of the "golden mean"	"Quality price match" strategy
Summer	The "poor price match" strategy	Strategy "price penetration"	Strategy "price conquest of the consumer"
	low	average	high
	Quality		

Different marketing strategies are effective for different types of agricultural products, similarly, different marketing strategies will be applied in different periods of the season, because the peculiarity of this product is that it is the first necessity, but its cultivation is seasonal. The selection and justification of effective sales differentiation strategies for small business agricultural enterprises is shown in Table 6 [204].

Agricultural enterprises of small and medium-sized businesses are not sufficiently equipped with conditions for storing products, as a result, they lose

competitive advantages in the market. Marketing strategies for agricultural products can be conventionally divided into the following according to economic profitability: marketing strategies focused on high profit and marketing strategies focused on obtaining an average stable profit.

However, agricultural enterprises do not have the opportunity to ensure such conditions for choosing a sales strategy focused on high profit, therefore it is advisable for them to choose a sales strategy focused on obtaining an average stable profit, since there is enough potential for the implementation of this strategy in the farm economy. In the conditions of ever-increasing competition, agricultural producers are forced to look for new ways to enter the market and maintain existing ones. Sales is closely related to the marketing tool - promotion. With regard to small and medium-sized agricultural businesses, it is more appropriate to choose a strategy of pushing, because in order to choose a strategy of coercion, it is necessary to carry out branding, which requires significant capital investments [192].

Taking into account the fact that in small and medium-sized businesses, the minimum amount of expenses for the promotion of agricultural products is allocated, we offer the optimal, in our opinion, means of the main elements of the communication policy:

1. Advertising (creation of your own website; business cards; firewalls and billboards, for example with an image of the harvest "from the field" and the signature "made in Ukraine" or "support the domestic producer" and the address of the production facilities).

2. Stimulation of sales (discounts for the purchase of agricultural products in large batches, according to the "more is cheaper" principle; discounts for the purchase of a certain volume of additional products to the main product at a discount of up to 10%; discounts for regular partners and consumers; free delivery of goods, for example by volume more than 5 tons).

Table 6

Selection and justification of effective sales differentiation strategies agricultural products of an agricultural enterprise

Sales differentiation strategies	Types of strategies	Characteristic
Marketing strategies depending on the season	Intensive sales strategy	Ensuring active sales of agricultural products in the period from July to October through various distribution channels
	Moderate sales strategy	Ensuring sales through the search for the most profitable distribution channels during the period of lack of production and slightly lower demand
Sales strategies depending on the distribution channel	Attractive sales strategy	Ensuring the sale of the most high-quality and attractive agricultural products during the period of reduced supply and demand in the winter and spring periods
	Strategies of active direct deliveries	Provision of active direct sales to consumers in large and medium batches at reasonable prices (cereals, technical goods, vegetables, etc.)

3. Personal selling (telephone communication with potential resellers; communication with consumers regarding the quality of agricultural products and possible advantages during their purchase (population, wholesale and retail markets, etc.). According to the results of research and identified problems in marketing management, as well as the development of strategies for differentiating the components of the marketing complex based on the analysis of the activities of small and medium-sized agricultural enterprises using the BKG method, it is recommended to choose the following marketing strategies (table 7).

Table 7

Recommended strategies within the marketing mix for agricultural enterprise

Differentiation strategies within the marketing mix			
Product differentiation	Price differentiation	Sales differentiation	Communication differentiation
Innovation strategies in product manufacturing and product innovation strategy	A decrease in the average selling price	Intensive sales strategy	Promotion strategies (active sales promotion)
Agricultural enterprise			

The implementation of the proposed marketing strategy will enable a small business enterprise to improve its performance more than twice, and the profit will increase in the planned year. Such a result will be ensured both by taking into account the existing trends in the development of the enterprise and the proposed marketing growth strategy (since the enterprise operates in promising sales markets, has certain specific advantages and is able to effectively use the necessary success factors), which involves increasing sales volumes, market share and profit of the enterprise by intensification of its available resources.

## **11. Features of marketing an agro-touristic product**

Marketing activity in the market of tourist services is a system of continuous coordination of the offered services with the services that are in demand in the market and which the tourist enterprise is able to offer profitably for itself and more effectively than competitors do. This rather long definition allows us to establish the role of marketing in tourism.

The first point that needs attention is that marketing is not a separate action, but a system of activities. In other words, it is a sequence of actions of a tourist enterprise, which must be combined to achieve the set goals. So, marketing is not only advertising and selling services or simply developing services, but also a system in which all functions and actions should be combined in accordance with the concept of marketing.

The second point to note in the definition is that marketing does not end with one action. It cannot be thought of as a uniform process, whether it is the launch date of a new tourism product or the introduction of a new price. The fact is that the market is constantly in motion, in dynamics. Marketing is indeed a continuous process and the tourism enterprise should be continuously involved in it. Marketing, therefore, involves looking to the future, not just focusing on the present.

The third point concerns coordination. It is necessary to coordinate actions within the tourist enterprise with the conditions of the external environment. If all this is considered separately, it is not possible to achieve the intended goals, it is necessary to coordinate the activities within the company with the information received from the outside. This means that decisions must be made to use all marketing functions and tools to achieve this alignment.

The fourth point in our definition gives an idea of what marketing does to satisfy the buyer's requests. In this context, it is meant not only what the customer is buying at the moment, but also what he would buy under other circumstances (for example, with an increase in income). Marketing, as already noted, should be an activity of foresight. It involves forecasting or forming a correct view of what consumers may

need more. It also provides an opportunity to assess whether non-customers of the firm can be induced to use the services offered by the firm.

The fifth point of the definition emphasizes that marketing allows you to identify and implement means of increasing profits. This makes it an exclusively economic category. The goals of tourism firms must be realized through the qualitative satisfaction of customer needs in a fairly long period of time [208].

The tourist product has distinctive features, where:

- firstly, it is a complex of services and goods (material and immaterial components), characterized by a complex system of relationships between various components;

- secondly, the demand for tourist services is extremely elastic in relation to the level of income and prices, but largely depends on political and social conditions;

- thirdly, the consumer, as a rule, cannot see the tourist product before consuming it, and in most cases consumption is carried out directly at the place of providing the tourist service;

- fourthly, the consumer overcomes the distance that separates him from the product and the place of consumption, and not vice versa;

- fifthly, the tourism product depends on such variables as space and time, it is characterized by fluctuations demand;

- sixthly, the offer of tourist services is characterized by inflexible production. They can to be consumed only directly on the spot. The hotel, airport, recreation center cannot be transferred to another region at the end of the season. They cannot adapt in time and space to changes in demand;

- seventhly, the tourist product is created by the efforts of many enterprises, each of which has its own work methods, specific needs and different commercial goals;

- eighthly, a high quality of tourist services cannot be achieved in the presence of even minor shortcomings, since tourist service consists of small details;

- ninthly, the evaluation of the quality of tourist services is characterized by significant subjectivity: a great influence on the consumer's evaluation is made by

persons who are not directly related to the package of purchased services (for example, local residents, members of a tourist group);

- tently, the quality of tourist services is affected by external factors that have a force majeure character (natural conditions, weather, tourism policy, international events, etc.) [209].

These specific features of the tourist product significantly affect the formation of marketing in tourism

The World Tourism Organization distinguishes three main functions of marketing in tourism:

1. Establishing contacts with clients - aims to convince them that the intended place of rest and the existing services, attractions and expected benefits fully correspond to what the clients themselves want to receive.

2. Development - involves the design of innovations that will be able to provide new sales opportunities. In turn, such innovations should meet the needs and preferences of potential customers.

3. Control - involves the analysis of the results of activities for the promotion of services to the market and the verification of the extent to which these results reflect a really full and successful use of the opportunities available in the field of tourism [210].

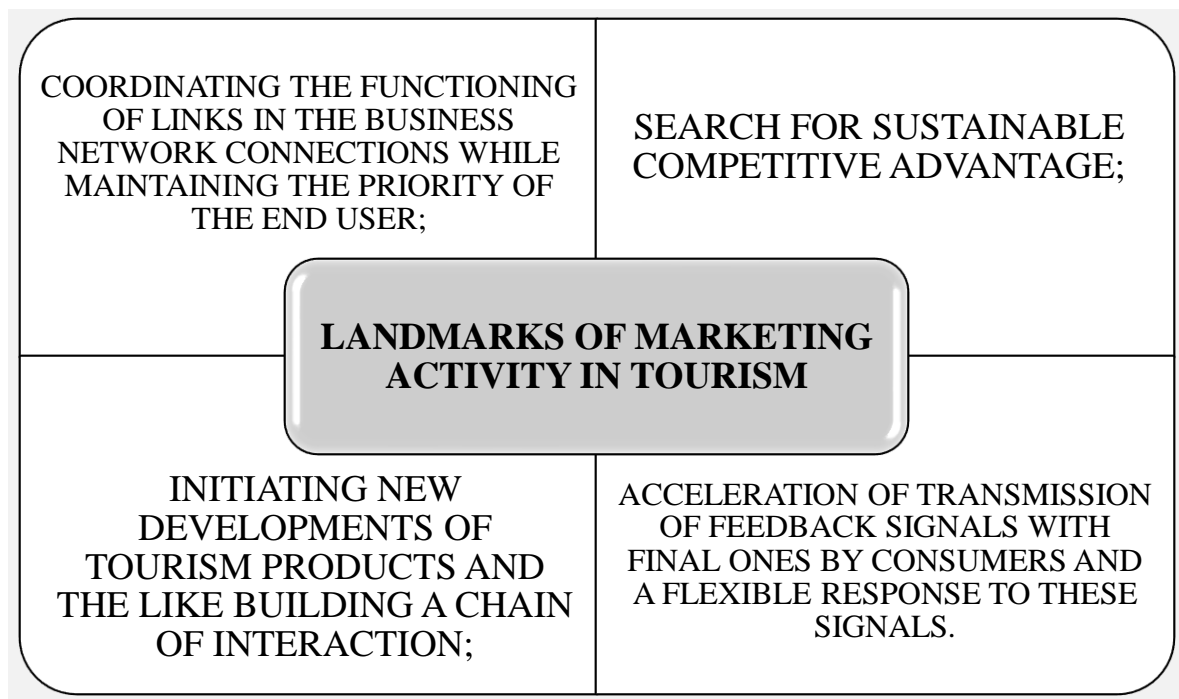


Fig. 1. Basic orientations of marketing activity in tourism

Today, the trend of approaching everything natural, ecological, the so-called "eco-current", is popular. Experts recognize that agritourism services are similar to the concept of "eco-style living" and thereby strengthen its potential. But one of the significant obstacles on the way to effective promotion of the idea of agritourism among potential tourists is the lack of a professionally developed marketing strategy. A significant number of routes and agritourism products are developed in the absence of information about what the potential consumer wants. There are problems related to the sale of a significant number of agro-tourism products. Therefore, agrotourism enterprises are beginning to focus on the market, the role of marketing in their activities is gradually increasing. Marketing orientation contributes to the development of agritourism and maximization of profit, ensures the advantage of the agritourism economy in the competition. In the marketing of agritourism, it is not enough to have a high-quality product, it is necessary first of all to identify the real needs of the consumer and the capabilities of competitors. Marketing in agrotourism consists of a system of coordinated actions of the owner of the agro-homestead, who in the process of his activity produces and sells a tourist product with the aim of obtaining maximum profit through the fullest satisfaction of the consumer. Marketing helps to balance the needs of tourists, on the one hand, and the possibilities of agro-tourism enterprises (agro-village) on the other. The essence of marketing in agritourism comes down to:

- firstly - finding such consumer qualities of the existing agro-tourism product that would interest potential consumers;
- secondly - finding potential consumers who are ready and will be happy to consume the available agro-tourism product in the form in which it exists.

The goal of marketing influence is to win over the consumer [211].

Before the owners of agro-villages begin to develop and sell a new package of services, it is worth determining exactly what services consumers need and what price they are willing to pay for them. To reduce the degree of uncertainty and risk, accurate and timely information is needed, the main source of which is marketing research [212].

During the marketing research of the agritourism market, work is carried out in three main directions: research of consumers of agritourism services, sellers of agritourism



services, and the agritourism product itself. At the same time, the following stages are mandatory: analysis of the market for agritourism services (demand, supply and competition in this area), assessment and forecast of demand, activation of demand for services (application of such tools as popularization, price differentiation, improvement of sales technology, etc.), meeting the demand of consumers of agro-tourism services by increasing their assortment at reasonable prices and controlling the services provided. The main goal of marketing research is to ensure the most effective adaptation of agritourism services to market requests and requirements, to determine the conditions under which it is possible to achieve an optimal ratio between the demand and supply of agritourism services on the market.

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Conducting marketing research is not a one-time action, but a process aimed at constant adaptation of services to the requirements of certain groups of consumers. As a research tool when studying the market of agro-tourism services, the method of interviewing respondents is often chosen, while questionnaires are used when collecting primary data. The study of consumers of agritourism services using questionnaires covers three stages: questionnaire development, questionnaires, evaluation and interpretation of results. The questionnaire itself can be divided into several blocks:

- studying the priorities and preferences of consumers when choosing an agro-tourism product;
- determination of motives for visiting the agricultural settlement;
- study of consumers' awareness of existing agricultural settlements;
- identification of barriers preventing the use of the service;
- study of consumer possibilities of respondents;
- characteristics of the respondent.

The advantage of questionnaires is that as a result of the correct drafting, conducting of questionnaires and processing of answers, quantitative, statistical characteristics of the investigated processes can be obtained, cause-and-effect relationships can be established [213].

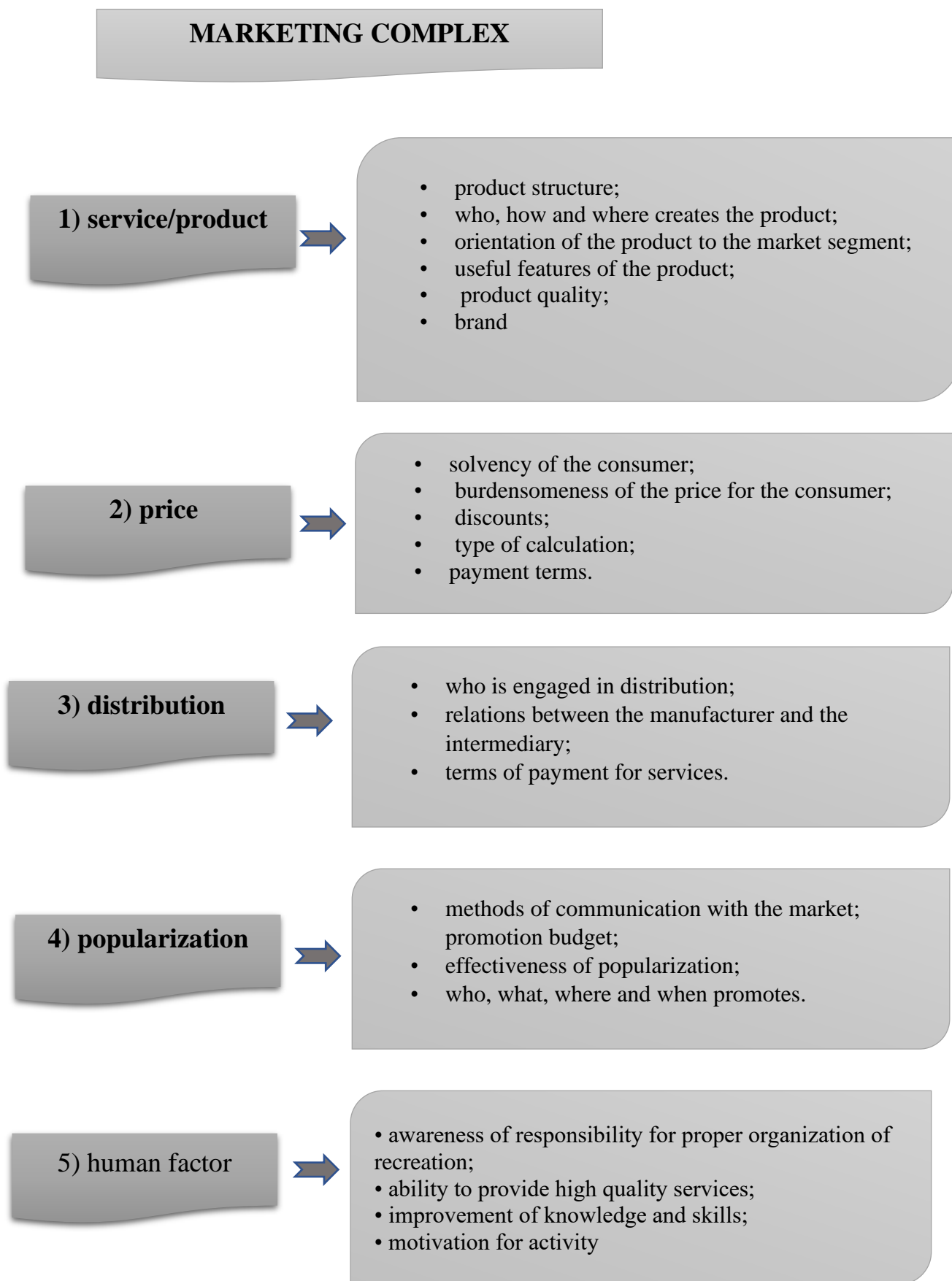
In the research process, the target audience of the agro-tourism service is determined. As a rule, the target segments of the agritourism market are two categories of consumers. The first category includes consumers who are interested in this type of recreation and its uniqueness. These consumers are fascinated by the idea of getting to know local life, cultural and gastronomic traditions, the idea of caring for animals, communicating with the population. This segment includes:

- business people who are tired of the rhythm of life in the city and want to spend time in nature;
- families with children who are interested in healthy food, a calm environment;
- inquisitive, mobile consumers who are interested in fashion trends, "eco-trends".

The second segment includes consumers of services who seek complete solitude. These are people over 40 who need peace, given their character and mentality. This is a small segment, but still it is a source of additional financial income for the agricultural settlement [214].

The creation of an agritourism product and its successful promotion on the service market is based on a complex of marketing research.

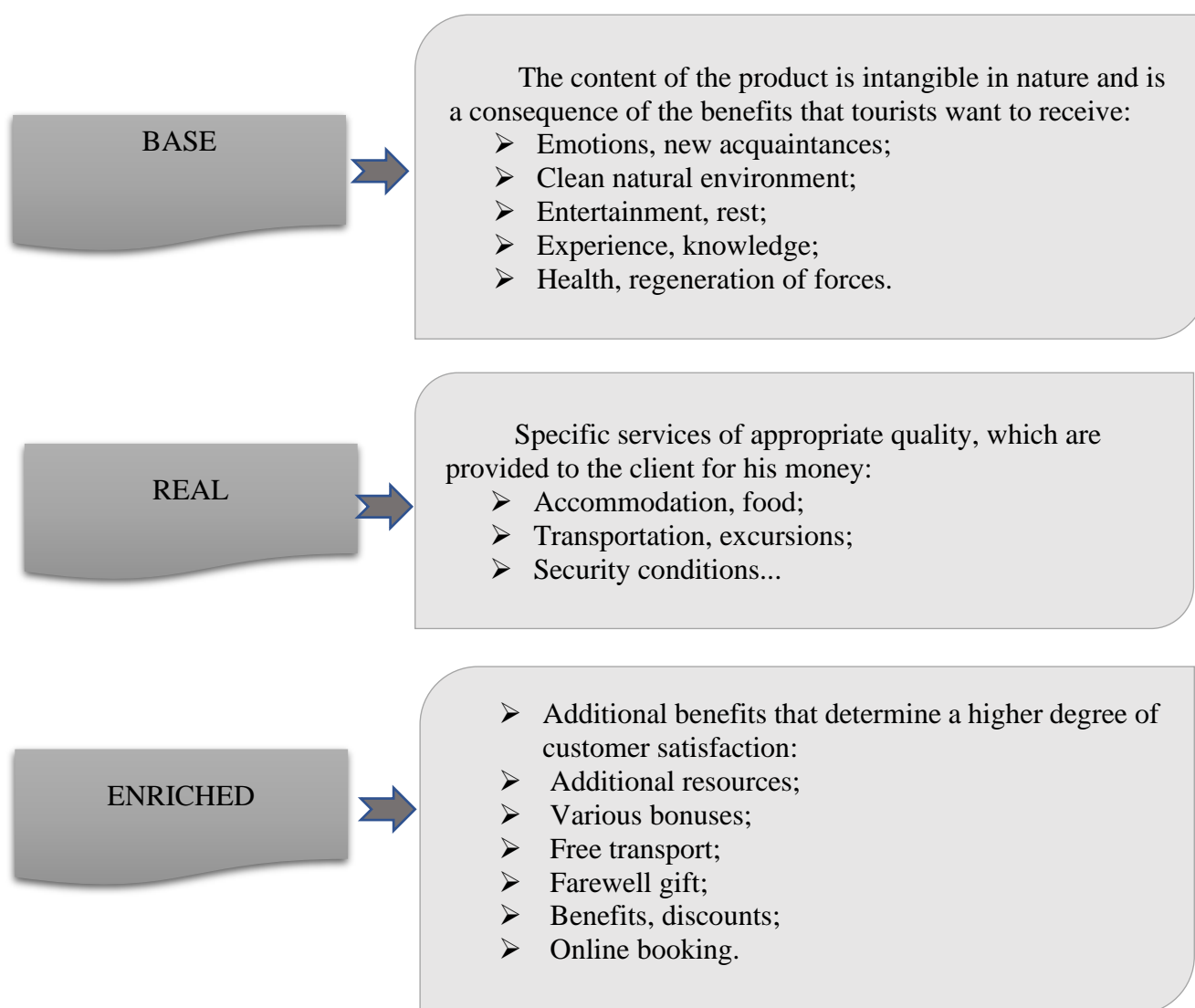
The marketing complex includes the product, its price, promotion, distribution, and the human factor [215]. Each component is specified as follows (Fig. 2).



**Fig. 2. Components of the marketing complex in agrotourism [223]**

It is logical to assume that agritourism as a type of activity also involves obtaining a certain product - a set of services that can be used by the consumer in an agro-village. The argotourism product is understood not only its characteristics, but also the entire process of its development, planning, decision-making regarding the assortment. An agrotourism product has components and specific features, for successful implementation it must comply with certain principles

In tourism, the result of activity is reduced to a tourist product. The main tourist product is a comprehensive service, that is, a standard set of services sold to tourists in one "package". It is appropriate to consider the structure of the agrotourism product, it consists of three levels (Fig. 3).



**Fig. 3. Levels of agro-tourism product [223]**

Of course, comfortable living and quality food are the basis of the agro-tourism product of the village estate, but with the growth of competition, this is not enough. Therefore, the owners of estates must reach a new quality level - develop and improve the agro-tourism product. Often, an agrotourism product consists of a unique offer of a particular agro-village, which stimulates the tourist to come again. This is relevant for the owners of those agro-villages that are not located in a particularly attractive place and have an inconvenient location for tourists.

The quality of the product is of fundamental importance: the offer of recreation in the village must be original, distinguished by high quality, and addressed to a specific group of consumers. Owners of agro-homes must analyze the market and respond accordingly to changes in the market situation and the tastes of tourists.

