

7. Theoretical and methodological aspects of brand management at the enterprise

Recently, brands as symbols of consumer culture are a key means of demonstrating identity, a determinant of social space, a "mirror" of social reality in the target market. That is why the role and meaning of the brand and branding is particularly important and relevant. Therefore, the analysis of the brand and brand advantages provides grounds for studying trends and dynamics, as well as transformational changes in modern economic conditions [99]. Let's consider the evolution of the brand concept. Thus, different scientists and researchers interpreted the concept of "brand" in their own way. Some scientists claim that the brand was the main asset of enterprises in the target market even in the 21st century. Even if we can manage certain components of the brand, its true and realistic meaning and value are determined by consumers. The following terms are quite common, such as "brand messages", "brand associations", "brand structure", "brand contacts" and "brand equity".

In his works, the researcher Anholt convincingly proved that it is the consumer who perceives the brand according to the analogy with the personality. It is about the personification of the brand. Therefore, consumers relate to the brand as a person, thereby giving it personal characteristics. The content of this is in the plane of personality psychology. The researcher proposed the concept of "brand individuality" to interpret the unique perception of the brand by the target audience. We are talking about the individuality of the brand as a set of personal traits and characteristics that are positioned with the brand [89, p. 69].

Currently, in the conditions of fierce competition, the company, which is widely known, has a rather difficult task, which is how to maintain its position in the market and maintain the efficiency of its activities. Usually, the heads of most organizations take a number of measures and steps to build up and increase their market share, reduce costs in order to implement price competition, and others. After the appearance of a new product on the market, as a rule, a special impression appears - either positive or

negative. Sometimes the combination of certain characteristics with the help of which the consumer gets an impression of the product is called a brand. A brand is a certain impression of goods and services that is reflected in the minds of consumers [103, p. 22].

Currently, the term "brand" occupies an important place in marketing research, but at the same time it needs some clarification. Different authors provide different definitions of the brand and its weight and meaning for different target audiences. So, the term "brand" comes from an old Norwegian word that means "roots" and is interpreted literally as "to burn". In ancient times, a brand was called a brand, which was usually put on cattle, in order to mark its belonging to a specific person-owner. Therefore, in modern dictionaries of foreign words, the interpretation of the brand is often found precisely as a trademark. It is also known that in ancient Rome, a brand was called a brand, which was burned as a result of burning markings on the body of livestock or on the product as a sign that allowed to identify the products. There are known facts of the use of the brand even in the times of Ancient Egypt. It was then that artisans branded the bricks they made so that the creator of each brick could be identified. In encyclopedias, there is documentary evidence of the appearance of trademarks even in Greek and Roman lamps, as well as Chinese porcelain. It is worth noting the trademarks that were used in India as far back as 1300 BC. The term "branding" was popular back in the Middle Ages. At that time, workers in production shops marked their products with a special mark.

Over time, the term "brand" began to be interpreted with other meanings. In modern conditions, it is impossible to present the description and characteristics of the product without using the term brand or branding. In the table 1. gives some definitions of the term "brand".

Table 1

Definition of the term "brand"

Last name of the author	Interpretation of the term	Source
Anholt S.	A brand is a name, term, sign, symbol, picture or a combination thereof, intended to identify the services or goods of suppliers and differentiate them from the products of competitors	[89, p. 47]
Golubkov E. P.	A brand is a set of product characteristics (attributes and consumer knowledge about products). It is an element of a trademark (like a logo, or a name, or a sound series) and a trademark	[98, p. 39]
Chala V.	A brand is more than advertising or marketing in general. A brand is everything that comes to a person's mind about a product as a result of seeing a logo or a video	
Kozak O. A., Bezhenar I. M.	The brand is an intangible but critical component for the company that it owns, thus it is a contract for the consumer regarding the level of quality and value of the products received by the buyer.	
Hryshchenko O. F., Nesheva A. D.	A brand is a combination consisting of both a product that satisfies functional needs and an added value that encourages customers to get even more satisfaction, which is associated with the formation of the belief that this particular brand is of higher quality or is more desirable for them. than a similar product	[101, p. 87]
Polishko H. G.	A brand is a means of distinguishing products or a group of goods, which allows the manufacturer to achieve the desired competitive advantages in the target market	

Source: formed according to sources [89, 98, 101]

Therefore, it should be noted that the brand is a general set of assumptions of the target audience about purchased products that have a certain trademark. Therefore, we note that the development, creation and promotion of a brand in modern conditions is a complex and long-term process.

It is very important to ensure a lasting positive association in the minds of consumers that this product is able to meet consumer needs. It should also be remembered that initially consumers will never step forward to receive a low-quality product that the company ordered to turn into a brand. Quality in consumer awareness

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is directly related to the ability of goods to meet their expectations for their needs and desires.

Satisfaction after purchasing and using certain products is a significant reason for the formation of consumer loyalty both to the manufacturer itself and to the product it produces. Conversely, dissatisfaction with at least one item offered in the market with one name can reduce the position of all other successful products from various product lines that companies are trying to translate into brand development. That is why the idea of "brand" and "quality" always appear side by side.

The brand helps to solve the following tasks:

- to identify and define the product when it is voiced;
- to be unique and different from competitors;
- creates an attractive image in the minds of consumers and inspires trust;
- receiving positive emotions from products;
- product purchase and purchase satisfaction;
- formation of a target audience of consumers in order to encourage new

customers.

As for Ukraine, it should be noted that branding has gained momentum and is developing rapidly. Therefore, today manufacturers need not only to bring new brands to the market, but also, if possible, not to forget to modernize already existing brands.

So, the main characteristics of a brand are usually:

1. The main meaning and essence of the brand;
2. Functional and emotional associations received by consumers and potential buyers;
3. Trademark or verbal part of a trademark;
4. Visualization of the trademark, which is formed with the help of advertising;
5. Strength and significance of the brand, as well as the level of popularization of the trademark;
6. A generalized set of all brand features that determine its individuality;
7. Value indicators of the brand;
8. The degree of promotion of the brand in the target market;

9. The degree of involvement of the brand in target customers.

Sometimes the brand is identified with a set of certain ideas of the company, which defines what unique properties the product has to satisfy the moral values of consumers. For manufacturers, the popularity of the brand is an opportunity for additional profit. Today, the important role of the brand is that this term is an integral and active component of the complex marketing system of the enterprise. The level of development of the company's marketing system determines compliance with new requirements and conditions of both domestic and global markets. In addition, considerable attention is paid to the quality and effectiveness of advertising and information activities of manufacturers of branded goods.

The increased interest in brands can be explained by:

- brand and branding research suggests that organizations in today's environment have the opportunity to use more creative and modern ways to identify new consumer preferences for the brand to meet their needs. Therefore, these enterprises are able to quickly and immediately identify and determine the strengths of competitors;
- quite often, manufacturers have access to elements of control over product retailers;
- it is brands that make and provide a flexible basis for improving the image of the enterprise;
- at the expense of consumers' funds, a continuous process of increasing competition is carried out.

Therefore, the brand gives the company a boost and significant advantages. It is about increasing profits and expanding the market share, reducing the cost of production, winning over a new target audience of consumers, increasing the profitability of the enterprise, forming a strong image of the company.

So, in order to create a brand, you must first of all clearly define the main goal of the enterprise. At the same time, it is important to pay attention to a detailed analysis of the proposed name or brand name, as well as the advertising slogan and a clearly formed sales strategy and product promotion methods. In modern conditions of

development, information technology plays a significant role, which allows it to be implemented quickly and in a short period of time. The creation of a positive image leads to the formation of a positive opinion of consumers, which in turn will contribute to its promotion.

The format of the brand is formed taking into account two components: material (manifested in the form of finished and high-quality products that satisfy the expectations of the target consumer) and symbolic, manifested in the corporate style, with the specified logo, value set and content of the brand, as a rule, it is created by the consumer associatively.

As a rule, the components of a brand are:

- materialized product or service;
- exclusivity and value of products;
- visualization of the product. We are talking about a symbol or a sign;
- uniqueness of image and image.

When creating a brand, it is necessary to take into account not only its ability and ability to satisfy the preferences of consumers, but also how much the brand is able to adapt to the requirements of the target audience of consumers.

So, the main models for creating a brand are usually the following: "Brand Wheel", the Unilever Brand Key model, the Thompson Total Branding model, as well as the Brand Name Development Services model (Fig. 1.).

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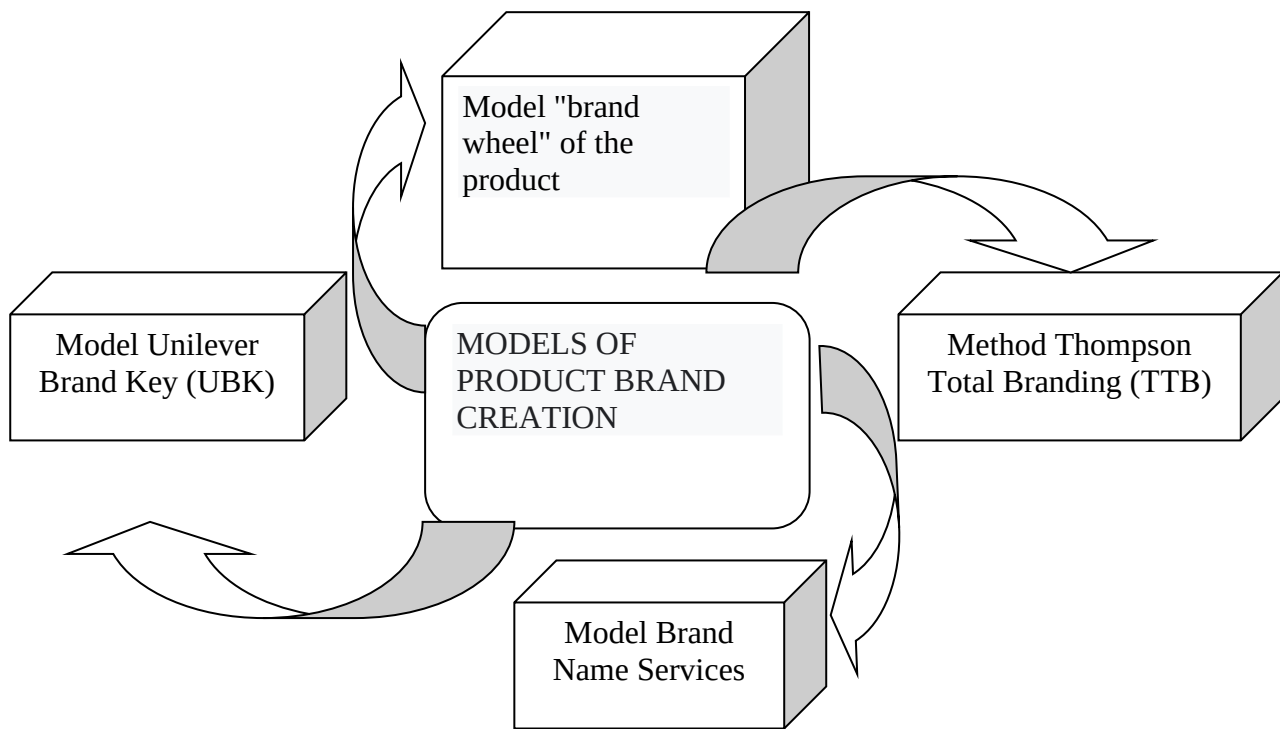


Fig. 1. Brand creation models "Brand Wheel"

So, The Decision Shop model developed with the help of Bates UK has its own structure. The main components of this model are shown in fig. 2.