It is desirable that they not only take into account the requests of consumers, but also anticipate them. The offer of an innovative product is an important component of the marketing strategy, a factor of future financial prosperity [216].

Price is an important element of the complex of marketing activities in the field of agro-tourism services and an effective tool for influencing the market. The price, accessible to consumers with small incomes, will be attractive. During its formation, it is worth considering that staying in the bosom of nature, in the countryside, does not mean low quality services and unsatisfactory living conditions.

The next element of integrated marketing activities is distribution. It consists in effective promotion of services to the final consumer. Marketing channels of agro-tourism farms are simple and direct, characterized by direct contacts with vacationers and the frequent absence of intermediaries. The following were the most effective forms of marketing of an agro-tourism product on the market: direct sales, promotion through local economic structures, publication of information publications [217].

Usually, owners of agro-homes prefer direct sales of their own product, they transmit marketing information along the chain "owners of agro-homes - regular customer - potential customer", avoiding the mediation of tour operators, public organizations, etc. This approach is practiced by the owners of agro-villages located in rural areas with a strong tourist image (health and ski resorts). The disadvantage of this

approach is the limitation of geographic markets for service producers. The advantages of direct selling are:

- relative ease of contact with the consumer;
- personalization of contacts, which makes it possible to individualize the service, if necessary, to make timely corrections;
- the possibility of personal control over the sales process;
- high profit, as there is no need to share it with intermediaries.

A wide range of offers, comprehensive service ensures the promotion of agrotourism products through such economic structures as clusters of rural tourism - associations of owners of houses, craftsmen from folk crafts, catering establishments. Implementation of agrotourism services through intermediaries is usually carried out by travel firms. The situation in the modern market of agro-tourism services indicates the imperfection of the mechanism of such interaction, which is constantly accompanied by mutual claims of the participants. Tourist companies consider the agro-tourism product as an additional one, use agro-homes as bases for overnight stays in tourist centers during the peak season, as well as in the absence of free places in hotels during thematic tours [218].

Public and state structures help to promote agritourism products through the release of informational and advertising publications. Thus, the initiator and generator of the development of rural tourism in Ukraine, the all-Ukrainian public organization "Association for the Promotion of the Development of Rural Green Tourism in Ukraine" has gained considerable experience in the production of all-Ukrainian and regional catalogs and guidebooks on rural tourism [219].

The success of marketing activities depends on the correct application of forms of communication with the market, that is, skillful popularization of services, which consists in informing, reminding, persuading consumers to accept, realize the benefits and buy the proposed agrotourism product. Promotion of agro-tourism farms includes:

- organization of training programs, seminars for familiarization with the experience of using low-budget tools for the promotion of services, effective marketing strategies for the "low" season;

- planning of information product distribution system;
- stimulation of the mutual generation of ideas by the rural population and public institutions regarding the popularization of agritourism;
- unifying the efforts of the owners of agro-villages through the creation of public organizations (district, oblast Associations for the promotion of agrotourism development);
- organizational and financial and credit assistance from authorities to agro-tourism enterprises in the implementation of marketing measures to promote the product to the market;
- organization of research and assessment of the tourist market situation in rural areas by district and regional organizations;
- unification of partnership efforts for the purpose of promotion of agro-tourism product;
- assistance of leading advertising agencies in the development and production of high-quality printed products to attract foreign tourists, popularize domestic agritourism on world markets;
- development of a territorial product, which covers a certain territory and consists of natural, artificial goods and such infrastructure, which has a positive impact on the decision to purchase the product;
- creation of an organization with the support of Ministries, departments of tourism of regional (district) administrations for the promotion and sale of agro-tourism services in the regions.

The popularity of tourism can be justified, for example, by the fact that, in Maslow's pyramid, recreation stands out as a primary physiological need, which can be satisfied by the goods and services of enterprises in the tourism industry.

Tourism has a great influence, in particular, in the social aspect, not only on the country, but also on its individual regions. Thanks to the development of tourism, more money penetrates into the regions, which contributes to the emergence of additional jobs, the development of communication systems, etc. Along with the advantages of tourism development, there are also some disadvantages. They are manifested in the

fact that tourism, for example, has a positive effect on the prices of local goods and services, real estate, which negatively affects the prosperity of local residents, contributes to the development of environmental problems, and can also harm various sectors of the economy.

The functioning of the tourist market and tourism industry enterprises related to it in any way depends on the season. Seasonality in tourism is influenced by various factors, including climatic, psychological (traditions, tastes and preferences), availability of free time.

As for the functioning mechanism of the tourism industry, it is a system of economic processes under the influence of which the demand and supply for the tourist product come into balance. The functioning of the tourist market can be represented as the movement of money flows and tourist product flows in the tourist market, which move towards each other, but the final result depends on internal and external factors, thanks to which supply and demand are formed.

Factors affecting the formation of demand and supply for tourist goods and services are traced. It should be noted that demand is generated by only one factor, however, it is consumers of tourist goods and services. The offer from the enterprises of the tourism industry is formed under the influence of various resources, as well as the work of the enterprises of the tourism industry themselves. The main goal of the functioning of the tourist market is to obtain the maximum profit by attracting more and more tourists. All efforts of tourism industry enterprises, travel agents, as well as other workers directly or indirectly related to the production of a tourist product, the provision of tourist services, should be interested in promoting Ukrainian tourist resources, attracting tourists to outstanding places in order to benefit from this.

D. Day determines that marketing and innovation are all that bring profit to the company, the rest are cost. Marketing in tourism is the process of planning and developing an appropriate strategy for promoting a tourist product to the market, assistance in pricing, sales promotion, and an advertising campaign.

The term "communication" appeared in scientific literature at the beginning of the 20th century. Today, there is no single point of view on the term "communication".



The following definitions of communication are given in the English explanatory dictionary: "message"; "transfer of information or exchange of information"; "science of information transmission".

Zh.-Zh. Lamben understands communication as the exchange of signals between a transmitter and a receiver using a coding-decoding system for recording and interpreting signals.

Marketing communications are an important part of both mass and personal communications, forming a significant part of the information space of modern society and having its own specificity.

Yes, a group of such authors as Zh.-Zh. Lamben, R. Chumpitas, I. Shuling, under marketing communications understands all types of signals and messages directed by the company to different audiences, namely to consumers, distributors, suppliers, shareholders, authorities, as well as to its own personnel. The communication process based on the circular model of C. Osgood and U. Schramm, which includes such elements as the sender, encoding, information request, means of communication, decoding, receiver, feedback, result of communications, obstacles in communications, communication channels.

Given the peculiarities of the used information medium, the message is first coded in a form acceptable for transmission, and after the fact of transmission, it is decoded to provide the recipient in a convenient and understandable form. There are obstacles at all stages of the communication process of complete information transfer. For effective communication, the fields of perception of the sender and receiver must at least partially coincide.

Currently, there is no single approach to defining the concept "marketing communications". The analysis of the variants of its interpretation presented by various authors makes it possible to conclude and propose that the most complete and accurate definition of marketing communications should contain information about the nature of such activity, its duration, purpose, participating parties, the tools used, and the presence of feedback. At the same time, the definition should not be interpreted too

broadly, covering a range of issues that belong to other elements of the marketing complex.

Over the past three decades, the role of communications for the successful operation of a tourist enterprise and the effective promotion of goods and services has grown significantly, which was a consequence of serious changes that have occurred not only in the world of marketing, but also with the change in the way of life of people all over the planet. These changes formed the basis of the emergence and development of the concept of IMC, which became a natural reaction to the decline in the effectiveness of traditional tools of marketing communications. The main factors of this were the transition to an information society, an increase in the amount of information, a decrease in the effectiveness of advertising, a change in consumer preferences, and globalization.

The development of information technologies and the increase in the number of digital communication tools became the reasons for the transition from a post-industrial society to an information society, in which knowledge, data, and telecommunications became the main factors of success as a way of delivering and distributing this information. Today, it is information and technology that are the main production forces, and the struggle for the consumer's attention takes place long before the purchase is made. An important characteristic of the modern market is the general information space, in which marketing communications become crucial, as they act as one of the types of information consumed by people, but the increase in the amount of information has led to a decrease in the effectiveness of advertising and the selectivity of people to it.

New technologies are erasing geographical and intercultural boundaries, thanks to which access to various goods and services (especially in the tourism industry), as well as to information about them, is significantly simplified. People are becoming more mobile, labor migration and specialization of certain regions of the globe are gradually increasing. In this regard, the level of expectations for the quality of tourist goods and services, the completeness of information provided by tourist enterprises

about their activities and products increases; new demands of society appear, calling for open and full communication between companies and their customers.

The presented factors raised the question of creating complex systems in which different elements of communication will be used simultaneously, complementing and developing each other, as well as creating a synergistic effect. Such systems are called integrated marketing communications. According to T. Yeshin, the main reason for integration is the communicator's desire to achieve cohesion in the messages he delivers.

Having analyzed the approaches of scientists and marketers to the definition of integrated marketing communications, we will highlight the following elements inherent in them:

- communications have a strategic nature;
- integrated marketing communications are based on long-term planning;
- communications should be perceived as a continuous process that includes analysis, selection, implementation and control of all elements of marketing communications;
- various tools and communication channels are used to achieve maximum effectiveness of messages;
- they are aimed at improving and maintaining the brand and reputation;
- they are aimed at increasing profit and added value;
- the only thing is the input and output of information to achieve consistency and clarity of individual messages;
- the result of integration is the achievement of a synergistic effect.

Note that some scientists, such as P. Smith, K. Berry, A. Pulford, J. Rossiter and L. Percy, believe that the influence of integrated marketing communications should be focused on consumers, customers and clients; perceive integrated marketing communications only as a way of mutual integration of various communication channels within the framework of promotion of goods and services. At the same time, D. Schultz, S. Tannenbaum, R. Lauteborn and P. Wallen write that integrated marketing communications should control all aspects of communications both outside

the organization and inside it, except for consumers. Such groups are company partners, suppliers, public authorities, shareholders, staff, etc. This brings integrated marketing communications to the level of strategic company management. Currently, researchers distinguish three main forms of communication, namely mass communication and promotion, personal communication, propaganda, each of which is relevant for event activity.

The Internet greatly simplifies for buyers the process of analyzing data about a tourist product or service, accelerates and changes the purchase process. Today, the Internet is a platform for business activity, a tool that is rapidly developing, helping to promote services. The ways of providing services, in other words, the rules of marketing are constantly changing, companies are increasingly resorting to the use of information technology to find ways to influence both existing and potential customers.

Today, there are a large number of Internet communities, where the activities of people with similar interests take place with the help of Internet communications. There are such Internet communities as publics in social networks, blogs, i.e. author diaries, forums, guest books, i.e. small chats on sites. Several of these communities can be leveraged for effective marketing. For example, the “UNWTO” study [220] shows the effectiveness of using such means for promoting services in the field of gastronomic tourism as social networks “Facebook”, “Twitter”, “Instagram”, “YouTube”, online platforms for advertising with the help of bloggers. Also, aggregator sites are very popular, as they have a search system, filters, they provide collection and sorting of the necessary information.

Due to the fact that most companies now advertise their product through social networks, it becomes necessary to use Internet marketing measures to promote the product or services through communication with representatives of the target audience in social resources. Tourism is one of these spheres of activity. Recommended tools in tourism are:

- creation and further advertising of thematic products;
- work on promoting the existing product in social networks of the same topic;
- product promotion through mobile applications;

- integration of the company's website with social networks;
- creation of unique links;
- maintenance and promotion of corporate blogs;
- holding online conferences and webinars.

It is thanks to social networks that many travel firms have the opportunity to get more profit from the sale of their product, a new level of business and to form a certain reputation thanks to customer reviews on social networks. Services can be represented by the following works:

- conducting the necessary research and developing a strategy;
- creation of a brand platform and its high-quality content;
- engaging the audience and working with it;
- PR in social networks;
- control of promotion effectiveness.

When using social networks in the activities of a travel company, it should be taken into account that there are certain mistakes that should not be made. Such mistakes can be long answers to customer questions, lack of your own style (uniqueness), description of all the company's offers in one post, a large number of unnecessary elements in the text (stickers), non-working links, lack of analysis of potential customers' comments.

It should be noted that many enterprises in the tourism industry have limited financial opportunities, which do not allow them to use the potential of marketing communications to their full potential, therefore, a promising direction of operation is the combination of efforts of enterprises in the tourism industry, public organizations and authorities, which will make it possible to effectively use both financial and labor resources in the complex of marketing communications, to ensure the development of the tourism industry and the satisfaction of the demand for tourism products and services offered by enterprises of the tourism industry.

Strategic marketing is inherently innovative. Its solutions are formed on the basis of a comprehensive diagnosis of problems and conceptualization of proposed alternatives. Strategic marketing, according to the definition of Jean-Jacques Lambin,

is "systematic and constant analysis of the needs of key groups of consumers, as well as the development of concepts of effective goods and services that provide their manufacturer with a stable competitive position". Operational (tactical) marketing is more utilitarian and aimed at sales organization, communication policy for informing potential buyers (tourists) and demonstrating the features or advantages of the tourist product. Both approaches to marketing complement each other and are embodied in a single marketing policy of a tourist enterprise. If the use of tactical marketing methods makes it possible to effectively solve the current tasks of the implementation of tourist services, thereby ensuring the short-term commercial profitability of the tourism enterprise, then strategic marketing is able to develop a long-term perspective program taking into account the state and dynamics of all market components.

The specificity of strategic marketing in the field of tourism is determined by:

- dependence on external factors;
- features of the tourist product (and the services that form it);
- technologies of production and consumption of a tourist product;
- object polystructure;
- the complexity of the tasks to be solved .

Planning can be considered a key element in the success of any new business. A business plan is a document that reflects the company's short-term and long-term tasks, contains a description of the products or services offered, a description of the likely market conditions for these products, information about the resources and means that will be involved in performing the tasks considering the likely competition.

Business plans differ in their structure and size. A typical business plan roughly consists of the following sections: summary; description of goods and services; product sales markets; competition in sales markets; marketing plan; production plan; organizational plan; legal support of the company's activities; risk assessment and insurance; financial plan; financing strategy [225]. The listed sections are only a reference scheme for drawing up business plans and may differ in different cases in terms of title and sequence.

Strategic business planning in tourism answers two global questions: what is the real goal of business and what measures should be implemented to achieve it. Planning is preceded by forecasting as an activity related to the identification of alternative promising directions for the development of the enterprise in the field of tourism, as well as the actual terms of achieving the planned indicators. Forecasting under the conditions of a dynamic, changing external environment is a necessary component of business planning. Its high-quality implementation requires managers to be able to analyze budgets, assess the state of the industry and the economy in general, have analytical skills, and the ability to implement innovative management methods.

The business plan of a tourism enterprise is also designed for potential investors or creditors to finance this project. He must also reassure the business owner and his partners that their intentions are feasible and potentially profitable. In crisis situations, without a business plan, a tourism industry enterprise is forced to take appropriate measures, rather than manage effectively.

In the process of developing a business plan, managers of a tourism enterprise should focus their attention on including all the main strategic measures, the implementation of which will help ensure success. In the future, the business plan can be a plan of action in practical work. A perfectly prepared business plan is one of the guarantors of success in the tourism business. In the process of developing and already implementing a business plan, its shortcomings and weaknesses are often revealed.

It is important that the business plan is realistic and the information provided in it clearly reflects the intentions of its compilers. Otherwise, inaccurate or incomplete information may be evaluated by potential investors (creditors) as untrue, as a result of which they may refuse to participate in the project. In order to ensure the accuracy and completeness of the business plan, it is necessary to have real information that enables the managers of the company or individual enterprise to make adequate decisions. Because of inaccurate information, management can make ineffective decisions .

Business plans can vary in size, but a prerequisite is the presence of sufficient information. Given this condition, market research deserves special attention, which will provide the necessary information basis for business planning. Marketing research

at the stage of business planning makes it possible to determine strategies for managing the life cycle of a tourist product, pricing, sales promotion and sales channels. This is most fully expressed by a standard set of actions, which has received the name "marketing mix" or "4P" in special literature. The components of this model, according to Alain Anderton [224], are:

- 1) product – tourist product;
- 2) price – prices, pricing;
- 3) promotion – promotion, advertising;
- 4) place – place, i.e. distribution channels.

However, in the tourist business, according to the authors, it is advisable to follow the sequence of marketing measures. Accordingly, it is considered that a quality tourist product must be developed on the basis of consumer demand research, offered in the right place, targeted at specific consumer segments, at attractive prices, competently and professionally presented and implemented with quality service. This can be achieved with a clear and consistent strategic marketing program. The strategic marketing program of the tourism industry enterprise should first of all reflect the demand and competitive situation in the market and describe immediate measures in case of their change. A professionally developed marketing strategy enables travel companies to counteract various environmental influences in the long term.

The following important aspects should be taken into account when developing a marketing strategy for a tourism industry enterprise:

- determination of business goals;
- studying the internal and external environment;
- identification of opportunities and available resources for business;
- formation of marketing goals;
- development of a strategy for achieving these goals;
- creation of information systems and databases.

Schematically, the process of forming a tourism company's marketing strategy, according to Professor S. Culver (Great Britain), is related to two essential indicators in the economy - the level of business activity and the share of consumer income



allocated to recreation. Large companies, which are structurally composed of smaller enterprises, are most dependent on these indicators. Therefore, in this case, both a centralized strategy and an individual approach are necessary, since a standardized tourist product is not necessarily suitable even for the same segments of consumers in different regions [227].

Scientists R. Sirkis and S. Reis identify 5 principles by which tourism industry enterprises can form their marketing strategy:

- 1) identification of strategic centers of the organization;
- 2) strategy formation is based on an information database;
- 3) the type of activity is not chosen at random, its success depends on market requirements;
- 4) strategic alternatives are limited;
- 5) external factors are of great importance.

The process of strategy formation in the tourism business begins with the analysis of the relationship between consumers and the product on the one hand and the competitive market environment on the other. In the case of a serious approach to the matter, mathematical programming methods and statistical tools are used.

The next stage in the process of forming a marketing strategy is to study the possibilities of profit growth. This can be achieved by expanding the number of consumers and markets, increasing labor productivity, and reducing production and sales costs.

The positioning of the tourist product on the market can also be considered an important point during strategy formation. Positioning is placement actions

of a tourist product (service) in a certain market, which is called the target tourist market, in order to ensure the competitiveness of the tourist product (service). According to the Western scientist R. Levis, positioning should depend on the requirements and wishes of customers, the image of the company, and the promised benefits. Successful positioning can be carried out with the help of a skillfully organized communication policy using advertising and public relations techniques.

Another significant problem during the development of a marketing strategy, according to S. Culver, is the supervision of the quality of service. In the tourism business, the relationship between staff and customers is a property of the product itself. Therefore, they become part of the planning process.

In the process of implementing the strategy, it is worth, in our opinion, paying considerable attention to the control of the implemented strategy. The following control methods can be offered:

- assessment of profits (losses);
- analysis of coefficients of financial and economic activity;
- conducting an audit;
- marketing research of individual products and markets;
- monitoring (survey) of consumers.

The final stage of strategic marketing planning is the development of the enterprise's marketing plan. The marketing plan is a document developed for a long period (several years, depending on the specifics of the enterprise and the competence of the developers), which guides activities in the tourism industry and determines the mechanism of the enterprise's actions after identifying changes caused by external and internal factors.

The importance of studying the environment in the tourism business is determined by its variability and increased competition. The marketing plan, unlike the strategy, contains tactical components related to the specifics of certain types of marketing activities, namely: promotion, distribution and sales. In this regard, Professor S. Culver claims that the strategic plan can be considered as the basis for the marketing plan.

When developing a marketing plan for a tourism industry enterprise, it is necessary to determine:

- the term for which planning is carried out;
- type of product for which the plan is being developed;
- the market segment to which the plan is directed.

Different enterprises of the tourism industry can and will have different plans in scope and structure, but they always have common components:

- mission of the tourist enterprise, directions of its activity;
- company goals regarding the market (market share, sales volumes), financial goals (profits, expenses) and others (image on the market);
- analysis of the external environment (characteristics of the industry; market size, economic, political and social factors);
- analysis of the internal environment (available resources, assessment of past marketing strategies, analysis of products and services, image of the tourist enterprise);
- marketing strategy (segmentation, positioning, market penetration);
- tactical program (product development, pricing, promotion, distribution, responsible persons);
- allocation of resources (capital, people, information systems) to implement the marketing plan;
- assessment and control of personnel activity.

Marketing planning has always been an important issue in the development and successful existence of a tourism enterprise. And it is planning that will become one of the most important management tools if the company continues to fight to enter the tourism market with new products and offers. The ultimate goals of tourism industry organizations can be different: attracting more tourists to the region, gaining market share, increasing profits, etc. However, achieving these goals in a competitive market is impossible without marketing, which is a customer-focused way of doing business.

Under the conditions of globalization and creativity of the economy, hypercompetition and deep metamorphoses that occur in the essence and content of business, it becomes obvious that an important factor in the successful functioning of a modern tourist organization is its provision with an adequate system of strategic marketing planning.

The use of innovative marketing tools is a great opportunity to effectively influence the consumer, because creativity is important at every stage of advertising communication - from the idea to its visual embodiment. An important place in the use

of innovative tools in the modern advertising industry is the search for creative and effective ways of promoting goods and attracting buyers.

Today, there are a lot of innovative marketing technologies (viral marketing, CRM, trade marketing, integrated marketing communications, branding and rebranding, network marketing, mobile marketing, exhibition activity technology, and others). Most of the mentioned marketing technologies closely interact and complement each other.

Due to the rapid development of technologies, Internet marketing in the tourist market has gained great importance. The use of Internet marketing helps to save costs for personnel and advertising. Internet marketing is a set of techniques implemented through the Internet, aimed at attracting attention to a product or service, popularizing this product and its effective promotion for the purpose of sale. All new marketing tools are primarily related to the implementation of the concept of Internet marketing.

Most importantly, Internet marketing allows expanding the company's business from the local market to the national and international. At the same time, opportunities for large and small companies to compete for the market are more balanced. With the help of the Internet, the appearance and style of the tourist business is changing, costs are reduced. Through the Internet, consumers can find out about the services of tour operators, get information about a tourist product or service, order, reserve, buy, etc.

Internet marketing is clearly different from the mass media used to distribute advertising, because it shows the effectiveness of marketing activities. The peculiarity of using the Internet is that the market of virtual space is primarily open and accessible both to enterprises of any size and to consumers. Another distinctive feature of such a market is its global nature, that is, access to it is possible from anywhere in the world. O. Vartanova notes that the main types of Internet marketing are: search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, automation of content creation, e-commerce marketing, social media marketing (SMM ), direct mailings, contextual advertising, advertising in e-books, programs, games and other forms of digital products.

In the market of the tourism industry, the most active users of the Internet are the providers of tourist services, who use them for the purpose of advertising and selling their services. In addition, they have the opportunity to quickly receive information, have constant communication, use booking and reservation systems, quickly pay for tickets and other services, participate in tourist exhibitions (electronic, international, interregional)

In the tourism industry, Internet services are used by both consumers and travel agencies, tour operators and travel service providers. Customers have the opportunity to search for information related to travel services and travel businesses.