Let's take a closer look at the Brand Wheel model. This model divides the brand into five main components: individuality, values, essence, advantages and attributes of the brand

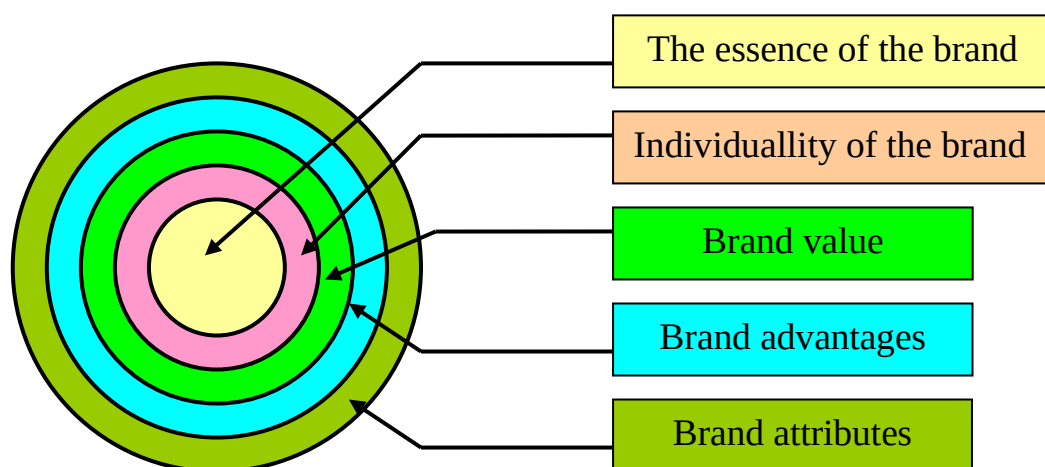


Fig. 2. Component wheels of the product brand

So, the "Brand Wheel" is a means of reflecting consumers' feelings and satisfaction with the brand. Thanks to this model, it is possible to depict feelings as accurately as possible, to find out what they are based on, so that they can be used for further purposes of brand development. The next Thompson Total Branding model was created by the famous advertising agency J. Walter Thompson. The essence of this model is to display the brand as a combination of three components. We are talking about physical sensations, rational and emotional.

The basis of creating a brand according to the specified model is the definition and concentration on the target audience of consumers, as well as the analysis of the competitive environment of the target market. Next, it is necessary to determine the preferences and dominant motives of consumers of products in order to use them in the formation of the brand. So, the main feature of this model is its attachment to the motives of the target audience of consumers and the requirements of the competitive environment.

Regarding the Brand Name Development Services model, we note that its main element is the phasing and sequence of brand creation. As a rule, the model is based on the main elements of market positioning. Then they develop strategies for creating and promoting the brand. And only then they form a creative idea and check the prospects of a new brand. The final stage is the so-called linguistic testing, as well as testing directly during marketing research using leading methodologies (Fig. 3).

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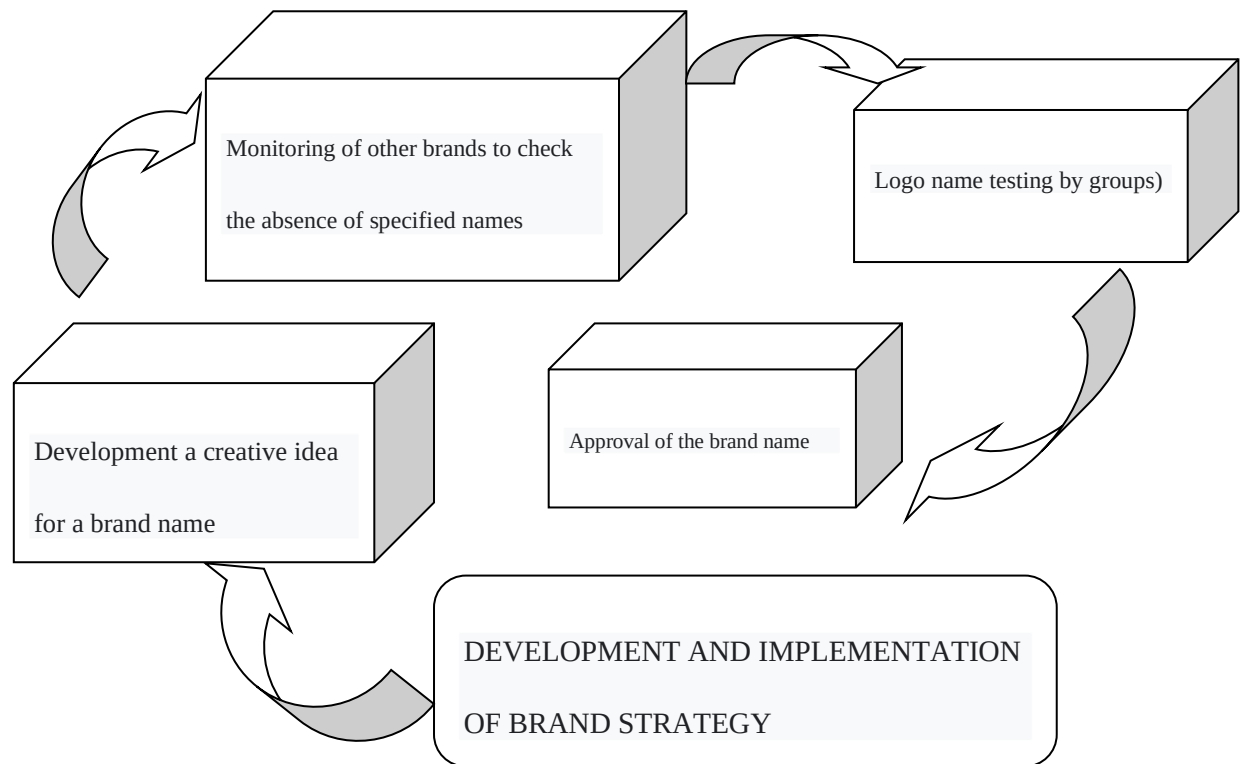


Fig. 3. Brand Name Development Services model

Source: formed according to the data of the source [102, p. 300]

As a result of the analysis of literary sources by both domestic and foreign scientists, it can be stated that there are three main components of a brand that create exactly that specific image in the minds of consumers. In addition, the brand also assures consumers about quality characteristics, which gives uniqueness and sophistication to the owner of the product. When buying a branded product, the consumer usually satisfies his own needs.

In today's conditions, a strong brand or trademark enables the manufacturer to gain loyalty from consumers and buyers, thereby reducing the possibility of aggressive attacks by competing companies. The very creation of a successful trademark is important during the formation and implementation of a modern marketing strategy of an enterprise.

In today's conditions, it is the presence of a strong brand on the market that makes it possible to form a sustainable purchase bonus for this brand, which will allow the buyer to have the opportunity to:

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1) search for products of the appropriate trademark among the assortment of goods of the trademarks of competitors under the same equal conditions (this will give an opportunity to increase the volume of sales both in kind and in financial terms);

2) is ready to pay a significantly higher price for a product that contains a given trademark (this will allow to increase the volume of sales in monetary terms in conditions of unchanged sales volumes precisely in physical terms);

3) or simultaneously use the above.

Recently, the very essence and content of the company's marketing strategy has changed significantly. We are talking about the fact that all efforts are directed, as a rule, primarily to products or services, to the range of products, to price, to quality, to sales and promotion. At the same time, the brand itself acts only as a brand name of the product or as a means of identification or definition. Otherwise, as a rule, all component systems of the company's marketing complex form the main goal and purpose in order to create a strong brand. Currently, the brand itself is the main object of the company's marketing strategy, and is the exclusively determining factor in the formation of both product and price, communication and product distribution policies (Fig. 4).

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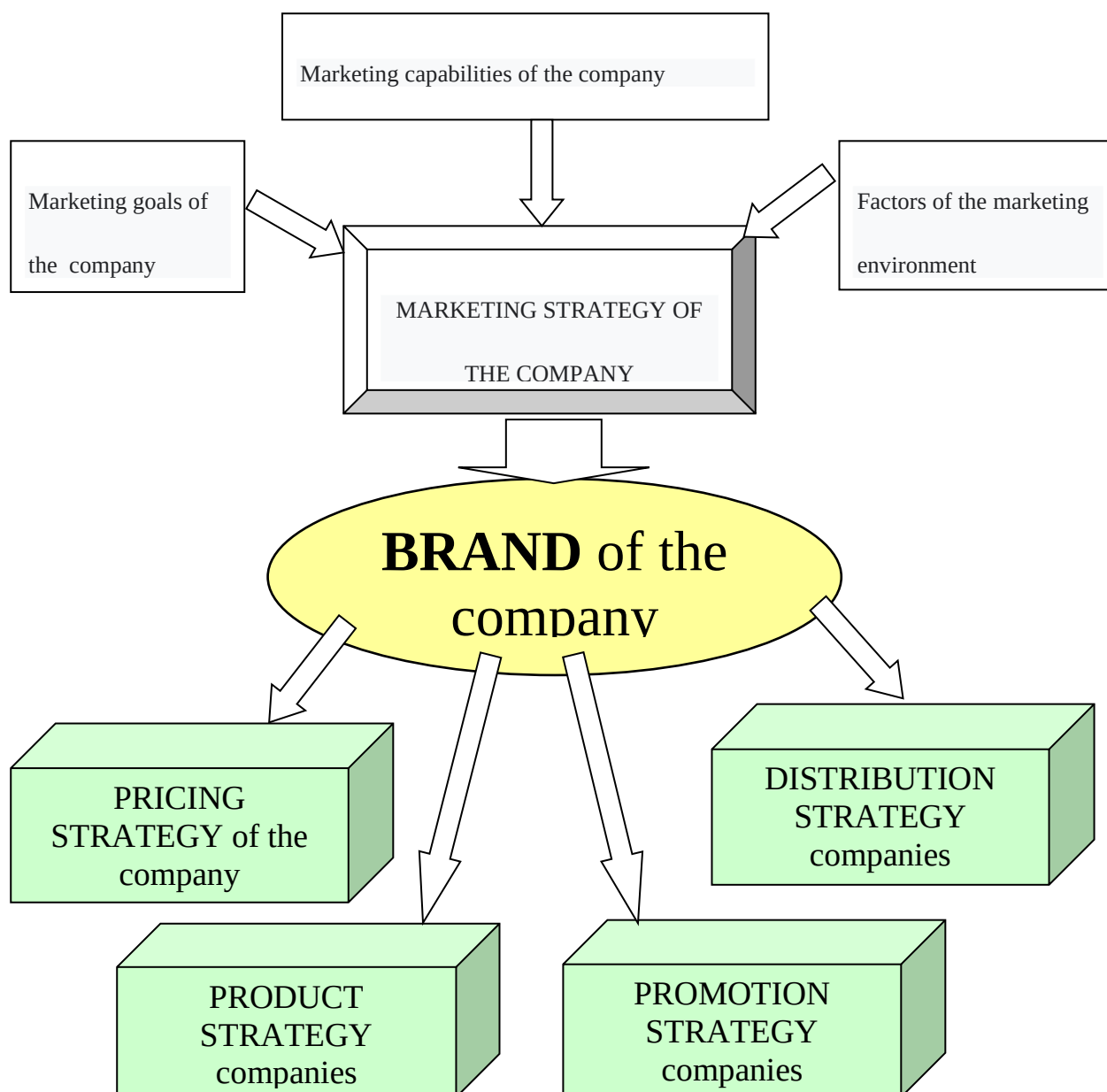