The advantages of Internet marketing include: informativeness, under the conditions of which the consumer receives:

- a maximum of necessary, interesting and original information about services and products to interest the client;
- high effectiveness in comparison with traditional advertising, since advertising in mass media and on billboards, having a wide audience reach, is often unproductive, being image-based for the recognition of the company's brand;
- large coverage of the target audience, since the number of consumers of a specific product on the Internet is unlimited from anywhere on the planet, etc.

The implementation of all marketing technologies occurs through the use of various marketing tools that contribute to increasing the number of potential consumers who learn about the product being promoted. In addition, all of them are constantly changing, developing and new ones appear that will more actively contribute to the promotion of the product on the market. The innovative tools that ensure the promotion of products, including tourist products, through the Internet, that is, the provision of Internet marketing include: Landing page or standard website, content creation, SMM, SEO, media advertising, teaser advertising, Internet exhibition, viral marketing, guerilla marketing, Bazz-marketing, E-mail, blog-marketing, CPA-marketing, targeting and others. Let's consider them in more detail.

MHA is a systematic procedure of hierarchical representation of the elements that determine the essence of the question by the following types of hierarchies:

dominant in the form of an inverted tree; cholarchy, which has a limited connection; medullary, starting from simple and ending with complex.

Based on the created model, we apply dominant hierarchies starting from the top through intermediate levels and ending with the lowest level, which is usually a list of alternatives. The top is the management goal, and the intermediate levels, in turn, are the criteria, the results of which feed into the next levels. A complete hierarchy is a hierarchy in which each element of a given level acts as a criterion for all elements of a lower level. According to the law of hierarchical continuity, the elements of the lower level should be paired in relation to the elements of the next level and so on to the next level.

Conclusions. So, summarizing all of the above, we can conclude that tourism has now acquired a wide scale among all countries and began to exert a strong influence on the world economy. The effective development of the tourism business significantly increases the flow of foreign citizens to other countries, which affects the growth of tax deductions to the budget, helps the development of related sectors of the economy, increases the employment rate of the population, and also gives travelers the opportunity to get new impressions and positive emotions.

Based on the research, it can be said that tourism companies actively involve marketing in their activities, developing creative ways of promotion, various plans and launching promotions. In the conditions of today's active development of tourism, marketing activity becomes one of the most important for maintaining stable positions on the market and stimulating product sales.

Each enterprise in the tourism industry, forming a system of marketing communications, should focus its own activities on obtaining profit and development, using marketing tools.

The analysis of even only those features of the tourist product that are common to all (or most) types of tourism allows us to assert that the decisive influence on the success of marketing measures to promote the tourist product has an informational factor.

It is the availability of timely, reliable and complete information that allows specialists of the marketing service of tourist enterprises to develop and implement a system of marketing activities adequate to the challenges of the external environment.

The problem of creating extensive marketing information systems for enterprises in the tourism industry is turning into an urgent necessity in modern conditions.

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## **12. Theoretical and methodological aspects of researching the marketing environment of the enterprise**

Marketing is a complex system of organizing production and sales of products, focused on meeting the needs of specific consumers and obtaining profit on the basis of market research and forecasting, development of strategies and tactics of behavior on the market with the help of marketing programs. These programs include measures to improve the product and its assortment, to study buyers, competitors and competition, to ensure price policy, to form demand, to stimulate sales and advertising, to optimize the channels of movement of goods and the organization of sales, to organize technical service and to expand the range of service services, which represent [228, p. 12].

The term "marketing" is based on the word "market", which means "market". Therefore, marketing is often understood as the philosophy of management, management in market conditions, which declares the orientation of production to meet the needs of specific consumers [229, p. 26].

Marketing is a social-management process by which individuals and groups of people obtain what they need through the creation of products and their exchange. This process is based on the following key concepts: need, desire, demand, product, exchange, transaction.

Need (need, lack of something that requires satisfaction). When a person is unable to satisfy a need, he or she replaces it or lowers the level of his requests. The concept of needs is the basis of theories of motivation, including the determining behavior of consumers in the market. The main task of marketing is to find a need and satisfy it.

A desire is a need that has taken a specific form according to the cultural level and personality of the individual. Sometimes called a specified need. For example, the general need for food is transformed into a more private need for fruit, which, in turn, resulted in a specific need, a desire to buy apples. Moreover, in different regions and countries, general needs are transformed into the most diverse desires, conditioned by



cultural, historical, geographical, etc. factors. Residents of different countries satisfy the same need for food by consuming different food products. Consumers living in the same country and experiencing the same need can satisfy it by purchasing different goods.

Demand is a desire, a specific need, supported by purchasing power. Given the given resource capabilities, people satisfy their needs and desires by purchasing products that bring them the greatest benefit and satisfaction.

A product is anything that can be offered on the market for purchase, use or consumption, in order to satisfy certain needs and can satisfy any needs (physical objects, services, people, organizations, activities, ideas).

Exchange is the act of receiving a desired product from someone by offering him something in exchange. In order to carry out the exchange, the following conditions must be met:

- there must be at least two parties;
- each party must have something that could be of value to the other party;
- each party must be willing to make an exchange with the other party;
- each party must be free to choose - to enter into the exchange or not;
- each party must be able to communicate and deliver its product [230, c.34].

Compliance with these conditions makes the exchange possible, and whether it happens or not depends on whether the parties have come to an agreement and are willing to enter into an agreement.

An agreement is a trade transaction between two parties, which includes at least two subjects of interest and an agreement on the terms, terms and place of its implementation. There are two types of transactions: a monetary transaction, where products are exchanged for money, and a barter transaction. The agreement assumes the fulfillment of the following conditions: the presence of at least two products of interest for mutual exchange; agreed conditions, time and place of its implementation.

A market in the marketing sense is a collection of existing or potential sellers and buyers of products, as well as a place where transactions take place. It is on the market that the product made and the labor spent on it prove its social significance and

gain recognition from consumers. In modern society, the market does not necessarily have a physical location. To demonstrate the product, advertise it, receive orders, modern means of communication are widely used, without physical contact with buyers [231, p.24].

Thus, needs are translated into specific desires, which, taking into account financial opportunities, are transformed into market demand for specific products; an exchange is carried out between the producer and the consumer, formalized in the form of a certain agreement. Hence it is necessary that marketing directs the economy to satisfy the multitude of ever-changing needs of millions of consumers.

In other words, marketing is a management philosophy, when solving consumer problems by effectively satisfying their requests leads to the success of the organization and benefits society [232, p.17].

At the level of individual business entities, marketing is defined as an integrated system designed to plan product ranges and volumes, determine prices, distribute products between selected markets and stimulate their sales, so that the variety of benefits achieved at the same time leads to the satisfaction of the interests of both producers and consumers . This definition has a rather broad meaning, as it covers the activities of non-commercial organizations as well. Thus, marketing is an organization's activity in the interests of its customers.

In a more narrow, entrepreneurial sense, for commercial organizations whose management has determined profit as the main goal of their activity, and this is far from always the case, marketing can be understood as a system of managing the production and sales activities of the organization, which is aimed at obtaining an acceptable amount of profit using research and active influence on market conditions.

Thus, marketing is both a system of thinking and a system of actions. There are also many other definitions of marketing. Generalizing them are given in the diagram (Fig. 1).

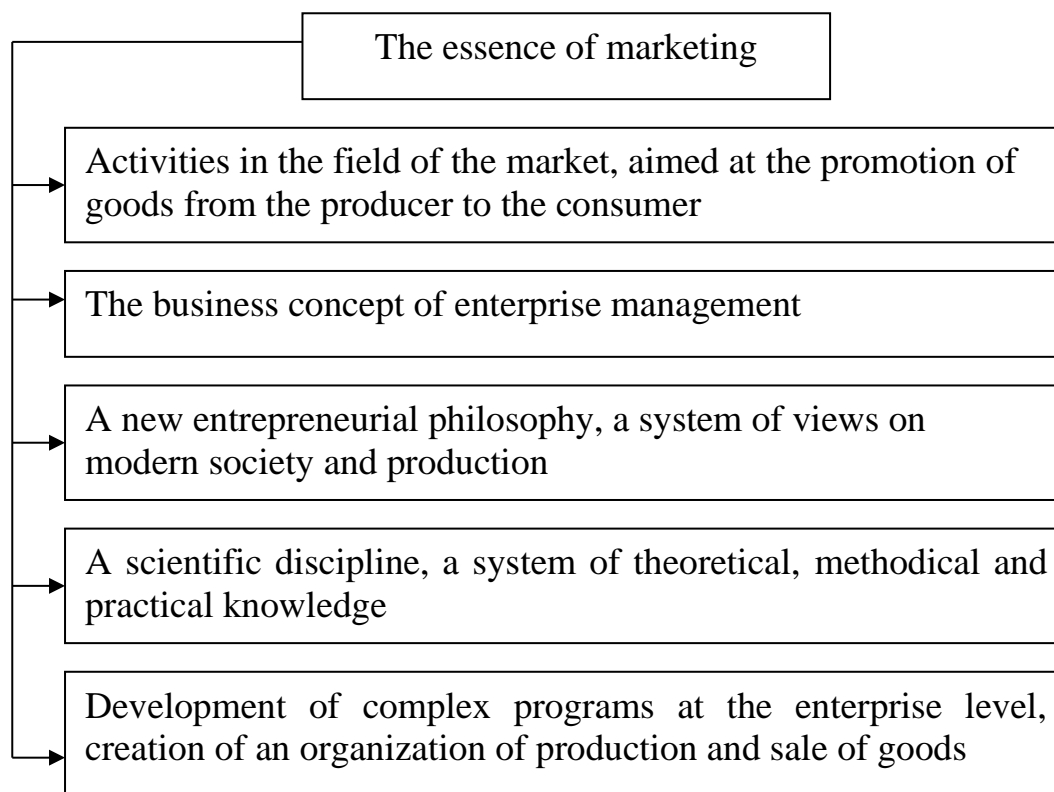


Fig. 1. The essence of modern marketing

The following main principles of marketing can be identified:

1. Careful consideration of needs, demand dynamics and market conditions when making decisions.

This principle determines a good knowledge of the market situation in relation to the existing and forecast value of demand, activity in the market of competitors, behavior in the market of consumers and their relationship to the products of this organization and its competitors. At the same time, consumers often do not know well enough exactly what they want. They only want to solve their problems as best as possible. Therefore, one of the main tasks of marketing is to understand what consumers want.

2. Creation of conditions for maximum adaptation of production to market requirements, to the demand structure based not on immediate benefit, but on a long-term perspective [233, p. 47].

The modern concept of marketing is that the entire activity of the enterprise (scientific and technical, production, sales, etc.) is based on knowledge of consumer demand and its changes in the future. Moreover, one of the tasks of marketing consists

in identifying unsatisfied customer requests in order to direct production to satisfy these requests. Marketing means the development, production and marketing of what there is real consumer demand for. The marketing system makes the production of goods functionally dependent on demand and requires the production of goods in the range and volume needed by the consumer. When implementing the marketing concept, the emphasis of economic decision-making is shifted from the production units of the enterprise to the units that feel the pulse of the market. The marketing service is a brain center, a source of information and recommendations not only for the market, but also for the enterprise's production, scientific and technical, and financial policy. Here, on the basis of a careful analysis of the state and dynamics of demand and business conditions, the question of necessity, perspective, and profitability of the production of a particular product is resolved.

3. Informing potential consumers about the organization's products and influencing consumers with the help of all available means and methods of promotion in order to persuade them to purchase this particular product [234, p. 54].

The biggest mistake of managers focused only on the development and production of new products is the assertion that if an original, highly effective mousetrap was invented in the laboratory, then the market will pave the way to this laboratory. The development and production of effective new products is certainly one of the main tasks of most organizations.

However, their successful promotion to the market is an equally important task.

The main functions of marketing are: environmental analysis, market research, consumer analysis, product (service) planning, sales planning, product promotion planning, price planning, ensuring social responsibility and marketing management. Although many operations require similar functions, such as customer analysis, product promotion, and pricing, they can be performed in different ways.

Marketing entities include manufacturers and service organizations, wholesale and retail trade organizations, marketing professionals, and various consumers. It is important to note that although the responsibility for the performance of marketing functions can be delegated and distributed in various ways, in most cases they cannot

be neglected, they must be carried out by someone.

For many reasons, one entity usually does not undertake all marketing functions:

- many manufacturers do not have sufficient financial resources for direct marketing;
- direct marketing often requires manufacturers to produce the corresponding products or sell the corresponding goods of other companies;
- the organization cannot or does not want to perform certain functions and is looking for marketing specialists for this (so many companies resort to the services of specialized advertising agents; they use research organizations to develop cover letters, collect and analyze data);
- many organizations are too small to perform certain functions effectively;
- for many goods and services, there are already proven methods of implementation, and it is difficult to bypass them;
- many consumers, in order to save money, can make purchases in larger quantities, pick up the goods themselves, use self-service, etc. [235, p. 81].

The main goals of marketing activities at the enterprise:

- achieving the highest possible high consumption;
- achieving maximum consumer satisfaction;
- presentation of the widest possible choice;
- maximum improvement of the quality of life.

Marketing activity is an objective necessity of orientation of the enterprise's scientific and technical, production and sales activities to take into account market demand, needs and demands of consumers. It is aimed at defining specific goals and ways to achieve them. In today's world, a manufacturer must produce products that will find sales and bring profit. The effectiveness of the enterprise's marketing activity depends on the coordinated and balanced activity of its specialists in all the most important independent areas of marketing. Marketing activity should ensure:

- reliable, reliable and timely information about the market, the structure and dynamics of specific demand, tastes and preferences of buyers, that is, information about the external conditions of the company's functioning;

- creation of such a product, a set of products (assortments), which more fully satisfies the market requirements than competitors' products;
- the necessary influence on the consumer, on demand, on the market, which ensures the maximum possible control of the sphere of implementation [236, p. 63].

In conditions of uncertainty, which are characterized by a high degree of dynamism and risk, making effective marketing decisions, especially strategic ones, requires a clear mechanism for evaluating, analyzing and forecasting the marketing environment and its changing trends both as a whole and in its individual components. Insufficient work in the field of marketing environment research and increased interests of practitioners determine the relevance of this issue and the need for its solution.

An enterprise operating on the market is influenced by, on the one hand, economic, demographic, political-legal, scientific-technical, natural-climatic factors and factors of the cultural environment, and on the other hand, the effectiveness of its activity largely depends on suppliers, intermediaries, consumer behavior, actions of competitors, actions of contact audiences.

The marketing environment is a set of objects operating outside the firm and the relationships between them and the firm, which affects the results of the firm's marketing activities, the achievement of the set goal [237, p. 61].

Analyzing the concept of "marketing environment" provided by various authors (Table 1), we note that most of them interpret it as a set of subjects, forces, factors that act on the enterprise and influence its strategy, and we agree with this.

However, there is a controversial issue regarding the limits of their action, some authors, F. Kotler, V.A. Poltorak, O.M. Azaryan, indicate that they influence outside the company and are not directly influenced by the company. We cannot agree with this because the marketing environment consists of internal (factors that are subject to management at the enterprise and can be chosen) and external, which, in turn, includes factors of the microenvironment (which the enterprise can influence only to some extent: choose suppliers, adjust the terms of cooperation with them or, with the help of marketing tools, influence the behavior of buyers and the process of making a purchase decision by them, etc.) and the macro environment.

Table 1

Definition of the term "marketing environment"

The authors	Definition of the concept
F. Kotler	Marketing environment - a set of subjects and forces acting outside the company, which influence the development and maintenance of profitable relationships with target customers by marketing services
O.M. Azarian	The marketing environment is a set of active subjects and forces acting outside the firm and affecting the ability of the marketing service management to establish and maintain successful cooperative relationships with target customers.
V.A. Poltorak	The marketing environment is a set of active subjects, various factors that act outside the company and affect its strategy, opportunities to work effectively in the market and are not subject to direct control by the company
E. Belyavtsev, L.M. Ivanenko	The marketing environment is a set of active subjects, forces and factors acting both inside and outside the firm and organization, which affect the ability of management and the marketing department to achieve the set goals.
	The firm's marketing environment is a set of active entities and forces within and outside the firm that affect the ability of the firm's management and marketing department to operate in the firm's target markets.
S.V. Skybinsky	Marketing environment - a set of subjects, conditions and forces acting outside the company and capable of influencing its marketing activities

Thus, only the factors of the macro environment act outside the enterprise and are not subject to direct influence by a specific enterprise.

In our opinion, the following definition is more accurate: "marketing environment" is a complex of interrelated factors, subjects and forces that influence, on the one hand, each other, and, on the other hand, directly on the enterprise and the effectiveness of its functioning on selected market, marketing activity.

The marketing environment is constantly changing: market opportunities and threats arise, change and disappear, so it is very important for an enterprise to recognize market opportunities and threats in time, develop opportunities and neutralize threats.

The marketing environment consists of a macro-environment and a micro-environment.

Marketing microenvironment is a part of the environment in which the firm directly functions in the process of marketing activities. The components of the microenvironment include: the enterprise itself, suppliers, marketing intermediaries,

consumers, competitors, the public [238, p. 208].

The marketing macro environment is those factors that the firm cannot directly control, but which affect its marketing activities. The marketing macro-environment includes: economic environment, demography, political environment, NTP, culture, natural environment.

The main forces determining the structure of the marketing macro environment of the enterprise are given in table. 2.

The economic environment is formed by those factors that affect the purchasing power of the population, the level of its income and expenses.

These factors include macroeconomic indicators: the phase of the country's economic cycle, the level of inflation, the level of employment of the population, the volume of the gross national product and its dynamics, the level of the purchasing power and income of the population, the level of prices, the existence and volume of a commodity deficit. Thus, the German statistician Ernst Engel, as a result of research, formulated the following law: as the level of family income increases, the structure of family expenses changes as follows:

- the relative level of food costs decreases,
- the relative level of costs for housing and construction will stabilize,
- the relative level of spending on other purposes (clothing, transport, education, savings, entertainment) increases [240, p. 123].

The demographic factor involves the study of such indicators as population size, geographic location of the population, migration, age structure of the population, birth and death rate, marital status.

The political-legislative factor covers: the political structure of the country, governmental, political and legislative stability, political orientation of the country, tax policy of the government, influence of trade unions, international orientation and state regulation of international relations, state regulation of competition.

The socio-cultural environment includes such factors as social groups, basic values, worldview preferences, behavior, systems of views, values, morals, habits, language, and lifestyle.



Table 2.

Factors and indicators of the macroenvironment

Macroenvironmental factors	Indicators
Economy	Phase of the country's economic cycle Inflation rate Unemployment rate Gross national product and its dynamics Availability and level of commodity deficit The level of income and purchasing power of the population
Demography	Population size Territorial placement of the population Level of urbanization Population migration Age composition of the population Birth rate and death rate Gender composition of the population Marital status of the population
Political and legislative	Political structure The level of political and legislative stability Antimonopoly regulation Tax legislation
Social and cultural	Social classes Social groups Culture Subculture
Scientific and technical progress	The level of inflationary activity Introduction of new technologies Areas of concentration of technological efforts Increasing labor productivity New products
Natural environment	Ecology Availability and availability of raw materials and natural minerals The cost of energy carriers

Unlike rapid changes in the technological environment, changes in the cultural environment are quite slow, and some values remain stable and unchanged (for example, honesty, decency, responsibility for one's children, respect for parents, etc.).

The natural environment as a factor of the marketing macro-environment has recently become more and more important due to the increasing level of environmental pollution.

Environmental problems were the main reason for the emergence of the concept of social and ethical marketing. Its essence is that, satisfying the needs of individual

consumers, companies must take into account the interests of society as a whole. For example, in many countries there was a problem of disposal of metal cans from drinks, which found its embodiment in the marketing strategy for product packaging.

Scientific and technological progress, technological changes have a significant impact on the way of life, behavior, needs and preferences of the consumer. They affect all elements of the marketing complex, but most of all it is manifested in the aspect of innovative activity.

Consequences of the influence of scientific and technical progress on the elements of the marketing complex:

- new product development, product modification, adaptation to changing consumer needs;
- reduction of production costs, the possibility of comparing prices, the possibility of price control;
- increase in sales speed, increase in sales volume, optimization of sales control;
- improvement of communication capabilities, reduction of promotion terms, optimization of promotion planning [241, p. 87].

The main forces determining the structure of the enterprise's marketing microenvironment are given in table. 3. Considering the enterprise directly as a factor of the marketing environment, it is necessary to first of all pay attention to the role played by the marketing service in the general structure of the enterprise, to its organizational structure, connections with other services. The level of professional training and acquired experience of marketers also plays a significant role as a factor of the microenvironment.

Marketing intermediaries are those firms and organizations that participate in one or another stage of the enterprise's marketing process (marketing research, sales, promotion, etc.).

They include:

- sales agents – help bring the product to the final consumer;
- marketing firms – carry out marketing research at the firm's order;
- advertising agencies – act as subjects of the firm's marketing communications [242, p.113].

Table 3

The structure of the marketing microenvironment

Microenvironmental factors	Indicators
The company directly	The place and role of the marketing service in the organizational structure of the company Organizational structure of the marketing service Marketing specialists
Marketing intermediaries	Trade intermediaries Marketing firms Advertising agencies
Suppliers	Supplier prices Service provided by suppliers
Consumers	Factors affecting consumer behavior Factors affecting the decision to purchase a product
Competition	The level of competitiveness of the firm Industry competitors Potential competitors Substitute goods
Public	Financial circles Media Foundations and public organizations The general public

The role of suppliers as a factor in the marketing microenvironment is determined by the fact that material and technical resources and components are input elements of the goods production process. In a developed market economy, there is almost no problem of resource supply. The company can choose suppliers based on certain criteria (price, level of service, etc.).

When studying the consumer as a factor of the marketing environment, it is necessary to pay attention to two main issues: the study of factors that influence consumer behavior; the consumer's decision to purchase the product.

The public are people and organizations that are of real or potential interest to the firm or affect the possibility of achieving their goals [243, p. 159].

The public can both help and hinder the enterprise in realizing its goals. For example, if a company has a negative image in financial circles (banks, insurance companies), it will be quite difficult for it to realize the possibility of obtaining financial resources.

Competition is a struggle for market share between firms whose consumers have

identical or similar needs.

Analysis of the competition makes it possible to reveal the market position of the firm, the competitiveness of its products.

Competitors can be classified on various grounds. F. Kotler divides them according to competitive actions into active, selective, stochastic and passive.

Active (aggressive) competitors – react quickly and aggressively to market events, regardless of the direction of competition development.

Selective – compete only in selective indicators (for example, they are leaders in reducing the price, but do not increase the effectiveness of advertising activities).

Stochastic – characterized by unpredictable actions: sometimes they counter aggressively, and sometimes they ignore competitors' attacks.

Passive – almost do not react to competitive attacks.

During the analysis of competitors, the model of five forces of competition developed by M. Porter is of great importance:

- Competition between manufacturers in this industry
- The threat of the appearance of new competitors
- Economic capabilities of suppliers
- Economic opportunities of consumers
- Substitute goods [244, p. 201].