Fig. 4. The place of the brand in the structure of the company's marketing strategy

Source: formed according to the data of source [101, p. 88]

Therefore, companies, by attracting new consumers and keeping regular ones, thereby ensure the promotion of the product and obtaining additional profit. In addition, the brand usually provides an opportunity to protect the product or the market from the attacks of the main competitors. Having loyal and stable consumers, manufacturers can

get an opportunity to strengthen their position in the target market, thereby maintaining the established level of prices available to buyers.

In modern conditions, well-known trademarks that have the resources and the ability to create a positive image for the company, taking into account the impact on the external environment, are a guarantee of necessity when forming and implementing an effective marketing strategy of the enterprise. Taking into account the specifics and peculiarities of brand formation, it should be noted that marketing is formed on all brand values and acquires a new meaning. It is about the fact that, on the one hand, marketing plays the main role in the formation of intangible values precisely in the minds of consumers, and on the other hand, marketing ensures the satisfaction of consumer values.

It should be noted that in modern conditions, marketing strategies that are aimed specifically at the formation of a strong brand have their main differences, which allow not only to satisfy the functional expectations and requirements of the consumer, but also at the same time form a certain additional value for the target audience, thereby satisfying and some psychological needs. At the basis of such additional values, as a rule, is the confidence that this particular brand is the most acceptable and of higher quality and is much better than all analogues.

Therefore, the application of branding in the process of forming and realizing the company's competitive potential makes it possible to form and implement a system of measures aimed at strengthening the brand's position and forming a stronger position. It will also allow optimizing the line of the company's brand family, which will allow to maximize profits to a certain extent, increase the share in existing markets, and give the opportunity to capture a certain share of new target markets, which in turn will lead to an increase in sales. However, it is quite often mistaken that branding itself is the company's marketing strategy. This is what some researchers claim. But usually the branding itself is the tool that implements the company's marketing strategy, which allows you to achieve the ultimate goal.

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Today, the high price of the brand is one of the main levers that significantly affects its development. From time to time, the price is formed taking into account consumers. However, sometimes prices are formed at the level of retail distributors or small sellers. Thanks to the high level of prices, the preference of consumers to successful branded trademarks, companies are able to withstand pressure from the market, which allows manufacturers to receive the planned income.

In addition, we note that it is the suppliers of strong and branded brands that usually have significantly lower costs per unit of product.

As a rule, the positions occupied by trademarks of branded companies are difficult for competitors to move. This can be explained by the fact that such a situation is due to the weighty importance derived from financial strength and a strong brand name. It is about the fact that market leaders almost always have a significant share of the target market. Also, companies have the highest indicators of revenues and profits, which in turn allows them to have a steady and stable advantage over competitors.

Another reason is that, as a rule, the market meets new products reluctantly, especially if the products and goods already existing on the market completely satisfy the requirements of consumers. Also, brands of branded goods usually realize the opportunity to exploit their own competitive advantages. In this context, it is not about solving significant global or grandiose strategic problems. We are talking about pushing a successful brand out of the rating positions, which will make it possible to solve significant shortcomings regarding the quality characteristics of products and correct certain shortcomings of the company's marketing activities.

Therefore, the high level of certain failures of products entering the market allows to increase the attractiveness of brands of products that occupy their niche in the market and were previously known to consumers. Every product has its own life cycle, this is a well-known concept. At a certain point in time, the product reaches the peak of development, then, during maturity, as a result of the emergence of new technologies, the demand decreases to and, in the end, the product "declines". However, practice shows that the life cycle concept does not extend to the brand

concept, although mature brands may be different in parallel with new and developing technology in new markets.

In the era of development of information technologies and Internet communications, they are increasingly and more actively used in brand management to promote brands.

Therefore, the promotion of brands in the modern Internet space, in contrast to traditional methods of advertising, usually has an image character. Thus, we note that the main task of branding is to build a strong and stylish brand. A status brand is considered to be such a brand that more than 60% of product consumers recognize and can distinguish from other competitors by specific features. In addition, recently, the demand for products promoted by leading brands has been growing significantly at a higher rate, in contrast to the demand for non-branded products.

For Ukraine, the share of the agro-industrial complex is almost 20% of the gross products countries and by the same is the main component in the formation budget of the domestic economy. Thus, the share of agro-industrial complex in the structure of Ukraine's GDP is 15%, and in structure export about 30%.

An important role in ensuring national food security is played by the dairy complex, which includes a complex of agricultural and industrial production companies that concentrate on the production, processing and sale of dairy products. The dairy industry is socially oriented and a priority in the agrarian sector of the economy. It provides the population with food products and requires regulation and stable support from the state to develop and spread positive trends.

Ukraine has all the favorable conditions for functioning and development dairy industry. We are talking about favorable natural and climatic conditions, the availability of labor resources, a developed fodder base, intensive areas of selection work, etc. However, there are a number of problematic issues in the domestic dairy industry that have a negative impact on functioning and development. We are talking about the low level of quality of dairy products, what significantly affects on the level of competitiveness industry.

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It is worth noting significant changes in the domestic dairy industry. We are talking about the transition of the dairy industry to a significantly higher quality level in accordance with the DSTU 3662: 2015 standard "Cow raw milk. Specifications". That is why there are only three varieties of milk left on the domestic market, namely "extra", "higher" and "first" varieties.