Competition between producers of this industry, which forms the central "ring" of competition, is called direct competition. The level of intensity of direct competition increases when:

- the number of competing firms is increasing,
- the demand for the industry's goods stabilizes and begins to decrease (that is, the goods are in the decline stage of their life cycle),
- there are barriers to exiting a given industry (that is, when ceasing activity in a given industry is more expensive than continuing competition) [245, p. 141].

The impact of substitute goods on competition is carried out in two main aspects: through price and the level of innovation.

The price of a substitute product as a factor of competition appears when the

prices of central market firms exceed a certain limit, and this forces the consumer to pay attention to the substitute product.

The level of innovation of the substitute product as a competitive factor is revealed when the producer of the substitute product manages to increase its quality to such an extent that it becomes possible to divert the attention of some consumers from the goods of the central ring firms.

The threat from potential competitors arises when:

- there are no or low entry barriers to this market,
- the ability of direct competitors to oppose potential competitors decreases.

Barriers to entering a certain market include the following:

- economy of scale of production, which provides competitors of the central market with advantages in production costs,
- legal protection provided by patents,
- brand image that creates consumer loyalty,
- necessary capital investments,
- access to sales networks,
- the experience effect of firms already operating in the market, which can be quite significant, especially in areas with a high percentage of manual labor.

The essence of consumers as a competitive force lies in their ability to bargain with suppliers, which can lead to lower prices and the provision of more expensive services. The power of consumers as a competitive factor increases when:

- products are standard and the level of differentiation is low,
- there are few consumers and they buy goods in large quantities.

The essence of suppliers as a competitive force lies in their ability to raise prices, lower the quality of goods, or reduce the volume of their supply. Thus, the increase in prices for basic material and technical resources leads to a decrease in profitability in material-intensive industries. The power of suppliers as a competitive factor increases when:

- suppliers' goods are differentiated and it is difficult for the buyer to replace the supplier;

- buyers are not important customers for the supplier;
- the supplier's products occupy an important place in the production of this industry [246, p. 109].

Potential competitors and substitutes are a direct competitive threat to the central ring, and consumers and suppliers are an indirect threat that depends on their ability to dictate their terms to the enterprises of the central ring.

Taking into account the economic, political, and demographic situation in the country and the trends of the consumer market, as a whole and for individual product groups, the marketing environment is uncertain, dynamic, and unpredictable in certain directions. In addition, there is such a feature as the complexity of the marketing environment, which is associated with the diversity and multifacetedness of the factors and elements that make it up; which the enterprise may or may not control. All these aspects are included in the system of signs of the marketing environment [247, p. 167].

All these signs must be taken into account when evaluating and analyzing the marketing environment.

The process of analyzing the marketing environment involves:

- overview of the main factors of the environment and clarification of those factors that influence the development of the company, determination of the directions of direct influence of these factors;
- assessment of the state of the environment and identification of undesirable factors that may arise;
- study of specific environmental factors in the aspect of each marketing sector in which the firm operates;
- analysis of the firm's strategic positions;
- analysis of marketing opportunities and threats;
- determination of the strategic position necessary for the firm, recommendations for strategy formation [248, p. 287].

Let's consider the stages of the process of analyzing the marketing environment:

1. Identification of potential relevant changes in the marketing environment.
2. Determination of the nature of directions, size and importance of changes.

3. Forecasting the possible impact and consequences of changes.

4. Formation of appropriate strategic actions.

There are two approaches to identifying potential relevant changes:

- from external to internal changes,
- from internal to external changes [249, p. 124].

The first approach involves a primary assessment of factors of the macro-marketing environment and clarification of their impact on the company's activities and changes in the micro-marketing environment. For example, the ten most important changes in the macro-marketing environment are identified, and their impact (potential opportunities and threats) on markets, competitive positions and the firm's marketing strategy is further analyzed. The advantage of this approach is that it highlights those possible external changes that may go unnoticed with another approach.

The second method, which is more often used, involves the primary analysis of the factors of the internal environment of the firm, namely, the "goods - markets of the firm" parameters, taking into account changes in the macro environment.

The process of identifying potential changes involves establishing a certain frequency of registration of changes [250, p. 164].

After identifying potential relevant changes, it is necessary to determine their importance, nature, size, direction of development. For this, information sources, statistical data are studied, necessary marketing research is conducted.

Forecasting the possible impact and consequences of changes in the marketing environment includes retrospective analysis and forecasting the future situation based on current developments. Forecasting is carried out by extrapolation, modeling and intuition using the Delphi method, cross matrix, scenario development.

The Delphi method involves an individual survey of a certain group of experts regarding the development trends of a particular phenomenon. The received answers are analyzed, combined, and summarized. The results of the generalization are returned to the respondents. The process is repeated until a consensus (or stabilization of answers) is reached between the experts.

The method of extrapolation does not indicate the reasons for the change of the

factor, but illuminates the retrospective of its development. This method is effective when it is necessary to investigate the nature of the change.

A cross matrix is used to clarify the relationship between changes and their degrees of importance. Changes are located in both directions of the matrix. This ensures that all factors are given the same starting positions. Events are placed in chronological order and each cell (except the diagonal) is examined to determine how much the predicted factor:

- changes the probability of the appearance of another factor,
- will strengthen or weaken the effect of another factor,
- accelerate or delay the occurrence of another event.

Method of scenarios. A scenario is a picture of the future that includes events and conditions that outline the situation. As a rule, several scenarios are developed, to which corresponding strategies are formulated. Using this method requires determining the number of projected scenarios, who will develop them, which areas should be considered priorities, and how much time should be allocated for their development.

Modeling. When the relationship between causes and effects of events is determined, econometric models are developed to predict economic changes. In case of changes in the conditions and state of factors, corresponding changes are made in the model.

SWOT analysis – grouping of factors of the marketing environment into external and internal (relative to the firm) and their analysis from the position of determining the positive or negative impact on the firm's marketing activities.

Diagnostics of the marketing environment of enterprises is carried out by SWOT analysis (Table 4).

The profile of the marketing environment gives a generalized description of the main factors of the macro-, micro-environment and the marketing section of the internal environment.

The SWOT matrix summarizes the opportunities and threats from the external environment discovered in the process of diagnosing the marketing environment, as well as the strengths and weaknesses of the internal environment.



Table 4

Characteristics of the stages of SWOT analysis of the marketing environment

Stages of SWOT analysis	Goal	Research direction	The results
Monitoring of the main factors of the macro environment of the enterprise	Determine the significance of external factors, opportunities and dangers for the enterprise	Study of the state of political-legal, economic, socio-demographic, technological, ecological, cultural factors	The degree of impact, the nature of the impact, the rate of change of factors, possible options for the appropriate actions of the enterprise, the profile of the macro-environment
Study of the microenvironment of the enterprise	Determine the possibilities and the degree of influence of factors on the enterprise	Study of consumers, suppliers, competitors, intermediaries, contact audiences	The possibility and degree of influence, dominant factors, possible variants of appropriate reactions of enterprises, profile of the microenvironment
Marketing a slice of the internal environment of the enterprise	Determine the possibilities and the degree of influence of factors on the enterprise	Activity study enterprises in the field of using elements of the marketing complex	Strengths and weaknesses, marketing competence of the enterprise, profile of the internal marketing environment of the enterprise

*Source: formed on the basis of [249-257]*

Diagnostics of the marketing environment of enterprises is carried out in the following stages: monitoring of the main factors of the macro-environment of the enterprise, research of the micro-environment of the enterprise, marketing section of the internal environment of the enterprise.

A problematic issue in the study of the marketing environment is the insufficiency of methodological recommendations regarding the organization and conduct of marketing research of the external and internal environment of the enterprise.

This approach makes it possible to conduct a study of the components of the micro- and macro-environment in the relationship, which allows not only to reveal their impact on the enterprise, but also to establish the effect of the factors of the macro-environment on the components of the micro-environment: suppliers, consumers, competitors, intermediaries, etc. After determining the components, the logical continuation is the process of organizing and conducting analysis and evaluation of the

factors of the marketing environment using sources of information and various methods of its collection, namely, surveys, experiments, observations, etc. On the basis of the created information base, management decisions are made for various variants of events: expected, better than expected and worse than expected.

The process of researching the marketing environment is cyclical and continuous, which allows you to flexibly adapt to changes and adjust marketing decisions.

During the research of the marketing environment, the following principles should be followed:

- objectivity involves adequate display of the received data and results;
- systematicity – thorough analysis of the entire set of factors, subjects and forces of the marketing environment, selection of structural components, definition of hierarchical relationships and interdependence of processes and phenomena;
- complexity – the study of phenomena and processes that occur in the marketing environment in its entirety, interconnection and development;
- accuracy – studies of the marketing environment should be based on certain sources of information (own, official, collected, etc.);
- thoroughness – use of various tools and methods, making the necessary calculations;
- regularity – studies of the factors of the marketing environment should be carried out systematically in order to timely identify changes and take them into account during the preparation and adoption of management decisions.

The marketing environment of the enterprise is a set of active elements that operate outside the company and affect the ability of the marketing department to establish and maintain relationships of successful interaction with target customers.

Assessment of the importance of possible changes is the basis for forecasts of the pace of development of the enterprise. A company can react differently to changes occurring in the marketing environment:

- do not start anything if these changes are insignificant;
- observe changes and temporarily do not take any measures;
- improve your products or try to reduce costs;

- conduct a more flexible policy, taking into account unforeseen circumstances;
- to start implementing a policy of diversifying its products from the markets;
- to come to the conclusion that the new phenomenon provides her with additional opportunities, and to take part in its development, etc.

The need to study the problem of interaction between the enterprise and the external environment is due to the formation of a new concept of enterprise management as an open system, the internal stability of which depends on the conditions of the external environment. Even if there are no changes in the company itself, constant changes in the environment have a significant impact on the results of its activities. This causes the need for constant monitoring of the state of the enterprise's external environment, which is considered an integral component of strategic planning.

The external environment monitoring system is a set of interconnected centralized measures aimed at constant monitoring of the state of the factors surrounding the enterprise and the development of methods of adaptation to their changes.

Macroenvironment monitoring for agricultural enterprises is recommended to be carried out in terms of PEST factors.

The study of the state of the external environment of the enterprise under study is aimed at determining the following situational characteristics of individual elements of the external environment and their interaction:

1. Interrelationship of the factors of the external environment, which is understood as the level of force with which a change in one factor affects the change in other environmental factors;

2. The complexity of the external environment, which is determined by the number of factors to which the production system must respond in order to ensure its survival, as well as the level of variation of each factor;

3. The dynamism of the external environment, that is, the speed with which changes occur in the environment of the enterprise;

4. Uncertainty of the external environment, which is considered as a function of the amount of information regarding the action of each factor and confidence in its reliability.

In the process of analyzing the dynamism and instability of the external environment, it is advisable to determine the most important characteristics, such as

- the degree of familiarity of changes (ordinary, within the limits of extrapolation of experience, unexpected, unparalleled, fundamentally new);
- rates of change compared to the company's reaction (slower, comparatively, faster);
- the possibility of predicting the future.

An increase in the level of uncertainty is considered as a factor that complicates management decision-making and enterprise activity.

The study and generalization of the literature on environmental research allows us to propose the following model of development and use of the environmental monitoring system. This process consists of three consecutive stages:

1. Establishing the problem;
2. Creation of a monitoring system;
3. Use of the monitoring system.

Establishing the problem is related to the establishment of monitoring goals and assessment of the compliance of the internal environment of the enterprise with external business conditions. The goals of monitoring can be:

- Determining the efficiency of the planning process at the enterprise;
- Assessment of the quality of forecasts of the development of the external environment;
- Improvement of planning and forecasting processes;
- Increasing the adaptive properties of the enterprise;
- Development and timely implementation of measures aimed at adapting the enterprise to changes in business conditions.

At the stage of establishing the problem, the main tasks and features of the monitoring of the external environment are established, as well as the requirements that are put forward to this process. This information is the basis for designing a monitoring system.

Establishing the goal of monitoring is necessary for the task of systematic

principles of information collection and processing, its hierarchical arrangement, determination of directions and areas of use of monitoring results.

Assessment of the compliance of the internal environment with the external conditions of business allows to reveal the degree of variability and diversity of the company's environment, to determine the possibility of adaptation to changes in the external environment. The results of the assessment are the preparation of a forecast of the impact of external changes on the internal environment of the farm and the development of the main directions of its adaptation to these changes.

However, with the constant growth, dynamism and diversity of the external environment, its real state often differs from even the most reasonable forecasts. Changes in the company's environment require timely adjustment of plans, determination of the need for the main directions of adaptation to changes in business conditions. For this, the monitoring system must take into account the existing patterns and specific dependencies between the state of the external environment factor and the characteristics of the internal environment of the enterprise.

These ratios are established when conducting a detailed technical and economic analysis and simulation modeling of economic activity for each of the indicators used in the monitoring system.

The most effective is the definition of quantitative dependencies between indicators and various aspects of the enterprise's economic activity (for example, between the prices of raw materials and the cost of manufactured products).

However, in most cases, such relationships cannot be detected or are impossible at all, as a result of which we have to be satisfied with knowledge of approximate or qualitative dependencies.

The stage of using the monitoring system includes conducting monitoring, assessing the quality of the system of its organization, and determining areas for improvement.

When conducting monitoring, an analysis of the actual state of the internal environment is carried out, the magnitude and trends of deviation from the forecasts laid down as a basis for the company's economic activity plans are established. Further, in

accordance with the identified patterns and specific dependencies, the consequences of external changes for the internal environment of the enterprise are determined. Taking into account the scale and significance of these consequences, new methods of adaptation are designed, already developed ones are improved, and decisions are made about their implementation.

Analysis of the actual state of the external environment and its comparison with forecast indicators allows to assess the quality of forecasts and the effectiveness of planning the economic activity of the enterprise.

Designing a monitoring system is a weakly formalized process, during which the value of some factors may be underestimated, while others may be exaggerated. Errors in the assessment of existing patterns and specific dependencies are also possible. In addition, even the most advanced monitoring system is not able to detect all changes in the external environment in a timely manner. The consequences of many of them will be recorded much later than the time of the event. All these reasons lead to a decrease in the effectiveness of the development and implementation of ways of adapting the enterprise to changes in economic conditions.

Analysis of shortcomings in the monitoring process is used to assess the level of its organization and determine effectiveness. Errors should be detected during the next cycle of preparation and use of the external environment monitoring system at the enterprise. For this, at the end of the reporting period, the main areas of improvement of this system are established, a set of measures to eliminate the identified shortcomings is designed.

The study of the marketing environment allows the enterprise to better adapt to the conditions of the market economy. Monitoring of the marketing environment of enterprises is an integral part of the complex system of strategic marketing management of the enterprise.

Therefore, the purpose of monitoring is to assess the attractiveness of the strategic climate for the enterprise under study and to determine the priorities of its strategic development. Based on the monitoring of the marketing environment, it is possible to propose a strategy for the further development of the enterprise.

The market economy determines the use of marketing by all economic entities, since in the conditions of the administrative system the most important thing was to place orders, while in the market economy it was to receive them, and only then to find the most profitable partners (consumers of products and suppliers of resources).

True, a certain proportion of Ukrainian enterprises believe that their products have an unlimited market, others rely exclusively on the services of third-party paid marketing organizations. But in all cases, a purposeful forecast of demand for own products or at least a competent order of information technology for the development of marketing solutions is necessary.

The bulk of enterprises understood the importance of developing their own marketing services. Moreover, this understanding comes as they slide to the edge of the financial abyss.

Effective marketing activity of the enterprise is impossible without the organization of appropriate management structures - the department. Its activities should be based on the following principles:

- purposefulness – compliance with the mission, goals, strategy and policy of the enterprise, focus on solving purely marketing problems, finding and satisfying consumer needs;

- clarity of construction - reasonable specialization, lack of duplication of functions, ensuring the unity of management of marketing activities, control of executors;

- precise determination of the areas of activity - orientation to a specific concept, clear distribution of tasks and functions of each unit and performer, vertical and horizontal connections;

- flexibility – timely response to changes in the surrounding business environment;

- coordination of actions – complexity of marketing measures to achieve the effect of synergy;

- sufficient financial security both from the point of view of the implementation of marketing actions and the motivation of the work of employees of marketing

services;

- cost-effectiveness – coverage of marketing costs with income from the implementation of marketing activities;

- high qualification of personnel and their constant special retraining;

- active policy – search for markets, consumers, unsatisfied needs, creative approaches to solving marketing tasks.

Agrarian formations currently conduct their activities quite profitably, marketing functions are performed by the sales department, but their activities are limited to conducting some marketing research from time to time and conducting advertising campaigns on a small scale. But in order for the company to develop, gain better positions in the domestic market and enter foreign sales markets, it is necessary to have its own professional marketing service. In this regard, the following options for organizing the marketing service at the enterprise can be effective:

- creation of a marketing organizational staff unit of the enterprise in the form of a division or an independent group;

- assignment of marketing functions to planning and economic divisions of enterprises;

- repurposing of logistics departments;

- expanding the functions of planning and economic departments to form target groups for researching the demand for the company's products. However, in many cases production divisions are forced for various reasons to carry out marketing operations on their own initiative. The specified marketing units must be under the direct supervision of the head of the enterprise or the vice president of marketing [258].

Independent marketing services must function on the following basis:

- direct subordination to the head of the enterprise, which makes it possible to ensure their independence from the opportunistic organization of other divisions or officials of the enterprise, to implement the principle of personal responsibility;

- optimized number of full-time employees (manager and 2-3 specialists), which will eliminate accusations of inflating administrative management and support staff;

- depriving the marketing service of the petty control existing in many enterprises;



- exclusion of self-sufficiency of marketing services, because otherwise they will be busy only "pumping" money from other departments. Along with this, it is necessary, firstly, to pay specialists of the marketing service at the level of leading specialists of the enterprise, secondly, to involve them in work only under a fixed-term contract with a duration of up to a year, thirdly, to deduct, in order to stimulate employees, a high rigidly fixed percentage of revenue ( or a fixed payment, or the value of the concluded contract) above a predetermined level or according to some other scheme, which in the case of increased labor productivity will ensure personal incomes not lower than those of leading specialists of the enterprise;

- staffing of the marketing service with highly qualified specialists of the main profile of the enterprise, who know economics, informatics, legislation, who know how to deal with people and have good artistic taste, speak foreign languages, and are communicative;

- interaction with functional divisions and reliance on their formal or informal leaders, involving them in marketing activities, supporting their rational initiatives and actions regarding the promotion of products to the consumer;

- providing the head of the marketing service with the maximum possible authority to prepare deals and present products (with the exception of the right to sign financial documents);

- equipping marketing services with modern computing and computer software tools for justifying marketing decisions;

- unlimited access to the marketing service to the company's information and perception by its divisions and specialists of the updating of this information, its proper reliability;

- coordination of measures of scientific and technical propaganda, with the aim of giving it a commercial load.

Justification of marketing decisions, firstly, can be entrusted only to qualified and objective specialists and, secondly, their results are a kind of information product.

Marketing research, of course, can be entrusted or delegated, depending on the nature of the relationship, to employees of other divisions of the enterprise, or financed

as a third-party service. It can be performed by independent experts, or by enterprises for which marketing is a specialized activity.

The creation of a marketing service at an enterprise goes through two important stages. The first is related to the reform of the organizational structure of the enterprise in order to adapt it to the conditions of the market economy. The experience of foreign companies shows that transformations of this kind take place only in an evolutionary way, depending on the size of the enterprise and the energy of the leaders leading the restructuring, a period of up to three, and sometimes more, years. In this case, the following sequence of actions is possible. The first stage:

a) definition of goals-the desired state of the enterprise in the viewable perspective. Their formulation is preceded by a detailed analysis of the enterprise's economic activity, the market and the products offered to it;

b) research of the formed organizational structure to obtain an accurate idea of the state of the system as a whole, its individual elements, and the nature of their relationship. The result is information about the strengths and weaknesses of the current structure, its compliance with the tasks arising from the set goals;

c) designing a new organizational structure that would best correspond to the long-term strategy of the enterprise's economic development, taking into account its actual place on the market, the specific nature of the performance of economic functions based on the marketing concept;

d) at the next stage, a decision is made about the methods of implementing the reform and a phased plan for its implementation is developed. Special attention should be paid to the training and retraining of personnel, activation and stimulation not only of the ability to carry out the manager's orders accurately and on time, but also of creative initiative and entrepreneurship. In the future, all efforts are concentrated on the implementation of the planned.

Bearing in mind that the duration of the reform is significant, it is necessary to carefully monitor the state of the conditions in which it develops, since the appearance of circumstances that can not only affect private decisions, but also require a change of strategy with the resulting consequences for the entire algorithm is not excluded carried

out transformations. We, almost programmed for standard solutions, have to get used to the fact that fluctuations in consumer demand and other market factors, scientific and technical progress make flexibility and adaptability invaluable qualities of organizational structures. The second stage is the creation of the actual marketing service. It seems that actions at this and previous stages should be synchronized. In other words, it is worth giving preference to the gradual development of events, comparing their pace with the available resources and the ability of employees to perceive and, most importantly, be guided in their work by the philosophy of marketing.

Each enterprise independently, depending on the goal, forms its marketing structure, and therefore there are many options for its construction.

The main variants of integrated organizational structures of marketing management at the enterprise can be:

- functional;
- commercial;
- market (oriented to the consumer);
- commodity market (mixed).

But it must be emphasized that the selection of the organizational structure most effective for a specific type of activity is work that requires patience and firm thinking. When choosing a marketing management model, it should be taken into account that schemes, no matter how good they are, are not a guarantee of effectiveness in practical application.

When organizing a marketing service, it is advisable for the enterprise to adhere to the following principles:

- simplicity of structural construction, which allows for more mobile management of marketing activities in different conditions;
- the system of interrelationships between service units must be effective, that is, the transmission and reception of feedback must be clear;
- flexibility and adaptability, which allows in conditions of scientific and technical progress, changes in consumer requests, to change the nature and direction

of the company's goals;

- limitation of the number of divisions and links, which allows more efficient management of marketing at the enterprise.

In practice, there is no ideal type of marketing service organization at an enterprise. When organizing services, the management of the company must constantly look for the optimal relationship between the company's strategy, the environment and the organization of marketing.

The very process of marketing management at the enterprise consists of the mandatory performance of a number of tasks by the relevant service.

Specialists of the marketing service are engaged in the organization of the system of marketing research and marketing information, analysis of the marketing environment, markets of individual consumers and individual enterprises, determination of demand volumes, market segmentation, selection of target markets, positioning of goods on the market, development of new goods, pricing, strategic planning, distribution of goods, sales promotion, advertising and control of service activity.

The correct choice of the marketing service organization model is only a prerequisite for its effective work. It is expedient for the management of the company to staff this service with highly qualified specialists, to correctly distribute responsibilities between them, to grant them the appropriate rights, and to create appropriate conditions for the work of all specialists of the service. The structure of the apparatus, which includes five specialists, will be the most acceptable for agricultural enterprises:

- 1) head of service;
- 2) specialist in market research (collection of information, marketing research);
- 3) specialist in advertising and sales promotion and service;
- 4) specialist in merchandise movement and sales;
- 5) specialist in the planning of market novelty goods (Fig. 2).

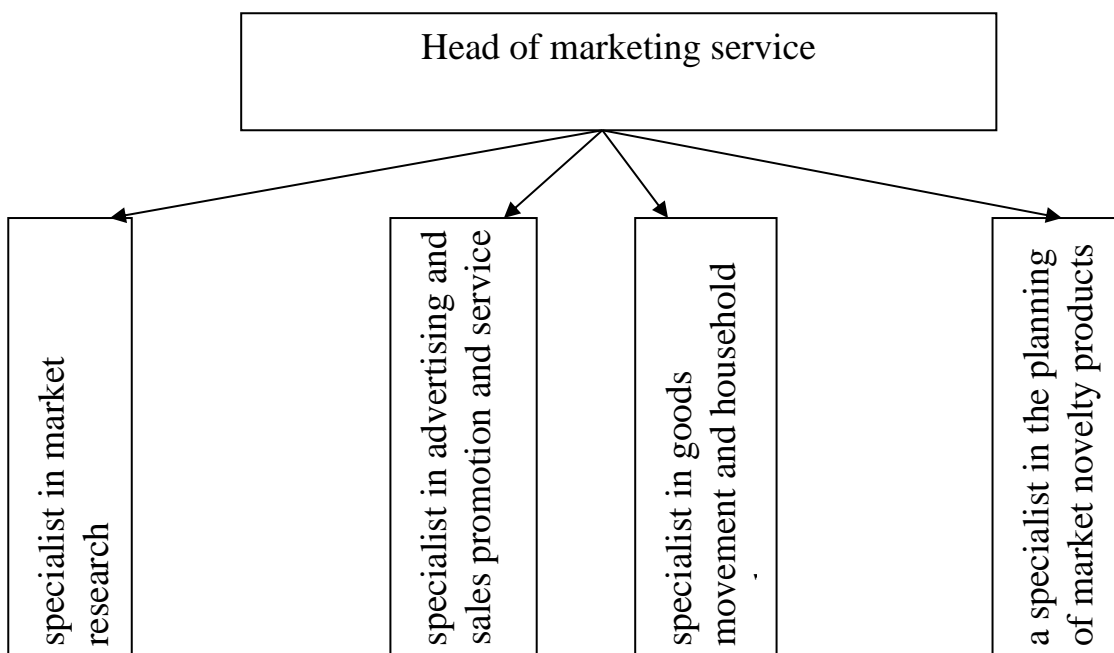


Fig. 2. The structure of the marketing service of an agricultural enterprise

Such a marketing service of the enterprise will be engaged in the study of consumers, their traditional tastes, consumer reaction to new goods and services; the study of the motives of purchase and rejection on the market of goods; the analysis of the microenvironment of the enterprise; the study of goods, their properties, the analysis of the system of product promotion and sales channels; the study of the state of competition and the competitiveness of own goods; their advertising and sales promotion.

Managers and leading specialists of the marketing service must meet the general requirements set forth by management specialists (competence, ability to train subordinates, contribute to the formation and development of the workforce, etc.). In addition, they must meet a number of specific requirements that determine the specifics of work in the field of marketing.

These requirements include:

- 1) systematic knowledge, high erudition and broad vision;
- 2) high analytical qualities;
- 3) the ability to forecast the situation and make effective decisions;
- 4) sociability, tact;

5) diplomacy, ability to resolve conflict, neutrality.

Most specialists rightly believe that more than half of marketing problems are related to psychological relationships. That is why a marketing specialist must possess such qualities as punctuality, breadth and frankness of character, high culture, love of life, intelligence, benevolence.

In life, certain traits of a marketer are often assigned to people of different nationalities. Real marketers should possess the breadth of the soul of the Dutchman, the culture of the Austrian, the punctuality of the German, the cheerfulness of the Swiss, the manner of driving a car of a Belgian, the humor of a Frenchman and the precision of a Japanese.

Important for the successful work of the marketing team is the correct placement of functions, the rational assignment of individual tasks to the executors, the granting of rights and responsibility for the work performed.

In the end, the commercial results of activity in the conditions of fierce product competition, the level of prestige of product production at enterprises and its labor team as a whole depend on the correct organization of the marketing service, the selection of highly qualified managers and specialists. The quality of economic activity also depends on the continuity of the process of improving the organization of the marketing division, which is a consequence of the dynamic development of the market environment, the constant renewal of the means of influencing the company's immediate environment. Therefore, flexibility and the ability to quickly adapt objectively become fundamental for effective organizational systems. An additional factor in increasing the effectiveness of the marketing service is the allocation of a separate division in its structure that performs marketing research. As a rule, their implementation requires considerable funds, so they are most often created by large enterprises. At the same time, agribusiness enterprises have all the prerequisites for starting such a division (Fig. 3).

Its main task is to study methods of achieving competitive advantages in the process of implementing a collective marketing strategy. Features of this structure include:

- combining the functions of marketing research with the job duties of the company's specialists, which saves money on staff maintenance;
- the use of information technologies and the capabilities of the internal information network with a corporate database and a wide range of responsibilities, in particular, the formation and support of the marketing information service (MIS);
- creation (in the case of buying and selling products) of temporary creative teams, which, under the guidance of consultants, develop research methods, identify sources of information, summarize the results of analysis and prepare recommendations.

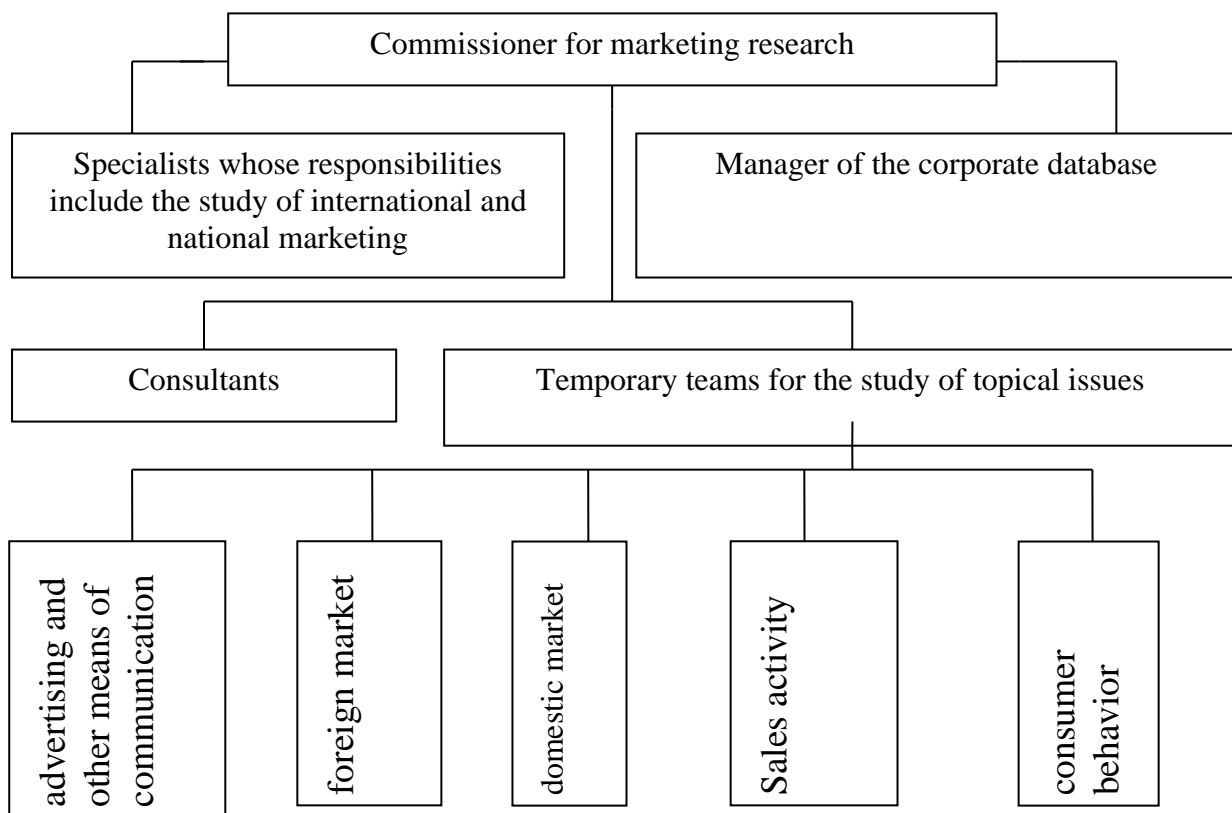


Fig. 3. The structure of the marketing research department at the enterprise

The general control of personnel actions regarding marketing research is carried out by an authorized representative from the company's top management or the vice president for commerce.

In conclusion, let us add that the solution to the issues of creating a marketing service can be found in the coordination of efforts of state bodies, public and consulting organizations.

In the conditions of intensifying competition, modern enterprises should focus on the use of a marketing approach. After all, the development of a marketing complex provides enterprises with the opportunity for development and economic growth. One of the main problems is the lack of uniform parameters that will allow domestic enterprises to form a marketing set correctly and without mistakes.

Wanting to ensure a competitive position on the market, enterprises influence the selected market with an appropriately formed set of marketing tools. In a broad sense, the term marketing tools covers any tangible and intangible components of the market offer, as well as means, methods and techniques that serve to perform a full range of marketing functions, including preparatory functions (market research or marketing planning), as well as executive functions that consist in direct influence on the market (promotion of goods, sales, deliveries of goods, etc.). Already from this division, it follows that the starting set for designing a marketing complex is not a complete set of marketing tools, but only that part of it, which includes tools that directly affect a potential buyer.

The result of the development of marketing is a great heterogeneity of marketing tools, which is due in particular to the difference in the functions performed, the scope of application, the duration of the consequences, as well as the requirements for the minimum amount of expenses necessary to achieve the expected market reaction.

To improve the marketing activity of the enterprise, we offer the following proposals:

1. Monitor the marketing environment, which will make it possible to assess the attractiveness of the strategic climate for the studied economy and determine the priorities of its strategic development. Based on the monitoring of the marketing environment, it is possible to propose a strategy for the further development of the enterprise.

2. To introduce a marketing complex that will ensure adaptation of the economy to the conditions of the domestic and foreign markets, taking into account the peculiarities of the current situation. It is marketing that can increase the efficiency of the enterprise's functioning in market conditions, in conditions of fierce competition.



First, the enterprise can see its opportunities in the direction of deeper penetration into the existing market with its existing product by means of intensification of the movement of goods, their active promotion, price reduction, etc. Secondly, it can look for new markets (geographical) for an existing product or discover new areas of application of this product.

3. When organizing sales, it is recommended to combine all the manufacturer's actions regarding the sale of products into a single marketing complex focused on the final buyer – a sales complex.

4. For more effective, profitable operation of the enterprise, it is necessary to improve marketing activity and, as one of its main elements, marketing research. For this purpose, it is necessary to create a specialized marketing service at the agro-industrial complex enterprises, which would be engaged in market research, study of consumer tastes, and make appropriate proposals for improving the enterprise's production activities. And also carried out larger advertising campaigns.

5. To introduce new information technologies in order to minimize the time between the implementation of production and economic operations and their information display for management decisions.

6. Implement, along with financial, production and other planning, a plan for marketing and marketing research in particular. This will make it possible to coordinate and track all marketing activities. Determine the effect of their implementation.

7. Constantly carry out work on improving the assortment and price policy of the farm.

8. Apply modern marketing software.

9. Expansion of production with a focus on the market, improvement of product quality.

10. To promote products on the market, use such tools of marketing communication policy as advertising, sales promotion, personal selling, consumer promotion, trade network and personnel promotion, public relations.

11. Constantly carry out work on improving the assortment and price policy of the enterprise.

12. To ensure sufficient accumulation and receipt of information about competing enterprises, to strengthen the competitive position, to achieve advantages over competitors.

The use of the proposed measures, in our opinion, will allow to improve the organizational and economic mechanism of the enterprise, gain better competitive positions on the market and increase the overall efficiency of the commercial activity of enterprises in the agrarian sphere.

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### **13. Peculiarities of functioning of the grain market of Ukraine in the conditions of the world food crisis**

At the end of 2021, the number of people who were forcibly displaced due to various circumstances was 89.3 million people, eight percent more than a year earlier and more than double the number a decade ago. Humanity crossed the symbolic milestone of one hundred million in May, ten weeks after Russia's invasion of Ukraine.

War is wreaking havoc on a global food system weakened by COVID-19, climate change, and energy shocks. Ukrainian exports of grain and oil crops have mostly stopped, and Russian exports are in question. Together, the two countries supply 12% of the calories sold in the world's food market.

One of the global tasks of the international community is to raise the standard of living of the population and the efficiency of agriculture, especially in regions with an existing aggravation of the food issue. Analysis of data from the World Food Organization makes it possible to draw a conclusion about a significant deterioration of the situation in the world's food arena in 2021. Another 320 million people lost access to food in just one year.

Forecasts for the near future, according to UN calculations, give a figure of 1.7 billion people who will suffer as a result of the food crisis caused by Russian aggression. The countries of North Africa, the Middle East, Southeast Asia, Israel and Turkey are suffering due to the cessation of grain exports and the lack of agricultural products. Some countries are heavily dependent on Ukrainian crops. Lebanon imports 80% of wheat from Ukraine, and India - 76% of sunflower oil.

The UN World Food Program (WFP), which feeds people on the brink of starvation in countries such as Ethiopia, Yemen and Afghanistan, receives 40% of its wheat from Ukraine.

The EU is beginning to realize the risk of a food crisis due to the war in Ukraine. Food prices are rising in Europe. According to the results of 2021, Ukraine entered the top five countries supplying agricultural products to EU countries. Deliveries of

domestic agricultural products to the European Union amounted to 8.4 billion dollars. USA, having increased by 26% compared to the indicator of 2020. More than 80% of the commodity structure of agricultural exports is accounted for by oils, fats, grains and oil crops.

In 2021, a record harvest in the entire history of Ukraine was recorded - 106 million tons, of which 84 million tons were grain Fig. 1. Usually, farmers keep part of their products until spring, when commodity prices traditionally rise. However, this time such an approach turned out to be fatal for many. The war led to the cessation of supplies from Ukrainian ports, which exported globally significant volumes of oil, corn and wheat. As a result, the global supply of these categories of agricultural products on the world market decreased significantly and their prices increased.

According to the UN, global food prices are almost 30% higher than they were at the same time in 2021.

The FAO Food Price Index, which tracks monthly changes in global food prices, averaged 159.3 points in March, up 12.6% from February, which was then the highest level since 1990.

Wheat prices, which have risen 53% since the start of the year, jumped another 6% on May 16 after India said it would suspend exports due to unnerving heat.

In terms of the total area of crops in 2022, Ukraine lags behind last year's indicators by 20 to 30%, depending on the agricultural crop, because the progress of sowing, in addition to the occupation of territories, was influenced by a number of factors, primarily logistical. Farmers and agribusinesses spend less on seed and herbicides, saving as much as possible. The area under corn will be smaller, because due to blocked ports, farmers prefer other crops.

Numerical crop losses as a result of continuous hostilities are already predicted in the south of the country, where the bulk of sunflower and wheat were grown in the pre-war period. Also, significant amounts of elevator capacity remain in the occupation of the southern territories. Before the war, Odesa, Mykolaiv, and Poltava regions were the main players in the grain storage market with volumes of 5.5 million tons, 4.2 million tons, and 5.5 million tons, respectively. The capacities in Vinnytsia region were

significant – 4.2 million tons, Chernihiv region – 3.1 million tons, Sumy region – 2.9 million tons, Cherkasy region – 2.8 million tons, and Kyiv region – 2.7 million tons. Western Ukraine had the smallest elevator capacities of all regions of Ukraine. It is known that elevators were damaged in Chernihiv and Sumy regions, 10 of 52 remained in Zaporizhzhia, and there is no information about Kherson region. Destroyed railway stations next to the elevators further complicate the export of grain.

According to the USDA forecast, in 2022/23, Ukraine's wheat production and export indicators will be at the level of 21.5 million tons and 10 million tons, respectively. That is, the volume of wheat production will be 11.5 million tons below the indicator of 2021/22 MR, and exports - by 9 million tons. As for corn, production in 2022/23 MR is forecast to be 19.5 million tons (-11.5 million t compared to the previous marketing year), and exports - 9 million tons (-14 million tons compared to the previous period). Such a significant reduction in both production and exports will significantly affect the world market and lead to further price increases.

Ukrainian farmers have 20 million tons of grain that cannot reach international markets. To date, only the ports located on the Danube River are functioning: Izmail, Reni and Kilia. All others are closed, destroyed or under occupation.

The problem of the delivery of agricultural products will become especially acute in the middle of summer, when the new crop will ripen, which will need to be loaded into granaries, which at that time will not be shipped yet. In this case, a situation may arise when part of the crop will remain in the field.

The international community was satisfied, first of all, the prices of Ukrainian grain. Transportation costs were also relatively low due to the physical proximity of the countries to the Black Sea basin. Today, the price of Ukrainian wheat has completely different figures. Compared to the pre-war period, the cost of railway logistics from the Center of Ukraine has increased more than 2 times: in peacetime, the price varied in the range of \$30-40/t, now it is \$80/t. As for transshipment, in peacetime it was worth \$7-8/t for large companies, \$10-11/t for medium-sized ones, now \$17-20/t. As for sea freight, there are also crazy queues. There are now more than 70 vessels

awaiting shipment. Prices have also skyrocketed. In the low season, the price for cargo transportation was \$30-40/t, now it costs \$90-100/t to charter a vessel.

However, the issue of food security concerns not only the world. The main thing is not to be left without bread. It will not be superfluous to mention that, despite last year's gigantic harvest, taking into account the low quality of harvested wheat and the rapid pace of import of food-grade wheat, it was predicted as early as the fall of 2021 that cheap bread for Ukrainians can be forgotten, because it will still have to be baked from imported flour and it is not surprising.

In 2021, Ukrainian farmers harvested more than 106 million tons of grain, leguminous and oil crops. For Ukrainian grain producers, the year 2021 (as well as 2020) has become one of the best in history thanks to yields and favorable market conditions. For Ukraine today, the biggest "headache" is grain quality control. I would like to point out that this is a problem not only for Ukraine, it is faced by all players of the grain market. Today, most countries have come to the point that it is worth chasing not the quantity of the harvest, but its quality. And this is what our counterparties in the grain market tell us directly. We need to stop and understand what we can trade on an ongoing basis, so that we do not have questions about the quality of products.

After all, if the total volume of food wheat of the 2021 harvest was 13 million tons, then as of October 20, 2021, 10 million tons of this high-quality wheat, suitable for baking bread, left the borders of Ukraine. Since the export quota was set at 25 million tons, and for some reason, wheat was not divided into food and fodder. One can imagine what bread will have to be baked from for the citizens of Ukraine, if in the future the priority task of the "granary of Europe" will be the effort to feed the population of the entire planet[259].

One of the solutions for where to use leftover grain that cannot be sold is processing it into animal feed. In the conditions of the blockade of the ports, agricultural companies engaged in livestock breeding received certain advantages.

Therefore, the issue of grain storage is becoming very urgent and will only intensify in the future. Against this background, processing into bioethanol, into starch is the path that everyone should follow, and it also makes sense to expand animal

husbandry, to process grain into fodder. But all of the above will not solve the storage problem. Instead, you can add 2-3 containers to already existing elevators. Such construction is quite real, and it is easier than building from scratch. At the existing elevator, it is possible to cope with this in 3-4 months and already store grain in new containers, that is, to get additional storage opportunities already in the fall of 2022.

In market economic conditions, the issue of economic relationships between agricultural commodity producers, grain processing enterprises as the main subjects of the grain market and consumers of grain products is urgent. The unstable state of the grain industry as the basis of the grain product sub-complex is able to slow down the growth of most branches of the agro-industrial complex of the country, in particular flour-milling and grain, bakery, biofuel, animal husbandry, which will affect the state of the transport industry, export opportunities, and the pace of development of the economy as a whole. The existence of different markets for grain and its processing products necessitates the need to track the changes occurring in them, that is, to monitor the deviations of the current market situation from the state of equilibrium. In order to choose an adequate mechanism for regulating the situation on the market, it is especially important to understand the reasons for the imbalance and the direction of economic changes.

The conditions of the grain market are influenced by factors of both cyclical and non-cyclical nature. Cyclical fluctuations of any market occur as a result of changes in the scale of renewal of the fixed capital of market entities, changes in the state of the credit and monetary system, and especially under the influence of fluctuations in demand for one or another product. Scientific and technical progress, concentration and specialization of production, inflation, natural phenomena, etc., have a non-cyclical influence on the conditions of the grain market [260].

The main customer of flour on the domestic market is the bakery industry, which provides 99% of the country's "bread" market with products. Today, the majority of bread in Ukraine is produced from flour with reduced gluten content and quality, as well as from grain affected by pests. Increasing the baking properties of flour is achieved through the use of artificial improvers, such as flour whiteners, baking

powder, etc., which makes the final product more expensive. In addition, bread has always been the object of state regulation due to its social significance. Today, local authorities regulate the marginal trade (supplier and sales) mark-ups to the manufacturer's wholesale price for flour and bread, the marginal levels of profitability of their production, wholesale and retail prices for flour. The price of bread weighing more than 500 g of a simple recipe (flour, yeast, salt, water) without adding sugar, fat, or other fillers is subject to regulation [261]. As a result, the profitability of the production of bread and bakery products at the enterprises of the Vinnytsia region (RS) over the past three years remained extremely low and ranged from 0.2 to 1.6%

Excessive regulation of the bakery industry has led to the fact that some bakery enterprises work in the "shadow", and at the expense of legally operating enterprises, consumers of social varieties of bread are subsidized. Administrative regulation of bread prices has recently been the main factor in stabilizing prices on the bread market. At the same time, with the increase in the prices of cost components, the selling prices of bread do not cover the costs of its production, which leads to the gradual decline of the bakery industry.

The analysis showed that today domestic prices for food wheat and baking flour have come very close to world prices. At the same time, the price of bakery products in Europe is much higher than in Ukraine. [262]. Under the conditions of administrative regulation of bread prices, bakery enterprises of Ukraine are forced to compensate for losses in the production of bread of mass varieties due to the increase in prices for other types of bakery products, as well as to save money due to the deterioration of the quality of mass varieties of bread.

Today the financing of most agricultural enterprises can be considered unsatisfactory. Many agricultural enterprises are unable to realize the principle of self-financing not only of the expanded, but also of the simple reconstruction, which makes the industry investment unattractive. State support at the state and regional levels is one of the factors of successful development of agriculture.

Administrative regulation of bread prices has led to shadowing of the bakery industry, non-receipt of taxes from its activities, reduction of legally operating bread



factories, while more than 3,500 bread producers have been recorded on the territory of Ukraine. According to A.N. Vasylchenko, statistics record only 38.8% of bread production consumed by the population of Ukraine. The bakery business becomes unattractive for investors and was characterized by an intensive change of owners of industrial bread factories and the absence of any technical development. Before talking about the price of bread and bakery products, it is worth understanding how the price of their main ingredient - flour - is formed. After the price "swing", when the price of wheat grew to incredibly high indicators, it has now stopped at a certain level or is gradually moving upwards. For example, in the last days of autumn in the Black Sea or Odesa ports, the price of wheat of the 2nd class, from which flour is produced, is UAH 10,200-10,350/t, which is approximately \$375. It is necessary to understand how the price of flour is formed.