Using the analytical data of the State Statistics Service of Ukraine, we analyzed the dynamics of domestic dairy development products by the studied period (tab. 2.).

Table 2.

The results of the activities of the domestic milk processing industry

Name of indicators	Years			2020 in % to 2018
	2018	2019	2020	
Production	10064	9663	9264	92.1
Reserves	74	-1	171	231.1
Importation	180	337	691	383.9
Together	10170	10001	9784	96.2
Export	807	593	440	54.5
For animal feed	996	969	904	90.8
Losses	12	11	10	83.3
Consumption fund	8355	8428	8430	100.9
Based on 1 person (kg)	197.7	200.5	201.9	102.1

According to table 2.1. we can say that in 2018 there was the highest rate of milk production - 10.1 million tons, the lowest - in 2020 - 0.9 million tons, that is, 17.9% less than in 2018. The import of products also increased by 511,000 tons, which is 131.1%. The reason for this deterioration is a decrease in the resources of dairy products in 2020 compared to 2018.

Thus, to maintain consumer confidence in this industry and maintain the level of competitiveness of goods, it is necessary to strengthen the implementation of quality control systems, both for domestic manufacturers and for trade activities in general. The dairy industry, which includes milk and dairy products, cheese and the production of pure milk products, is one of the leading economic sectors, which, as a rule, accounts for 9% of all Ukrainian processing industries. The development of the technological

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milk industry depends on the level of quality of young animals, which has significantly decreased in recent years.

According to the analytical materials of the State Statistics Service of Ukraine, the volume of milk production by region was: 8.1 million tons in 2016, 8.0 million tons in 2017, and 7.9 million tons in 2018. ., in 2019, respectively, 9.8 million tons. It should be noted that the lowest indicators of total milk production were observed in 2018. However, among the regions, the best indicators were in the Vinnytsia, Poltava and Dnipropetrovsk regions (Table 3.).

Table 3

Regions with the largest production of dairy products, 2016-2019, thousand tons

Region of Ukraine	Years								2019 to 2016	
	2016		2017		2018		2019		(deviation)	
	thousa nd t	%	thousa nd t	%	thousan d t	%	thousan d t	%	(+,-)	(%)
Kyivska	109	23	114	24	123	26	119	25	10	9
Vinnytsia	912	19	-	-	90	19	92	19	1	1
Dnipropetrovsk	46	10	49	10	52	11	55	11	9	19
Poltava	42	9	38	8	38	8	37	7	-4	-11
Kharkivska	29	6	26	5	22	4	16	3	- thirteen	-44
Ternopilsk	28	6	26	5	26	5	25	5	-3	-11
Lviv	8	1	16	4	21	4	31	6	22	25
Zhytomyr	7	1	31	6	37	7	12	2	4	6
Khmelnyska	10	2	12	2	11	2	9	1	-14	-1

As you know, it is quality and number raw materials depends from the aggregate of many factors Especially in this context it is the number of cattle (top) that is important. Note that in Ukraine from year to year there is a tendency to decrease number of livestock Cattle (tab. 3).

So, from the data in the table. 3 note that every year in all categories of domestic farms there is a sharp decrease in livestock. Thus, the number of cows in Ukraine

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decreased by 842,000 (almost 20%). Somewhat lower rates of decrease were observed in agricultural enterprises by only 6%. For comparison, the decline in households was 13%.

Table 3

Cattle population in Ukraine

Indicator	Years							2019 to 2010 (deviation)		2019 to 2017 (deviation)	
	2010	2014	2015	2016	2017	2018	2019	+/-	%	+/-	%
Enterprises agricultural (thousand heads)											
Big horned livestock (cattle)	1526	1310	1270	1214	1167	1138	1050	-476	-31.2	-117	-10.0
including cows	589	529	505	485	467	468	439	-150	-25.4	-28	-5.6
Annual average milk yield (thousand kg)	3.9	5,	5.3	5.3	6.0	6.1	6.1	2.1	53.5	0.07	1,2
Households population (million heads)											
Big horned livestock (cattle)	2.9	2.5	2.4	2.4	2,3	2.1	2.0	-0.9	-31.2	-0.3	-13.0
including cows	2.0	1.73	1.6	1.6	1.5	1.4	1.3	-0.6	-33.9	-0.2	-13.1
Annual average milk yield (thousand kg)	4.1	4.3	4.4	4.4	4.4	4.5	4.6	0.5	12.6	0.1	3.3
Households everyone categories (thousand heads)											
Big horned livestock (cattle)	4494	3884	3750	3682	3531	3333	3092	-1402	-31.2	-439	-12.4
including cows	2631	2263	2167	2109	2018	1919	1789	-842	-32.0	-229	-11.3
Annual average yield (thousand kg))	4.1	4.5	4.6	4.7	4.8	4.9	4.9	0.8	21.9	0.1	3.2

So in the table 4 provides data on the more detailed dynamics of the production of dairy products in Ukraine. A significant decrease was observed in 2019. We are talking about the following categories, such as dry cream and milk (decrease by 48%), butter (decrease by 20%), fresh cheese (decrease by 14%). It should be noted that there are also positive changes - yogurt, cream and fermented milk (increase by 12%).

Table 4

Dynamics of domestic production of dairy products, kg

Product type	Years						Deviation			
							2019 to 2014		2019 to 2017	
	2014	2015	2016	2017	2018	2019	+/-	%	+/-	%
Processed liquid milk	1117	972	961	942	939	909	-208	-19	-33	-4
Dry cream and milk	66	60	51	47	38	34	-32	-48	-thirteen	-28
Butter	114	102	103	108	105	91	-22	-20	-17	-16
Fresh cheese	74	67	70	68	72	64	-11	-14	-4	-
Processed rennet cheeses	130	124	113	121	125	115	-14	-11	-6	-5
Yogurt and fermented milk	473	426	426	388	400	416	-57	-12	28	7

Recently in Ukraine there is a sharp decrease in volumes general production dairy products. The reason for this is the decrease in the solvency of the domestic population, which is also significant increase prices on products Therefore, along with reduction of production volumes products, there is also a decrease in export volumes (Table 5).