Everything is quite simple, the agricultural producer in the region knows that wheat is sold at the port at the price of UAH 10,300/t. From this amount, he subtracts the cost of his own delivery to the port, which is approximately UAH 600, and gets a figure of UAH 9,700/t, which is \$356. That is, he offers wheat processors to buy his raw materials at exactly this price. This is exactly the price at which we buy wheat from the agricultural producer. The use of Agravery.com site materials is determined by the rules and is carried out in accordance with the legislation of Ukraine on copyright and related rights. If you transform raw materials into flour, then the amount of UAH 9,700 must be multiplied by 1.25. The cost price of flour alone without various additional costs, such as electricity, salaries, tests, etc., will amount to UAH 12,125/t. To talk about profitability even at the level of 2-3%, according to flour millers, the price of flour should be at the level of UAH 13,500/t. Accordingly, this price will be higher on store shelves and market counters, because the costs of packaging, transportation, etc. are added to it. In recent years, we have observed a decrease in the demand for flour. Experts name two reasons: objective and subjective. The objective is that the population in the country has decreased, and their tastes have also changed. Fortunately or not, it already depends on everyone, the share of bakery products in the consumer basket of Ukrainians is decreasing. The subjective side is that some of the small and

medium-sized flour milling enterprises have gone "into the shadows". Due to price swings on the grain market, due to the paradoxical situation with VAT, when we buy wheat from agricultural producers with 14%, and sell flour with 20% VAT. That is, 6% VAT is accumulated only at the expense of flour mills [263].

In the existing economic practice, bakery enterprises have many opportunities to influence the consumer market both directly and indirectly through the use of developed strategies. Product marketing strategies imply popularization of the product, disclosure of its properties and, due to this, its promotion to the market. They are implemented through the use of some general strategies and management concepts in combination with separate programs developed either for a separate product or for the products of the line, which are generally related to the goals and objectives of the enterprise.

The price situation in the domestic market is significantly influenced by the level of export activity of domestic grain traders. For grain producers, it is not particularly important whether it will be consumed on the domestic market or sold for export. The insufficient level of domestic demand caused by the depressed state of the flour-milling, grain and bakery industries, the reduction of the cattle population and the corresponding drop in demand for feed grain, favorable price conditions world grain markets, contributed to the growth of grain exports. There are a large number of companies operating on the market, the purpose of which is to export Ukrainian grain, which indirectly finance production. Their profit depends on the price difference on the domestic and foreign markets. In this way, increasing the export potential has turned into the most important factor influencing the domestic grain market.

The development of grain farming under one or another scenario will depend on the amount of financial resources that will be allocated for grain production.

A special role belongs to the state, which can not only act on the market as an economic entity, but through state authorities and regional administrations act as a subject of control and regulation of the grain market with a purposeful influence on the sphere of production and sale of grain and its processing products.

Sub-programs for expanding the capacity of the internal market of products of the grain product sub-complex, which can be implemented both at the national and regional level, can enable the full loading of food industry enterprises of the grain product sub-complex. It is possible to propose a program of food assistance to the population below the poverty line, which will be focused on reimbursing the cost of food products of domestic origin in specialized stores or supermarkets.

The given comparison with the largest grain producers in the world, the analysis of the structure of internal grain consumption by individual grain exporter countries makes it possible to formulate one more additional argument in favor of the thesis about the need to increase internal grain processing. The state strategy for the development of the grain product complex in the conditions of globalization should be based on the fact that one of its main priorities should be not so much increasing the volume of exports of low-quality grain as ensuring the export of its processing products.

The strategy for improving the management of the grain product sub-complex in modern conditions should be based on measures of organizational and economic reform and rationalization of the management system and should be oriented not so much on increasing quantitative indicators and export volumes, but on ensuring domestic demand for grain products, the creation of conditions for industrial processing of grain raw materials, which will lead to creation and use of added value within the country, creation of new jobs, development of processing industries (food, bioethanol, animal husbandry, seeds), a necessary change in the structure of grain use, access to the structures of developed countries, which use up to 50% of grain consumption for industrial processing.

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#### **14. The use of modern internet resources and services in the planning of marketing activities of agrarian enterprises**

Globalization of activities and reduction of transaction costs.

The Internet significantly changes the spatial and temporal scales of conducting commerce. It is a global means of communication that does not have any territorial limitations, while the cost of access to information does not depend on the distance from it, in contrast to traditional means, where this dependence is directly proportional. Thus, e-commerce allows even the smallest suppliers to achieve a global presence and do business on a global scale. Accordingly, customers also get the opportunity to choose globally from all potential suppliers offering the necessary goods or services regardless of geographic location. The distance between the seller and the buyer plays a role only from the point of view of transport costs already at the stage of goods delivery.

The modern intellectual complex of market theory operates with a fairly definite list of factors and models of their functional influence. However, the creation of a common universal market model remains the subject of scientific research. Evaluating the effectiveness of a market model requires a comprehensive, integrative assessment of the many factors and elements that make up this model. Post-industrial interpretation of the effectiveness of the market model involves maximizing the benefits for all market participants, a number of socio-economic indicators (number of jobs) profitability, maximum satisfaction of needs. Engineering in the field of market functioning/regulation should be considered as a process of manipulating quantitative ratios on the set of given formulas and constraints, which together will reduce market management to a logical technical operation, the feasibility of which is expected in the form of general social growth. We see that market management – the implementation of targeted influence on this institution – is both a simple and extremely complex operation. The complexity is due primarily to the need to comply with the limitations

and objectives of management (influence), which makes it impossible to involve other motives – political, personal, opportunistic, corrupt and others [264, p. 43].

The time scale in the Internet environment is also significantly different from the usual one.

The high efficiency of the Internet's communicative properties makes it possible to reduce the time it takes to find partners, make decisions, make deals, develop new products, etc. Information and services on the Internet are available around the clock. In addition, its communicative characteristics have high flexibility, which allows you to easily make changes to the presented information, thereby maintaining its relevance without time delay and distribution costs.

These effects also lead to a significant reduction in transaction costs, i.e. costs associated with establishing and maintaining interaction between the company, its customers and suppliers. At the same time, the cost of communications, compared to traditional means, becomes minimal, and their functionality and scalability increase significantly.

Several levels of e-market development can be distinguished. The first level of using the Internet for business is the transfer of information about the company's products and invitations to cooperation. This method expands the possibilities of advertising and provides two-way communication. The second level is e-commerce. It allows customers, without leaving their homes, to order products and services directly on the website, and then receive them in the traditional way. The state-of-the-art is the use of the Internet and other electronic devices to improve the efficiency of all aspects of economic relations, including sales, marketing, financial analysis, payments, employee sourcing, customer support and partner relations. This level characterizes the economy, which has received the name “electronic economy”, entrepreneurship in it is “electronic business” (“electronic commerce”), the market is “e-market”.

An electronic market is an open market in virtual cyberspace, it a way of conducting business using modern information technologies, capabilities of computer networks and other special electronic systems, which allows to increase the efficiency

of connections and relations between market participants and increase their mutual benefit [265].

Now everything in the world is moving to an electronic digital format. All disappear restrictions on the storage and use of information. Human society becomes information-rich, and information is the main product that a person will deal with in his activities both at work and at home, including the sphere of entertainment. F. Kotler in his book “Marketing in the Third Millennium” called digitalization one of the powerful technological forces that will influence the development of the economy in the new century.

Marketing management of the enterprise or Marketing Management is one of the most modern and promising approaches to managerial activity in the fast-moving macro- and microenvironment. It implies a management process that directs all the company's resources to meet the needs of customers and achieve the goals of the company itself, and requires a systematic marketing analysis that provides answers to questions related to the activities of the entire company: What to produce? To whom, how, how much, where and at what prices to sell? What promotion methods to use to support sales and how to apply them?

Thus, marketing is a technology that allows you to invest capital as effectively as possible and ensure high competitiveness in the markets of the company's presence. This wording in itself sets certain requirements for marketing software products. It should be a complete technology for solving marketing tasks, which allows you to store and analyze huge information arrays, which include not only internal management accounting data, but also external data: about buyers, about competitors, about the macro environment. Let's define what is included in the concept of “specific marketing tasks”, and based on this, we will answer the question: “What is marketing software?”.

The main thing for the company and the director is business profitability. So, the main task for the marketing department is to ensure this profitability in the short and long term.

The marketing service at the enterprise should help the director make decisions about his business and implement these decisions. Thus, the basic functions of the

marketing department are to help the director make business decisions and implement them.

Any software is a software shell for working with information.

Marketing software should perform two functions:

1) accumulate useful information and, based on it, make “text blanks” for the director on the necessary qualitative information and propose algorithms on marketing principles for processing quantitative information;

2) plan the implementation process and monitor the progress of the business decisions made.

Ideal marketing software is a system that provides the director with consulting services in the field of quality decision-making (offers text blanks with decision-making options); consulting in the field of rules and principles of processing quantitative information for marketing purposes from other accounting and financial software products (offers a text description of the rules and principles of processing information for marketing purposes); on the processing of this quantitative (digital) information (offers working marketing mathematical models); planning of implementation processes and control of the implementation of business decisions.

The main software applications used by marketers in their activities are:

- text editors designed for working with documents or texts, which allow you to create, format, edit texts when users compose various documents. A text editor is a basic software product for organizing paperwork in an electronic office in marketing;

- spreadsheet processors (electronic spreadsheets), serve to process data organized in a tabular manner;

- database management systems designed to automate procedures for creating, storing, and maintaining data. Internal information organized in the form of databases of balance sheets, financial reports of the enterprise, production plans, and technical specifications is used for effective marketing activities.

After analyzing the state of the software market, we can conclude that a huge number of software products for marketing, both foreign and domestic production, are divided into the following classes:

- corporate information systems that include a marketing module;
- specialized programs that make it possible to automate certain marketing functions;
- programs with a marketing component.

Corporate information systems (CIS) have their own characteristics due to their construction, which consider certain concepts and build their work in accordance with them.

Additional software may include:

- packages of multimedia systems containing instrumental means of script management of a video film on the marketing activities of the enterprise; creation of groups of objects included in the film; manipulation of raster images; generation of animated images; importing files of various formats; adding text; creation of the simplest programs in an object-oriented language;
- communication programs for connecting to the corporate, regional and global network for the purpose of obtaining information about the state of the market, transmitting advertising brochures;
- text translation programs from one language to another, which is extremely relevant for the organization of the enterprise's foreign economic relations;
- packages of application programs for the organization of document management, which provide marketers with the means of quick access to the necessary documents, the ability to build connections between different information and effective data search mechanisms

Depending on the technologies used, software tools can be divided into categories:

- tools for preparing documents based on the hypertext language;
- software products based on the SGML (Standard Generalized Markup Language) standard, which is a set of rules for describing the structure of any document;



– programs that convert documents from any application into a portable format, which makes it possible to read, print and distribute documents without the applications with which they were created;

- systems that make it possible to collect information from various files, written in free form, and combine it into a single structure.

SMM, which is currently very popular, can also be attributed to the modern methods of the enterprise's marketing activity. Social Media Marketing (SMM), or marketing in social networks, is one of the ways to promote a business, which increases traffic and attracts the attention of potential customers to the company using social networks. The main advantages of marketing in social networks and the Internet:

- Users do not treat social media promotion as advertising, so they trust this information more than advertisements.

- Wide coverage of the target audience, it is possible to attract visitors regardless of their regional affiliation.

- Targeting (segmentation of users into groups): the ability to select the target audience with a high degree of accuracy.

- The presence of feedback with the target audience, which allows you to quickly respond to the wishes / comments of potential customers.

- Prompt response to advertising: Unlike search promotion, there is no need to wait weeks for a response to a post on a social network or blog. The speed of gathering and exchanging information is very high. Disadvantages:

- Does not give instant results, may take a considerable period of time to achieve visible results.

- To ensure a long-term result, constant work is necessary: updating information, publishing news, author's articles, posts, etc.

- It is impossible to accurately calculate the budget of an advertising campaign; the total cost depends on many internal and external factors. Less popular compared to classic search promotion. Users usually search for products and services of interest to them using search.

- The possibility of seriously spoiling the reputation - it is enough just to make a few mistakes in the comments, in the selected topics of the post [266].

Recently, marketing methods focused on promoting products via the Internet have been in active demand.

SM-marketing (SMM – Social.) is becoming important for enterprises and institutions.

Media Marketing), that is, conducting work on attracting traffic and promotion products in social media. Currently, social networks, personal blogs, forums, video hosting, news portals, and any other places of concentration of Internet users are considered social platforms.

Our goal here is to review the SM toolkit and evaluate how suitable its individual groups are for use by specialists of Ukrainian enterprises and institutions.

Usually, in a modern company, SM marketing is carried out by an SMM manager, but if the company does not provide for such a position in its staffing schedule, then the promotion in social media is handled by specialists of the SMM agency on the basis of outsourcing.

The responsibilities of an SMM manager include a fairly wide range of activities, but they all stem from the understanding that the success of SMM promotion on various social platforms depends on carefully tracking the changing interests of their users, monitoring trends and influencing users with the help of created content.

Nowadays, an SMM manager most often manages targeted advertising in social networks. SM advertising, unlike contextual and banner advertising, has a clear focus on the social status of the person to whom it is related, and separates users by age, gender, occupation, place of residence, etc. Its functions include the development of an overall SMM promotion strategy. This strategy involves addressing the content, timing, and meaning of the content presented to potential users. The SMM manager participates in the creation of social platforms: communities in social networks, blogs, channels for hosting video files, etc.

It also organizes traffic to the company's site through social networks, integrating such a site with social networks. This contributes to increasing the number of

transitions to the corporate site, increasing the number of site visits due to targeted work with the target audience. For companies that have their own online stores or for virtual trade projects, the SMM manager actually organizes sales from social networks.

A very important function of an SMM specialist is to manage the reputation of a company or brand with the help of properly constructed work on creating a positive image of the company, which is formed during communication in comments, for example, social network groups, preparing e-mails, publishing posts, creating and implementing video scripts. The main distinguishing feature of content in SMM is the unobtrusiveness and friendliness of the marketer.

It is interesting that in connection with the specifics of work tools in various social networks, the difference in the preferences of their audiences, the work specialization of specialists has developed in the SMM market - individual SMM managers specialize in promotion in various social networks, for example, separately in Facebook, Instagram, Twitter.

Some time ago, it appeared widely on thematic resources of the Internet a list of one hundred SMM promotion tools authored by Damir Khalilov, CEO and founder of Green PR, as well as a list of forty such tools adapted to the realities of Western business is now known. Despite their criticism by Russian Internet marketers, they still remain the most comprehensive classified collection of the latest Internet marketing tools in social media. Allow us to present the version of SMM tools adjusted by us for Ukrainian realities with our comments and considerations.

The first large group of SMM tools includes measures and actions with creation and promotion of brand communities, namely:

1. Creation and promotion of company communities in social networks.
2. Creation and promotion of meetings/events.
3. Purchase of existing communities.
4. Posting information about goods and services in existing communities.
5. Sponsorship of thematic communities.
6. Creation and promotion of Fan Page on Facebook.
7. Support of communities of “civilian marketers”.

8. Support of communities of company employees.

9. Creating a community network for each product/service.

Of all the groups of instruments, this one is currently the most transparent and widespread and is 100% suitable for use by Ukrainian companies and institutions. Thus, in the work practice of many Ukrainian companies, active creation and promotion of communities of customers and brand supporters in social networks, meetings and events, placement of information about services in existing communities, support of communities of company employees is observed.

Only the concept of civilian, or citizen, marketers needs an explanation here. Let us quote E. Kuprash: “The Western world and especially the USA sometimes bend the stick when it comes to the principles of civil society. Freedom of speech, freedom of religion and even the notorious tolerance are those democratic values that are firmly in the minds of Europeans and Americans and for which citizens of the Western world are ready to go to the barricades. In this they can be understood. But when the news reports that thousands of fans of the TV series have taken to the streets to protest its cancellation, or when a singer's fans raise money to pay a studio to record her new album, or when a consumer group demands that a global beverage maker return their favorite brand of soda – this is at least unusual.

However, do not rush to twirl your finger near the temple and call Europeans and Americans “sick in the head.” The habit and desire to consume specific products of a certain brand is in the genetic memory of Western people and, one might say, is reduced to the rank of civil liberties. Consumer habits and genuine love for brands push fanatics to the barricades - sometimes even in the literal sense of the word” [267].

Let's remember that the ancient Athenians lived under the rule of their city-state (polis), it was not yet called citizenship, it was Politeia. The word Politeia includes the concept of “community of citizens”, “form of government” and even “way of life”. Citizenship was not a political concept, but manifested itself as a culture in everyday life. When ordinary people replenish their collective knowledge (about companies or a brand) by posting it in their blogs, podcasts, websites, it can be said that this is their way of life. This is their idea of the need to do something for the common good. This

can also happen for commercial purposes. For “civilian marketers”, their work and membership in marketing communities (Internet communities) is part of their hobby, their Politeia. It is a form of citizenship in an age where marketing has become culture.

B. McConnell and J. Huba, authors of the book “The Content Epidemic. Marketing in social networks and the blogosphere”, such “ideological” people are called marketing citizens, but two more terms are common among researchers – social brand activists and social brand supporters.

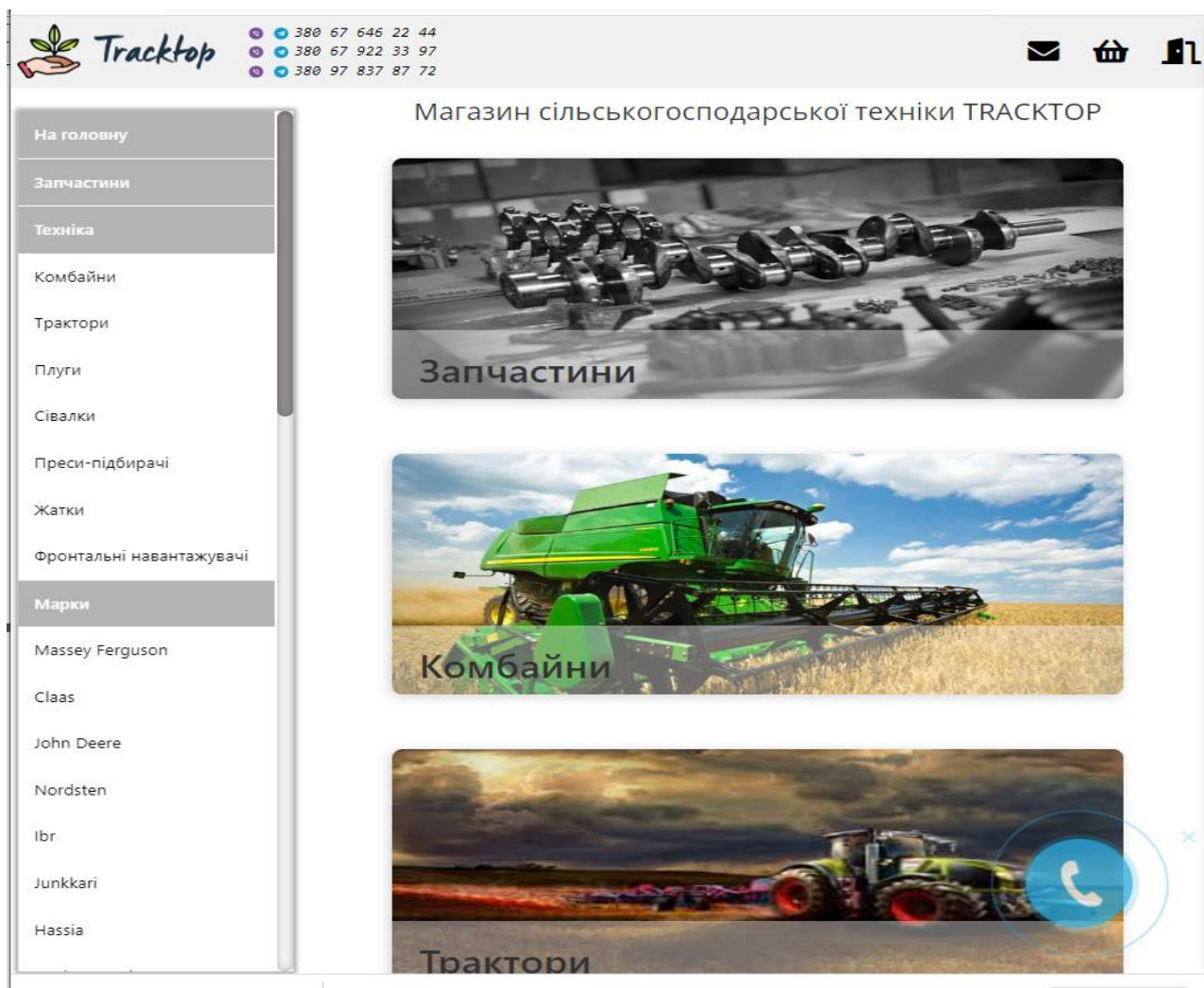
Most brand activists are quite constructive people with common sense. If a person has a penchant for a brand, it's easy to establish contact with a marketer. Brand activists are also good because they always provide feedback. Constantly talking to them is now easier and cheaper than conducting marketing research.

The second most important group of SM-marketing tools for Ukrainian companies seems to us to be the following list of methods for creating and developing their own information platforms:

1. Management and promotion of a corporate website/blog.
2. SMO site/blog optimization. The concept of SM-marketing is closely related to SMO (Social Media Optimization) - optimization of sites/blogs to improve and simplify work with social networks. SMM and SMO can now be compared to the work of the front- and back-office of the company, although this is only an analogy.

The main principles of SMO today are the creation of content in the style of social networks with an “easy” and casual form of presentation, a large amount of illustrated text, the addition of video materials; placement on the website/blog of social activity buttons such as “Like”, “Share”, “Subscribe” for the maximum possible number of common social media; appeals to follow the news of the site/blog through social networks and placement of relevant icons (Fig. 1) [268];

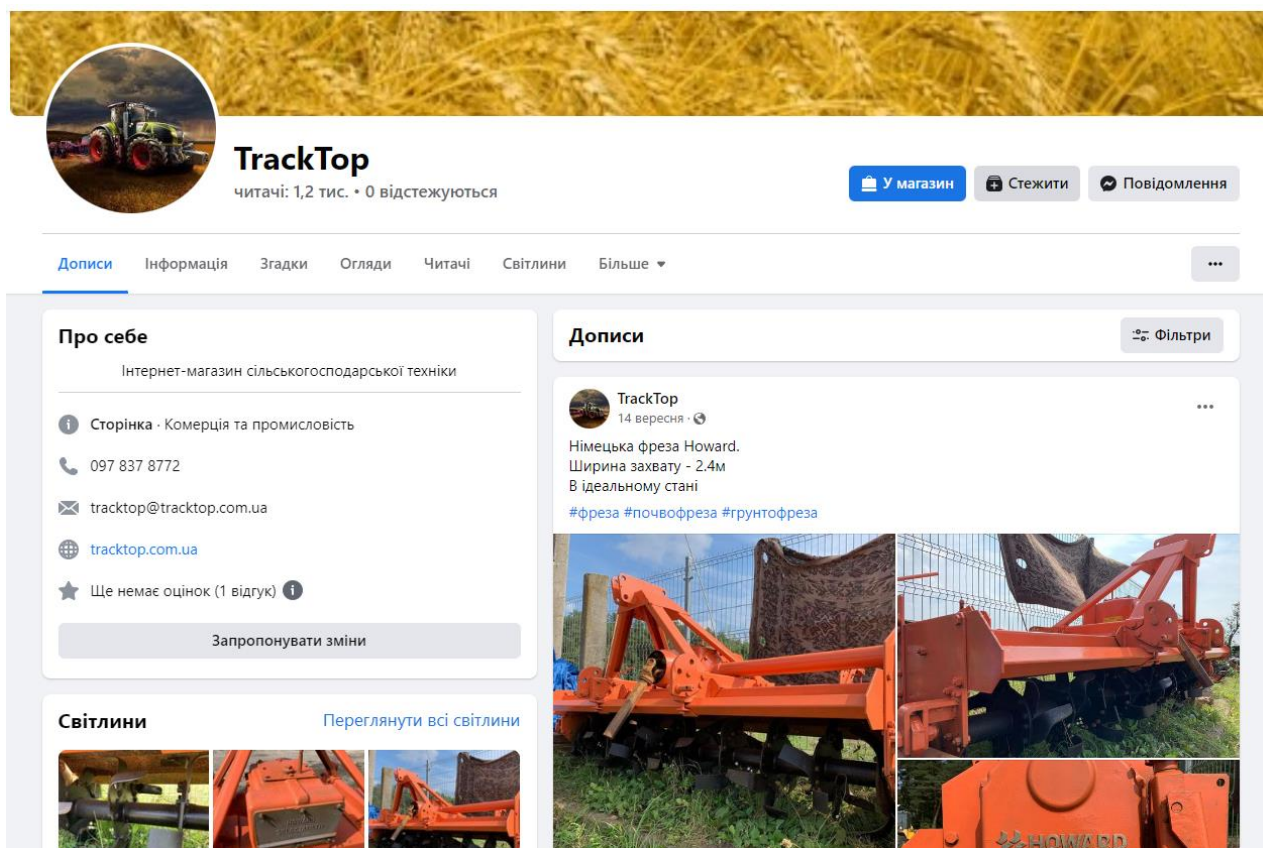
The ability to add comments to posts for communication between readers yourself and the site/blog administrator; implementation of registration on the website/blog and adding comments through social networks, etc.



**Fig. 1. Screenshot of an example of placement on the website of the company Tracktop in the networks**

It is clear that not all SMO principles are equally suitable for all types of sites. If this is a corporate resource or business card site, then comments on it, posts and registrations may be inappropriate. In this case, a separate site/blog is created for friendly communication and publication of company news (Fig. 2). The second measure of the analyzed group of SM-marketing tools – SMO-optimization of the blog – is aimed at this [269].

Thus, SMO can be considered both as a set of independent procedures and as a component of the SMM strategy. The latter also affects the classical principles of search optimization SEO (Search Engine Optimization), i.e. optimization of the site/blog for the work of search engines in order to improve its ranking in the results of publications for a certain search query.



**Fig. 2. Screenshot of the interface of the personalized site of the Nissan Ukraine company using the Tracktop program for friendly communication and publication of company news for customers**

Thus, SMO can be considered both as a set of independent procedures and as a component of the SMM strategy. The latter also affects the classical principles of search optimization SEO (Search Engine optimization), i.e. optimization of the site/blog for the operation of search engines in order to improve its ranking in the results of publications for a certain search query.

Promotion of a site/blog in social networks involves placing a large number of links on their pages to this site/blog. It is known that social networks are sites built on trust, with excellent indicators.

Therefore, links from them are highly valued by search engines. In addition, social media pages generate significant (and often targeted) traffic, which Internet search engines cannot fail to note.

3. Integration of the corporate website with social networks.

4. Creating branded backgrounds to decorate your communities and blogs.

5. Writing guest posts for loved ones on the topic of blogs.

6. Reposting key blog posts to social networks.

7. Initiation of placement of bookmarks on the site in social bookmarking services.

8. Linkbaiting is a promotion method based on the creation and distribution of backlinks to a web resource. It takes place on the initiative of Internet users. Translated from English, link means link, and bait means bait. The owner of the site/blog uses the content as bait to attract users, in return he receives active links to his information resource. For example, recently, linkbaiting has become an effective tool for promoting Internet stores, provided that useful content and external links are created. Ways to implement linkbaiting: test files with reviews of products and services; online tests and various checks; free expert consultations; convenient services and video materials; e-books; the ability to download certain software for free. Linkbaiting is widely used in social networks, blogs, groups, where exciting content or a post is instantly distributed on the network, increasing the targeted traffic of the web resource.

9. RSS-marketing (submission of news about the company and its products in news feeds).

10. Management and promotion of corporate Twitter.

11. Developing your own hashtag on Twitter. A hash tag is a word or phrase preceded by the # symbol. You can combine a group of messages by topic or type using hashtags. For example: #Coca-Cola,

Documentary studies and information activities, etc. Short messages in microblogs of social networks such as Twitter, Instagram, Google+, Facebook can be tagged with a hashtag. Hashtags provide an opportunity group similar messages, so you can find a hashtag and get a set of messages containing it.

12. Organization of promotions on Twitter.

13. Creation and promotion of a list of Twitter channels related to the brand.

14. Publication of statuses on Facebook.

15. Recording and promotion of podcasts on podcast directories. Podcasting is the process of creating and distributing sound and video files (podcasts) in the style of



radio and television broadcasts on the Internet, that is, a podcast is either a separate audio file or a regularly updated series of such files published on one Internet resource with the possibility of subscription. Podcasts usually have a certain topic and publication frequency. The creation and arrangement of podcasts is done by an amateur podcaster (it can be the above-mentioned activist brand) or on a professional basis. For convenient listening to podcasts, software such as I Tunes, Rhythmbox, etc. has been created, which monitors the update of podcast tapes and their automatic download.

16. Maintaining and promoting a video blog.

17. Creation of online TV.

18. Creation of a sales system through social networks.

19. Building a partner system in social networks.

20. Lead generation through company communities. A lead is a site visitor who became interested in the company's products, that is, became its potential customer. Lead generation in this case means obtaining information about the lead in various ways and turning it into a real client of the company. Lead can show interest in the company in various ways: for example, purchase one of the company's online coupons for a discount on visiting a movie or a beauty salon. If the coupon is valuable enough, many people will want to get it. For this, the leads will be ready to register and leave their contact details. They can fill out a feedback or registration form. For example, a site user needs to complete a simple registration in order to receive news of a company he is interested in. Thus, the visitor receives relevant information, and the company receives a lead. Next, you can use training to generate leads webinars, collecting names from potential customers; name; E-mail (it will provide an opportunity to contact the future lead during advertising campaigns, if the company makes a mailing); the name of the company, if the client is commercial (this information will allow you to track what kind of business he has and how much benefit he can get from the company's products; position; phone number (it is necessary for the sales department to contact the client and start a dialogue with him ) etc. You can generate leads:

- on the so-called landing page (target page). This is a web page where a visitor enters with a specific purpose: to register, download a link, etc.;

- through forms. They are located on landing pages and consist of several fields (as in the above example) that collect information in exchange for some valuable free offer for the lead;

- through an offer. This is content or anything else that has value to the visitor and is located on the landing page. The offer must be valuable to the visitor and interest him so that he shares his personal information in exchange for access to it;

- a call to action. This is usually an image, button or message that prompts the site/blog user to take some action.

The next group of SM-marketing tools relates to content promotion and consists of:

1. Writing articles for Wikipedia.

2. Implementation of thematic links in existing articles on Wikipedia.

3. Creation of lenses on Squidoo and compasses on MoiKompas. Squidoo is a service that allows anyone to create lenses - thematic pages dedicated to a certain issue. Squidoo is both an encyclopedia and a social network. Squidoo lenses are used for promotion of sites, both English and Russian. For Russian-language sites, the benefit will be an increase in Google PageRank (hereinafter simply PR), a numerical value that determines the degree of "importance" of a page in the Google search engine. It depends on the number of external links to this page and their weight (importance), in other words, on the number and quality of links. PR is an algorithm for calculating page authority used by the Google search engine. PR is one of the auxiliary factors in the ranking of sites in search results. It should be noted that when calculating PR, Google does not take into account all links, but filters links from sites specifically designed to accumulate links. Squidoo lenses in combination with social bookmarks and news are good for increasing PR. In addition, links from lenses have a good effect on search positions, and can also provide additional targeted traffic to the site. Each lens should be dedicated to a single issue or theme. It can be a car model, favorite movie, hobby, city, etc. Compasses on the Russian-language resource MoiKompas have approximately the same content load.

4. Video promotion on video aggregators.

5. Promotion of photos on photo aggregators.
6. Promotion of audio content.
7. Promotion of the presentation in social networks (SlideShare, etc.).
8. Writing and distribution of social releases.
9. Placing unique free content on the site (blog) (for example, a plug-in or e-book, the text of an interesting lecture).
10. Noting users on promotional content.

SM-marketing also includes a group for activities related to conducting interactive promotions, namely:

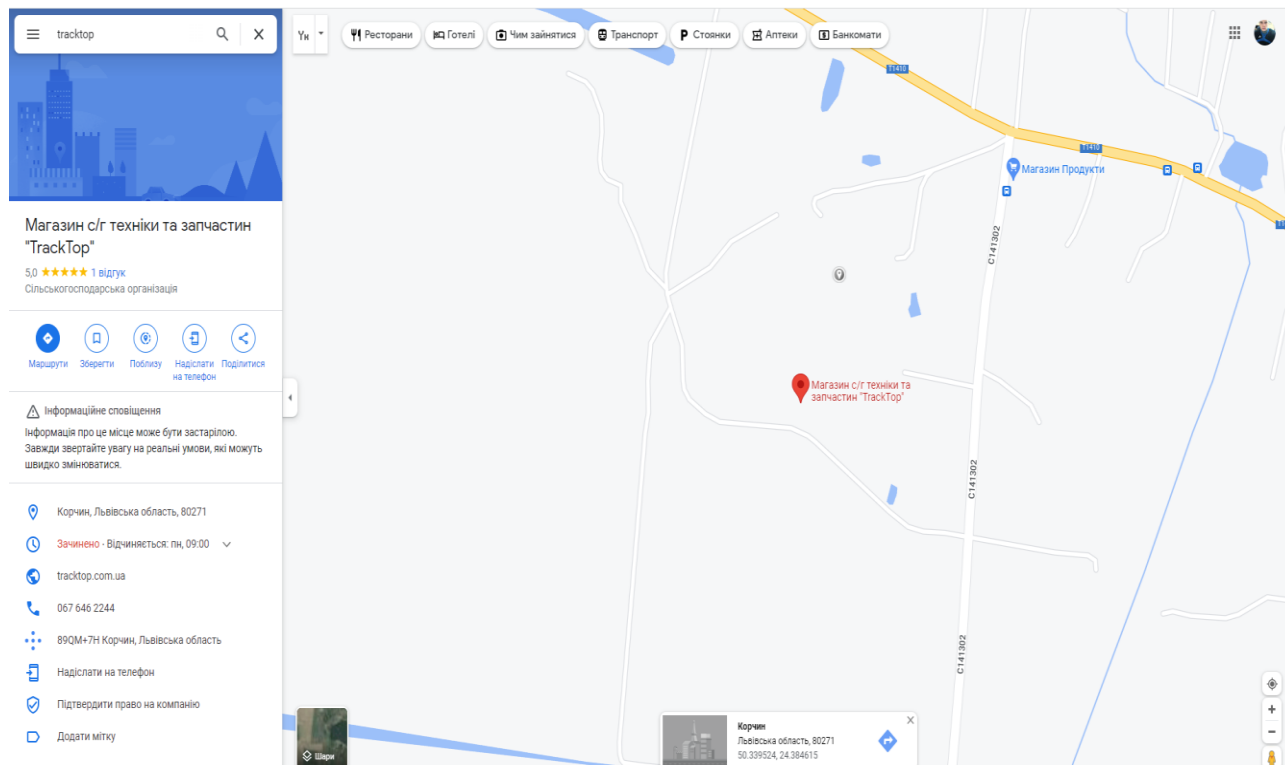
1. Conducting webinars to attract customers.
2. Conducting virtual flash mobs.
3. Participation in relays, contests and flashmobs in the blogosphere.
4. Conducting surveys related to the brand.
5. Providing exclusive product terms for community members or blog subscribers (discounts, free classes, etc.).
6. Motivating users to create brand-related content.
7. Conducting a consulting campaign with an expert in the social community.
8. Conducting an open testing campaign for thematic community participants.
9. Organization and holding of games in social networks.

In our opinion, all the above measures are absolutely suitable for Ukrainian enterprises and can be used by domestic Internet marketers.

Support for marketing purposes of interactive elements such as promotional applications, Product Placement (placing information about goods and services) in promotional applications, “branches” of online stores in social networking applications and widgets are still very new for domestic specialists and are not common.

The same can be said about the promotion of products in niche social networks, which include closed social networks such as leprosorium in Russia, content distribution in narrowly thematic social networks such as Russian Habrahabr, Dirty.ru, Profeo.com.ua, last.fm, dopple.com in Ukraine, etc.

But the current expediency of creating news on social news services, even creating your own social network, tying a brand to a geographical points on geo-services (GoogleMaps) (Fig. 3), promotion through recommendation social networks (for example, Imhonet) is not in doubt.



**Fig. 3. Screenshot of the “TrackTop” store of agricultural machinery and spare parts binding to the geographic point on the GoogleMaps geo-service [270].**

In our opinion, the SMM manager's work with “opinion leaders” is very important. Forms of such work, according to the classification of D. Khalilov, are interaction with communication hubs in social networks, organization of offline events for bloggers, conducting testing campaigns for bloggers, initiation of controlled leakage of information into social networks and the blogosphere, initiation of publication of promotional posts, involvement of celebrities in community or corporate blog, creation of closed communities for communication with “opinion leaders”.

Manifestations of communicative activity on social platforms are quite obvious and widespread tools among SM marketers, namely:

1. Communication with the audience on forums.
2. Organization of hotlines in thematic communities.

3. Neutralization of negativity on communication platforms.
4. Organization of consulting promotions on communication platforms.
5. Hidden marketing.
6. Promotion on question-answer services.
7. Publication of articles on communication platforms.
8. Creation of a customer support system in social networks.
9. Permanent representation of an employee or secretary of the brand in the widespread thematic community.

Classic viral marketing has received a “new lease of life” in social media through the creation and distribution of memes, viral infomercials, viral content, and in general, viral sites. Internet memes are information (links, texts, pictures, even conversational structures) that are usually transmitted by users to each other over the network. This is done for entertainment purposes, but other information, including provocative information, can be spread in the same way.

Of course, in the arsenal of SM-marketers, a specific weight continues to be occupied by the toolkit of bringing a branded information resource to the ratings and tops, for example, to the top of Livejournal (Live Journal) or another sector of the blogosphere, targeted and media advertising in social networks, placing ads here, etc.

In my opinion, the following group of personal branding techniques is called to increase the level of trust of potential customers in the company's products, which is one of the most important components in the concept of relationship marketing. These methods are quite labor-intensive, but the results of their use are impressive.

The group includes: creating and promoting a personal profile; creation and promotion of a promotional character; running a role-playing blog on behalf of a promotional character; branding of user avatars; accumulation of “fans” in social networks Facebook, Instagram, Twitter; the participation of a company representative in the management of a popular collective business on the Internet. The analysis of groups of SM-instrumentary made it possible to identify the most used of them at the present time in domestic areas and promising ones. There are also those that do not integrate well with the national mentality, for example, work with brand activists. But

in general, the analysis showed that work with the target audience in social media is currently the most promising form of marketing work, the possibilities of which are extremely expanded by modern Internet communication technologies.

The whole essence of the above-mentioned use of Internet services and resources is to increase the profit of both industrial and agricultural enterprises, all this can be described by the term – economic efficiency.

The economic efficiency of building an enterprise e-commerce system based on a web server in the Internet environment can be defined as the ratio of the result of its application to the costs associated with the development and operation of the system.

The definition of economic efficiency is based on the definition of the main cost items and the reduction of costs thanks to the use of the electronic commerce system.

Total costs can be divided into one-time capital costs and operating costs.

One-time costs include:

- costs of initial analysis and planning;
  - the cost of the necessary equipment;
  - software cost;
  - investing in the organization of communication lines and additional equipment;
  - the cost of auxiliary equipment, for example, computer equipment, required to update information on the web server and its design or to perform functions to ensure the operability of the web server;
- expenses for the training and retraining of personnel, in the case of their involvement in ensuring the performance of the web server.

Operational costs include:

- staff wages;
- expenses for auxiliary materials;
- contributions for a domain name;
- rent for communication channels;
- payment to the Internet service provider for providing access to the web server from the Internet, for providing space on one's own server, or for maintaining the company's web server in the case of placing it with the provider;

- depreciation deductions;
- additional costs in case of involvement of third-party companies in the development of the server, its design, performed functions;
- expenses for advertising campaigns, etc.

The sources of savings depend on the functions performed by the web server.

Savings arise due to the use of electronic communications instead of traditional ones: costs for printed products, for telephone conversations and sending faxes are reduced; thanks to the provision of the necessary information, pre- and post-sales support for consumers is provided; when organizing a virtual store, the need to organize a traditional store and the corresponding costs disappears; in the case of using Internet channels, the need to use traditional distribution channels disappears.

At the same time, it should be taken into account that the implementation and use of a web server is not a one-time task, this process is always stretched over time.

In addition, it should be taken into account that, in addition to reducing costs, the organization of the presence of the firm on the Internet with the help of a web server can bring profit with the help of:

- improving the image of the company's trademark;
- promotion of the company's goods;
- acquisition of new consumers;
- adding a new product distribution channel;
- improvement of service to existing and potential customers.

Assessment of integration with the information system of the enterprise

Evaluation of organizational aspects reveals the integration of new ways of building marketing activities of the enterprise into the structure of the existing enterprise.

The indicator of integration with the existing information system characterizes the degree of combination of performance of various functions of the new and the existing information structure.

As an example of performed functions, it is possible to cite the maintenance of databases, the combination of which can, for example, reduce the number of necessary actions for entering information and thereby increase the efficiency of the enterprise.

Marketing performance indicators.

Marketing indicators characterize the effectiveness of the marketing program for the implementation and promotion of the web server in the Internet environment and determine the effectiveness of the use of web-marketing tools. They are based on the analysis of information obtained from web server log files or as a result of the use of “cookies” files. The obtained data can be used with the greatest efficiency in the case of tracking their change over time, and they can serve as criteria for adjusting both the entire plan for the implementation and promotion of the web server, and for reviewing the measures taken within the framework of the developed marketing program for the promotion of the server. The following indicators can be distinguished:

- Effectiveness of different logins to the server. It characterizes the effectiveness of using various sources of attracting visitors to the server. It is defined as the ratio of the number of visitors who used this source to the total number of visits to the server.

- Attendance of web pages of the server. Describes the popularity of server pages. Defined for each page as the ratio of page visits to the total number of server visits.

- Effectiveness of banner advertising. Determines the effectiveness of each advertising banner and allows you to compare them and improve them. It is based on the analysis of the contingent of visitors who, under the influence of advertising, used the link banner and went to the company's web server with its help. It is defined as the ratio of “clicked” (from the word click) visitors to the page on which the banner is placed, to the total number of its visitors.

- Effectiveness of converting server visitors into buyers (in the case of implementation on the web server of a virtual store). It is defined as the percentage ratio between the number of visitors who went to active actions to purchase goods and the number of unique visitors to the server.

- Number of repeat visits. It characterizes the performance of the second main function of web marketing after the initial attraction of visitors to the server, namely the implementation of a greater number of repeated visits to the server. It is defined as an average value equal to the ratio of the total number of visits to the server to the number of its unique visitors.



Example: On information server N, 100,000 banner impressions were purchased for advertising a newly created online store with CPM = \$5.50 cents.

Accordingly, the cost of advertising amounted to 500 dollars. For five days of use, the server administration provided the following information to the advertiser: the banner was shown a total of 100,000 times, while the number of unique users was 40,000 people, clicks - 2,000. Let's present these data in terms of Internet advertising:

$$\text{AD Impression} = 100\ 000;$$

$$\text{AD Reach} = 40\ 000;$$

$$\text{AD Frequency} = \text{AD Impression} / \text{AD Reach} = 2,5;$$

$$\text{CTR} = 2\%.$$

First, let's calculate the value of AD Exposure, which is approximately 70% of AD Impression and will be equal to 70,000. Having determined the ratio of the total amount spent on advertising to the value of AD Exposure, we will get the actual cost of one advertising contact for this advertising platform. It will be CPE = 0.007 USD. The cost of contacting a unique user can be calculated by dividing the cost by the AD Reach. We will get the amount of CPUU = \$0,0125. for contact It is easy to calculate the CPC value: it is defined as the ratio of costs to the number of clicks, and it is 0.25 dollars. (\$500 / 2,000).

Since the average user saw the ad 2.5 times, let's assume that 65% of the unique users who saw it remembered it. That is, we get 26,000 users informed about the new online store (the cost of each thousands of CPAW = \$19,2).

The actual number of visits to the advertised site, according to the visit counters on its home page, was 2,010, of which 1,990 were unique visitors.

Let's determine the cost of one thousand unique visitors:

$$\text{CPV} = \$500 \times 1000 / 1990 = \$251,26$$

Of the 1,990 people who visited the promotional website, 210 placed purchase orders within five days. On the basis of these 250 data, you can calculate STV and SRV:  $\text{STV} = 210 / 2000 = 10,5\%$ ,  $\text{SRV} = 500 / 210 = \$2,38$ .

However, only 200 people actually made the purchase: seven potential customers canceled the order for various reasons and three provided incorrect data when making

the purchase. As a result, the cost of selling CPS turned out to be equal to 2,5 dollars. ( $\$500/200$ ). The average amount of the order made by users was \$50, so the turnover is \$10,000. Based on the fact that the cost of each sold unit of the product is on average 45 dollars, you can calculate the profit without taking into account advertising costs: 10,000 dollars.  $-(45 \text{ dollars} \times 200) = 1000$  dollars. The net profit in this case will be  $1,000,500 = \$500$ . Dividing the profit by the cost of banner impressions, we can determine that for every dollar invested in advertising, a profit of one dollar was obtained [270].

An interactive form was placed on the advertising site, in which visitors were invited to rate the level of service offered by the firm on a five-point scale, as well as an e-mail address for sending suggestions for improving the quality of service. A total of 200 visitors from among those who came to the server from the traffic generator used the form (therefore, the conditional price of one click-through was  $CPA = 2,5$  dollars).