Currently, the milk processing industry in Ukraine is represented by 200 enterprises. Although, as can be seen from those who passed, it is positive dynamics are shown by only half of the enterprises. This is due to outdated technological equipment, which does not allow some enterprises increase production and make a profit.

Regarding exports, we note that in 2019 year Ukraine exported dairy products to countries such as China, Vietnam, UAE, Egypt and Bangladesh. So, 17% of dairy products were exported to Vietnam, up to Egypt 10%. A little more than 10% of dry butter was exported to Bangladesh, 9% of the dairy products were exported to the UAE. As a result, in 2019, Ukraine took first place 18 place among world exporters dairy products

Table 5

Export of domestic dairy products, thousand tons

Name products	Years					2019 to 2015 (deviation)	
	2015	2016	2017	2018	2019	(+,-)	(%)
Cream and milk	8.1	6.9	8.8	10.4	14.0	5.9	172.5
Condensed milk	30.7	4.8	59.0	51.8	46.8	16.1	152.5
Sour milk products	3.2	2.9	3.7	2.8	3.7	0.4	114.4
Milk serum	35.4	22.3	26.5	23.8	31.9	-3.4	90.2
Animal oil	3.6	11.2	11.7	12.0	30.4	26.8	845.6
Cheeses and cheese products	59.8	19.4	10.8	8.0	9.0	- 50.7	15.1
Ice	2.9	2.8	4.5	4.4	5.0	2.1	171.8
Casein	3.3	5.0	5.7	6.1	7.1	3.8	215.8

So, in 2019, Ukraine took 6th place in terms of butter exports. In addition, in 2019, Ukraine took 8th place in the export of milk and 10th place in the export of cheese. Despite these export indicators, Ukraine still imports more cheese and cheese products than it exports. Let's analyze the dynamics of the import of dairy products in Ukraine during the studied period (Table 2.6).

The key element that significantly affects the quality characteristics of products is the price. As for the price situation, let's say that over the last year, the price of dairy products in grocery store chains has increased by 5-15%. So drinking milk with 1% fat content increased by 7.2% in price, drinking milk with 3.2% fat content at the end of 2019 cost more than UAH 30. in addition, at the end of 2019, the price of yogurt increased by 6.45% per kilogram (an increase of 15%), the price of dairy butter increased by 13%, cheese by 12%.

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Table 6

The dynamics of the import of dairy products, million dollars.

Type products	Years					2019 to 2015 (deviation)	
	2015	2016	2017	2018	2019	(+,-)	(%)
Milk and non-thickened cream, (withoutsugar)	7.3	3.9	0.8	1.0	1.4	-5.8	-80.1
Milk and condensed cream, (with sugar)	27.0	1,2	1.7	2.1	3.8	-23.3	-86.1
Yogurt and kefir (bacterial sourdough starter)	21.7	1,2	3.7	3.9	5,6	-16.0	-74.1
Milk serum	7.0	4.8	2.0	1.6	2.4	-4.7	-66.5
Creamy butter and other fats	67.4	47.9	2.6	3.7	4.5	-62.9	-93.3
Different species cheeses	11.1	67.6	23.4	29.9	47.1	-64.2	-57.6
In total	24.2	14.9	34.4	42.4	64.8	-176.9	-73.2

Thus, we note that the largest domestic enterprises for the production of dairy products include more than 20 organizations, which account for 80% of the domestic market. In Ukraine as a whole, more than 1.2 million tons of dairy products are produced annually. These 20 enterprises produce their own products under approximately 95 brands. These are "Yagotynske for children", "Dobryana", "Prostokvashino", "Halychyna", "Rud", "Farm", "Molokia" and others. According to the State Statistics Service of Ukraine, 1 million tons of dairy products were produced domestically in 2019, which is 5% more than in 2018.

Table 7

**Data on average consumer prices for dairy products in Ukraine, 2019,
UAH per kg/l**

product name	Time	
	January	November
Pasteurized milk (2.6% fat content)	22	23
Pasteurized milk (increased storage fat)	21	21
Kefir	24	25
Hard cheeses	173	186
Soft cheeses (low-fat)	96	105
Soft cheeses (fatty)	89	95
Sour cream (fat content to 15%)	51	55
Sour cream (increased contents fat)	65	70

Big companies are quick to respond to consumer preferences: the reduction of the premium class caused the brain portfolio of roaming and the expansion of the cheap line of the brand; or to the addition in the range of family packaging, which allows you to save; or reduce packaging (we are talking about such companies as TM "Yagotynske", TM "Selyanske"). As for glass packaging, it should be noted that it has a place in the "premium" class segment, as well as in the range of baby food.

From the data in the table. 8 we will analyze the dynamics of growth and decrease in the market share of domestic brands of dairy products. Thus, the market of dairy products of Ukraine is developed and structured to a certain extent. The first 10 brands make up 55% of the entire market. We are talking about both the in-kind and the monetary equivalent.