**Conclusions.** This does not take into account:

- 200 involved customers who may not be limited to one purchase and will tell their friends and acquaintances that they purchased a product with the help of such a site, providing additional income;
- delayed demand – a part of potential customers, without making an operation during the analyzed time period, can return to the site later (for example, after waiting for wages) and purchase the product online or go directly to the offline store of this company, finding out its address on the Internet.

Having similarly calculated the effectiveness of advertising publication on various web resources, it is possible to conduct a comparative analysis of the advertising platforms involved, as well as to derive percentage ratios that determine the effectiveness of the display of advertising in different publishers relative to the overall results of the advertising campaign.

## **15. The concept of forming the marketing strategy of agricultural enterprises**

The article is devoted to the topical issues of defining the concept of forming the marketing strategy of agrarian enterprises. Various approaches to the formation and essence of the marketing strategy of enterprises are analyzed. It is noted that the formation of a marketing strategy is the main stage in the process of strategic management of an agricultural enterprise, it plays a significant role in the enterprise's activity. The marketing strategy is considered, which is part of the general corporate strategy of the enterprise and is designed to describe how the enterprise should use its resources in order to increase the profit from economic activity in the long term. The main components of marketing strategy development and formation, which are essential for agricultural enterprises, including information gathering and market research, are analyzed; analysis of external and internal components of agrarian business; creation of action plans and identification of competitive advantage; choosing the best plan that corresponds to the common mission of the enterprise; strategy implementation and evaluation. It is noted that at the current stage, the marketing strategy of enterprises can be focused both on the entire market and on separate target segments, taking into account the main strategic directions: the strategy of mass or undifferentiated marketing, focused on the market as a whole; the strategy of differentiated marketing, the goal of covering the largest possible number of market segments by means of the production of goods specially designed for this is realized; concentrated marketing strategy, efforts and resources of the enterprise are directed to one market segment. It has been proven that the influence of the chosen concept, which must take into account all components of agricultural production, is of particular importance in the formation of a marketing strategy: seasonality and cyclical production, the duration of the operating cycle, the interrelationship of the branches of agricultural production, the price of products, assortment and quality, the direction of product sales and influence of all generalizing factors on managerial decision-making. An important component is that managers of agricultural enterprises recognize the proper importance of marketing, the need to develop a marketing strategy and the

conditions for its effective implementation.

Analysis of recent research and publications. A large number of works by foreign and domestic scientists have made a significant contribution to the formation and essence of the marketing strategy of enterprises. Among foreign authors, this issue was studied by: M. MacDonald, R. Akoff, M. Porter, J. Lamben, A. Strickland, I. Ansoff. Among the domestic ones, A. Vojchak, N. Kudenko, I. Reshetnikov, R. Logosha, A. Starostina, S. Tyutyunnikova, N. Chukhrai, O. Tyshchenko and others have received more attention and substantial work. However, the issue of the concept of forming a marketing strategy of agricultural enterprises is still relevant and timely.

As E. Ivchenko notes, strategy formation is the main stage in the process of strategic management of an agrarian enterprise, plays a significant role in the enterprise's activity and covers all levels of strategic planning [274].

I. Reshetnikova emphasizes that the company's marketing strategy should be embodied in an action program that specifies strategic goals and determines the means to ensure its implementation [272, p. 207].

F. Kotler, considers the marketing strategy as a coincidence with the general strategy of the enterprise, in his opinion, it is a general plan of marketing activities with the help of which the company expects to achieve its marketing goals. It consists of separate strategies for target markets, positioning, marketing mix and budget of marketing activities, reproduces the strategies of each of the elements of the marketing mix and explains what reaction each of them foresees to threats, opportunities and problems. Thus, the marketing strategy is a plan for achieving the marketing goals of the enterprise [273].

Highlighting previously unresolved parts of the overall problem.

However, precisely because of this, the investigated issue of the concept of formation of the marketing strategy of agricultural enterprises, despite the significant attention of scientists, is quite relevant and timely and requires further consideration and improvement.

Formulation of the goals of the article (statement of the task). The purpose of the article is to investigate and analyze the peculiarities of the concept of forming a

marketing strategy and to form recommendations for the further activities of agricultural enterprises.

Presentation of the main research material. A strategy is a plan or method of any activity presented in a general form for a long time. The strategy is developed in any direction in order to use the company's available resources as effectively as possible to achieve the main goal.

According to F. Kotler, the marketing strategy is a kind of plan for achieving the company's marketing goals and should provide for market segmentation, that is, the selection of individual groups of consumers; the selection of target markets, which will make it possible to determine the target segments on which the company will focus its activities; positioning the product on the market, and therefore establishing the place of the product among competitors' products; definition of target competitors; determination of competitive advantages [273].

The marketing strategy is part of the overall corporate strategy of the enterprise and is designed to describe how the enterprise should use its limited resources in order to increase the profit from economic activity in the long term [275].

When defining the structure of the marketing strategy, the target market and the target segment should be taken into account, this is necessary for a competent correlation of the company's capabilities and market attractiveness. Enterprises have to decide what products they will produce and what services they will provide to consumers. Defining target customer groups is especially important. The correct choice of its target group will allow the enterprise to satisfy the needs of the most important groups of consumers as fully as possible, which will contribute to strengthening its position on the market. According to the well-known rule of thumb, 20% of buyers can bring 80% of the company's profits if this target group is defined correctly.

In our opinion, enterprises need to define their positions in the conquered market segments. Here it is necessary to develop your own competitive advantages in order to distinguish your trademark in the eyes of consumers. In this case, it is necessary to establish options for the use of various marketing tools for consumers in the main areas: product, price, promotion, distribution, so that the enterprise positions itself in the

market in a certain way. Usually, the marketing complex includes: product policy, pricing, promotion, distribution and sales policy.

For agricultural enterprises, the marketing strategy should take into account the peculiarities of agricultural production related to:

- seasonality of production and dependence on natural and climatic conditions, therefore the results of production are unpredictable;
- the long duration of the operational cycle of production of products with the determination of financial results at the end of the year;
- a high level of competitive environment in the industry, especially within a certain geographical region, due to the presence of a large number of similar farms;
- cyclical production of products;
- interconnection of branches of agricultural production;
- the range of manufactured products, their purposefulness and significance for the final consumer;
- a large number of organizational forms of management.

The main goals of a marketing strategy are usually:

- increasing the volume of sales, which can occur in two ways: by increasing the flow of customers and the number of orders;
- increasing the company's profit;
- ensuring the attractiveness of products for one or another target audience;
- conquest of a larger share of the market space;
- achieving leadership positions in its market segment.

The development of the general marketing strategy of agricultural enterprises is an important component of business development. This strategy includes a series of steps focused on market segments, the attributes of these segments and the formation of a strategy taking into account the needs of each segment. Strategy formation is a continuous process of discovery and creativity. Therefore, forming a strategy is not easy, but it should not be difficult.

In our opinion, the development and formation of a marketing strategy should take into account a number of steps that are basic for agricultural enterprises:

1. Collection of information and market research. The concept of creating and maintaining a "competitive advantage" is a key component of strategy formation. Therefore, it is not surprising that the first component of strategy building is information gathering and market research. Be sure to spend time collecting data, obtaining reliable information is the basis of developing an effective marketing strategy. The better the information received, the better the strategic plan will be developed.

2. Analysis of external and internal components of agrarian business using SWOT and PEST analysis. An analytical tool used to gather information and manage the decision-making process for strategic advantage. Internal analysis determines the strengths and weaknesses of agrarian business. When developing a marketing strategy, competitive advantages will be a key factor. Opportunities and threats are external factors in relation to enterprises, and therefore, rather, the enterprise must change along with the change of external factors and respond to them. Examples of opportunities and threats include new markets, expanding markets, government regulation or incentives, new technologies that increase competition, lower or higher barriers to entry in new markets, or other economic conditions. The main direction of external analysis is the assessment of competition. For the formation of a marketing strategy, it is necessary to analyze and take into account the influence of a number of non-market factors: macroeconomic, political, social factors and the development of technologies.

3. Creation of action plans and identification of competitive advantage. At this stage, it is important to gather information and identify external opportunities and internal strengths. It is worth combining the two approaches and developing alternative plans that will allow you to benefit from the strengths and opportunities of the enterprise and mitigate the weaknesses and threats. In our opinion, attention should be paid to the formation of alternative plans when forming a marketing strategy.

4. Choosing the best plan that meets the common mission of the enterprise. At this point, it's a good idea to review previous steps 1-3 and choose the plan that best suits your business overall. Once all the options have been identified and the best strategy has been chosen, it must be ensured that it is aligned with the mission and

goals of the enterprise. The overall strategy is derived from the component strategies, including marketing strategy, production/operational strategy, financial strategy, and management strategy.

5. Strategy implementation and evaluation. The implementation plan is very important, given the successive steps of formation, implementation and evaluation of the chosen strategy.

Application of a marketing strategy is the gradual implementation of an interrelated set of operational level strategies, which can include sales, advertising, pricing, etc. strategies. In today's world, it is not easy for enterprises to maintain or increase the share of the existing market, but they are searching for new markets, which makes it possible to expand them at the regional or international levels. The dynamic development of agricultural markets requires constant monitoring and perspective analysis.

The classification of the formation of marketing strategies can be based on various features. The most common is the division of marketing strategies into the following groups:

1) Concentrated growth. The strategy assumes a change in the product sales market or the improvement of the product itself in accordance with the consumer's requirements, and is also aimed at fighting competitors with the acquisition of the appropriate market share, an expanded market search for an already existing product, and improvement of the products themselves.

2) Integrated growth. The main goal is to expand the structure of the enterprise, i.e. «vertical development», which will provide an opportunity to expand the production of new goods and services. As part of the implementation of the integrated growth group, enterprises should plan and exercise control over structural divisions, intermediaries and suppliers, as well as determine measures of influence on the final buyers of products.

3) Diversified growth. The strategy is used when the enterprise does not have the opportunity to develop in real market conditions with a certain type of product or service. Enterprises can focus on the production of a new product or service, but at the



expense of old, already available resources, while the product may differ slightly from the ones produced or be fundamentally new to the market.

4) Abbreviation. The strategy is aimed at increasing the efficiency of the enterprise after its long-term development. Enterprises can carry out reorganization (reduction or merger of individual units), or its liquidation (gradual reduction of activity to zero while obtaining the maximum possible income).

So, at the current stage, the marketing strategy of enterprises can be focused both on the entire market and on individual target segments. In this case, three main strategic directions can be implemented:

Mass or undifferentiated marketing strategy. Oriented to the market as a whole, without any differences in purchasing demand. The competitive advantage of products is achieved mainly by reducing the costs of its production.

Differentiated marketing strategy. In this case, the goal of covering the largest possible number of market segments is realized through the production of goods specially designed for this, taking into account the improvement of quality, design, packaging and other components.

Concentrated marketing strategy. The efforts and resources of the enterprise are directed to one market segment, and, accordingly, the goods are offered specifically for the target audience. Focus on the originality of a certain type of product. This strategy is most suitable for enterprises with limited resources.

Conclusions from the conducted research and further prospects in this direction. The formation of the concept of an effective marketing strategy and the conditions for its implementation is an important and necessary issue for enterprises, because the implementation of a marketing strategy in the practical activities of agricultural producers stimulates a prompter adaptation of the enterprise to the market environment, ensuring its competitiveness and sustainable development. For agricultural enterprises, the influence of the chosen concept is of particular importance when forming a marketing strategy, which should take into account all components of agricultural production: seasonality and cyclicity of production, the duration of the operating cycle, the interrelationship of the branches of agricultural production, the price of

products, assortment and quality, the direction of product sales and influence of all generalizing factors on managerial decision-making.

An important component is that managers of agricultural enterprises recognize the proper importance of marketing, the need to develop a marketing strategy and the conditions for its effective implementation.

## **16. Marketing of the region as a tool for attracting investment**

Currently, most regions of Ukraine face the problem of improving their image and investment attractiveness, identifying priority areas of development, and creating effective interregional integration programs.

The marketing approach to managing regional development from the perspective of increasing the investment attractiveness of the region is rarely used in practice. So far, no marketing programs for the development of the region and methodology for managing regional marketing have been developed. However, it should be noted that the development of regional marketing programs is an urgent task for the economic development of regions. After all, marketing creates a basis for the economic activity of regional enterprises, allows the implementation of effective market mechanisms at the macro- and microeconomic levels, and provides answers to a large number of questions related to the allocation of priority goals and tasks for the development of the region [280].

Regional marketing management implements the economic function of increasing business activity, attracting investments, and solving social and economic problems. In this regard, marketing ensures the formation and promotion of a positive image of the region, capable of attracting investments and most advantageously presenting and realizing the advantages of the economic potential of the region, is of scientific and practical interest.

Theoretical and applied aspects of marketing in investment activities were studied by V. Gerasymchuk, B. Gunsy, S. Ilyashenko, E. Krykavskiy, I. Mazur, N. Mykytyuk, O. Pisotska, T. Priymak, S. Kharichkov, N. Chukhray, V. Shapiro et al. The list of scientists researching the issues of investment and marketing, marketing strategies is not limited to the mentioned ones, however, this subject has not yet been fully disclosed. Issues regarding the role of marketing and marketing tools in the process of investment attraction, formation and development of the market of investment resources have not been sufficiently covered yet.

The socio-economic development of the region largely depends on its ability to attract investments. Currently, the investment attractiveness of the region determines the degree of its competitiveness. The influx of investments into the region creates prerequisites for the growth of labor productivity and the quality of life of its population. At the same time, the stability of favorable investment conditions is an important factor of investment attractiveness.

The investment activity of the region represents the intensity of attraction of investments in fixed capital. The investment attractiveness of the region is the objective prerequisites for investment and is quantitatively expressed in the amount of capital investments that can be attracted to the region, based on its inherent investment potential and the level of non-commercial investment risks [278]. The investment attractiveness of the region is based on the investment policy implemented in one or another region.

At present, Ukraine is witnessing an intensification of regional competition for investment resources. Mechanisms are constantly being improved, new approaches are being created to activate investment processes. Each region is trying to develop its effective investment policy. In this regard, it is reasonable to develop the concept of investment attraction at the territorial level. To do this, it is necessary to choose priorities for the development of the region, taking into account the structure of the economy. The influx of investments should, first of all, be directed to the strengthening and diversification of export potential, the promotion of competitive goods and technologies on the market external to the territory, the development of import-substituting industries, the introduction of advanced technologies and the modernization of industry.

In our opinion, the concept of regional marketing is the most promising and implements marketing management actions that contribute to the inflow of investments into the region. At the same time, this concept forms a new type of thinking of regional managers and entrepreneurs, contributes to the maximum satisfaction of the needs of the residents of the region and participants in the investment process identified in the course of marketing research. In the conditions of an innovative or information-creative

economy, the image and brand of the region, as well as the marketing strategies of its development, are a necessary factor in realizing the regional potential to the greatest extent [278].

Marketing of the region is a system of attracting new economic agents to the region, contributing to the prosperity of the region as a whole. The investment attractiveness of the region largely determines the level and quality of life of its population. Investments are both a cause and a consequence of economic growth, representing the relationship and interaction of the main economic categories.

It is necessary to understand that the marketing of the region is aimed at the promotion of products, services, goods, enterprises, industries that are characteristic of the territory and, of course, to attract investment in these industries. And in order to achieve this goal, it is necessary to develop a competitive policy of the regions. And the competitive orientation will be expressed in the creation of better, compared to other regions, conditions for doing business, education, tourism, living and conditions for investment.

In order for the region to become more attractive for investors, it is necessary to develop a development strategy, a marketing strategy, develop infrastructure, demonstrate competitive qualities, and develop informational materials.

To date, in the management of the development of the region, only separate marketing tools are used, a systematic approach to the organization of regional marketing has not been formed. At the same time, only the creation and implementation of a system of marketing activities at the level of the region, and not individual marketing measures, will contribute to increasing the level of its competitiveness, and, therefore, investment attractiveness.

The system of marketing activities of the region, aimed at increasing investment attractiveness, should include analysis and forecasting foreign markets; clear formulation of priority goals and strategies for the development of the region; development of a marketing complex.

Analysis and forecasting of foreign markets, in turn, involves assessing their potential, identifying strengths and weaknesses using SWOT and clear formulation of

strategies and goals based on the general strategic goals of the region's development. In many ways, the strategic goals of the region's development and its investment attractiveness are determined by a set of marketing tools for the distribution of products produced at the region's enterprises with investments. Therefore, the formation of priority strategies and goals for the development of the region from the point of view of a set of marketing measures should be based on:

- product strategy positioning and regional market segmentation, as well as portfolio analysis of products produced in the region;
- experience of successful regions with a more favorable investment climate;
- choosing a growth strategy for sustainable regional development;
- creation of an optimal sales network;
- formation of the communication policy of the region.

As you know, the main product in regional marketing is the territory of the region, which necessarily has its competitive advantages and disadvantages[281].

The relationship between the marketing system and the investment attractiveness of the region is shown in Fig. 1.

Thus, it is necessary to understand that the marketing of the region becomes an important tool for increasing investment attractiveness, aimed at the constant promotion of positive information about the region in order to create a favorable attitude towards it, towards products and services and local business conditions.

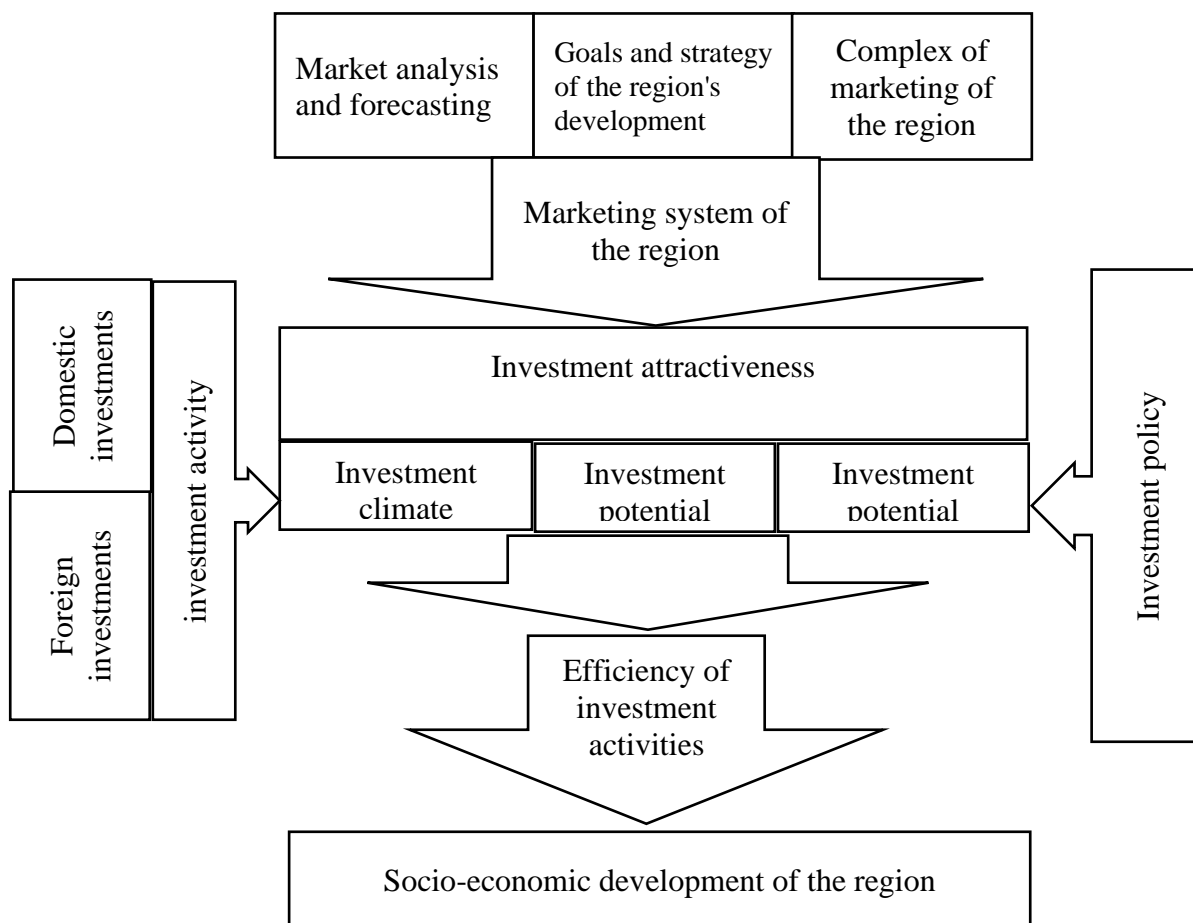


Fig. 1. The relationship between the marketing system and the investment attractiveness of the region

In recent years, foreign investments in Ukraine have been growing at an impressive pace. Statistical data over the past few years indicate a steady increase in the volume of direct foreign investment in the economy of our country, although, according to specialists, the volume and pace of foreign capital investment have decreased somewhat.

During 2021, 45 investment projects with a total cost of UAH 900 million were implemented in the region, 725 new jobs were created, including 23 projects were implemented in agriculture (with a total cost of UAH 235 million, 215 new jobs) and 22 investment projects were implemented in the industrial sector of the economy (with a total cost of UAH 665 million, 510 new jobs were created), of which, by industry:

- food and processing - 11 projects worth UAH 200 million, 170 jobs;
- alternative energy - 7 projects worth UAH 415 million, 20 jobs;

- pharmaceutical industry - 1 project worth UAH 22 million, 250 jobs;
- mining industry - 1 project worth UAH 0.3 million, 10 jobs;
- others - 2 projects worth UAH 28 million, 60 jobs;

In the region, private investors are implementing 135 investment projects for a total amount of UAH 10.32 billion, which will allow the creation of an additional 6,490 new jobs, of which 61 projects are implemented in the agricultural sector (worth UAH 860 million, it is planned to create 810 new jobs ). In the industry, 74 long-term investment projects are being implemented (the period of their implementation is 2017-2020 p.p.) for a total amount of UAH 9.47 billion, which will allow the creation of an additional 5,680 new jobs.

In 2016, the measures envisaged by the Program for the Development of International and Cross-Border Cooperation of the Vinnytsia Region for 2016-2020 and aimed at increasing the level of innovation and investment capacity of the regions, as well as the development of cross-border cooperation, were successfully implemented.

In particular, in order to improve the image of the region abroad, to present its economic, agro-industrial, natural, scientific, cultural and industrial potential, to increase the level of awareness of the Vinnytsia region in the world, the participation of delegations of the Vinnytsia region in international exhibitions, business forums, and visits were organized representatives of international organizations and the diplomatic corps of various countries of the world to the Vinnytsia region, an international conference was held on the territory of the region, the IV International Investment Forum "Vinnytsia – Business in the Center of Ukraine", the III Swedish-Ukrainian Forum on Energy Efficiency and Clean Technologies.

While in Ukraine, the marketing approach to managing regional development from the standpoint of increasing the investment attractiveness of the region is used very rarely. Regional development marketing programs and regional marketing management methodology have not been developed. When applying marketing technologies to promote the region as a product, it is important to correctly define the



target group of consumers – these are domestic and foreign investors who meet the needs of economic development to the greatest extent.

Thus, it is necessary to understand that the marketing of the region becomes an important tool for increasing investment attractiveness, aimed at the constant promotion of positive information about the region in order to create a favorable environment for attracting investments.

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