Table 8

Dynamics of changes in the market of domestic brands of dairy products

Brand name	Increase / decrease, hryvnias.	Growth / decrease, l	Increase / decrease, hryvnias.	Growth / decrease, l.
	2018 to 2017 p. (in %)		2019 to 2018 p. (in %)	
The enterprise "Milk alliance" VAT "Yagotinsky oil factory"	13.6	13.0	6.3	4.3
Danon company Ukraine" Trade mark "Prostokvashino"	-14.2	-17.5	-13.7	-11.6
Wimm Bill Dunn Company Trademark "Slavyanochka"	-2.9	0.3	-14.5	-7.3
Company JSC "Zhytomyrskyioil factory" ("Rud" trademark)	-8.1	2,2	-11.7	-5.9
Company LLC "Milkcompany" TM "Galichyna"	108.9	152.5	26.2	27.1
Ternopilskyi Public Enterprisemilk factory" TM "Molokia"	20.7	13.2	34.5	31.3
Enterprise LLC "Lustdorf" TM "Selyanske"	-6.6	-12.8	2.1	0.6
Enterprise Terra Food "Farm"	12.6	22.6	7.2	11.9

The following key players can be singled out in the domestic market of dairy products: the firm "Danon Ukraine" (trademark "Prostokvashino"), the JSC company "Molochniy Alyans" (trademark "Yagotynske") and the enterprise Wimm Bill Dunn (trademark "Slovyanochka"). These enterprises account for 30% of the domestic market.

It should be noted that almost all companies have a set of several categories in their portfolio: kefir, sour cream, milk, butter, yogurt, and desserts (we are talking about cheese products with various additives). However, we note that sometimes different categories can be combined into one brand. Then a wider list of brands, packages, and prices for dairy products can go.

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Therefore, we will further define the main leaders in the dairy products market of Ukraine (Table 9).

Table 9

The largest domestic enterprises on the dairy market of Ukraine, in 2019

N	Name of Company	Enterprise income, UAH billion.	Share, %
1.	"Terra Food" ("Farm" trademark)	5.2-5.3	12.4
2.	Ltd "Danone Dnipro" (trademark "Prostokvashino")	3.7-3.8	8.8
3.	"Milk Alliance" (TDV "Yagotyn Maslozavod")	3.2-3.3	7.7
4.	LLC "Lustdorf" ("Selyanske" trademark)	2.9-3.0	6.9
5.	JSC "Zhytomyr Maslozavod" ("Rud" trademark)	2.2-2.3	5.3
6.	LLC "Milk Company Halychyna" ("Halychyna" trademark)	2.0-2.1	4.8
7.	JSC "Dubno Moloko" ("Komo" trademark)	1.9-2.0	4.6
8.	PJSC "Ternopil Milk Factory" ("Molokia" trademark)	1.8-1.9	4.1

So, as a result of the study of the dairy industry of Ukraine, we note that it is quite profitable and has a perspective of development. The problems that need to be overcome can be identified as follows: to create comfortable conditions for pure competition, to prevent the production of low-quality and falsified products; harmonize domestic legislation in the field of dairy products to European standards. It is also necessary to promote at the state level the creation of an effective mechanism for monitoring the quality of dairy products.

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Therefore, the market for dairy products is changing dramatically: producers, as far as possible, diversify the range of their products for broader market purposes, and consumers, in turn, will pay more attention to the quality of products, which is why competition leads to changes in the specified conditions. Consumers used to be directed at product prices, but now it has drawn attention to product quality, packaging forms, reputation and rolls. A successful brand is one of the main factors of effective trading companies.

The key to building a brand is its positioning, which helps define brand strategies designed for the long term. To apply a standard position, you need to analyze other brands, which will show the general situation in the market and allow you to understand the offers of competitors. To perform this analysis, we summarized information about the most important and used brands of dairy products.

As a result of the evaluation of the brands of the researched dairy enterprises, it can be noted that some organizations have a wider portfolio (set) of brands. Such is the Lustdorf enterprise, which has a significant wide product category (we are talking about the brands of the Lustdorf company, such as the Na zdrovya trademark, the Vesela buryonka trademark, the Despicable Me trademark, the trademark "Buryonka, "Selyanske" trademark, "Delicious Chef" trademark, "Ideal Nemoloko" trademark and "Totosha" trademark. However, some milk processing companies have a much smaller market share and, accordingly, a smaller number of trademarks.

Increasing the production of dairy products in Ukraine is a matter of time, which attracts increased interest from agricultural enterprises. However, there is a lot of competition among companies, where the realization and promotion of dairy products in the consumer market is a certain problem. Therefore, milk processing companies must clearly be able to form a strategic vision of business development, promptly plan activities, constantly improving and changing the technology of dairy products, apply a system of modern quality standards, and use the latest modern marketing technologies and innovative developments.

The main and defining feature in the positioning of the company's brand is a detailed and thorough study of the wishes and preferences of consumers. Therefore, it

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was important to study the state of competitiveness of dairy companies that exist according to their level of involvement in the market, the position of the market and the state of marketing and branding activities in the company

So, as it was mentioned, the leaders in the domestic market of dairy products in 2019 were: the Terra Food enterprise (trademark "Ferma"), the company "Milk Alliance" (trademark "Yagotynske"), the enterprise LLC "Lyustdorf" (trademark brand "Selyanske"). Despite the fact that the demand for dairy products has generally increased in recent years, for most milk processing companies (leaders in the domestic market) the main and defining marketing strategy is the maintenance of comparative competitive advantages. We are talking about attracting significant amounts of investments, both domestic and international, precisely for the development and promotion of brands and investing funds in an advertising campaign with the aim of maintaining positions and gaining a share of competitors. Those enterprises that occupy a smaller share in the market should form marketing strategies that will allow them to achieve better results and increase market presence. We are talking about Ukrainian enterprises such as the company "Danon Dnipro" (trademark "Prostokvashino"), the company JSC "Zhytomyrskiy maslozavod" (trademark "Rud"), the company PRT "Ternopilsky Molokozavod" the trade mark "Molokia", the company LLC "Molochna" company trademark "Halychyna".

We will conduct a study of the general assessment of the attractiveness of the market and the level of competitiveness of such dairy enterprises as the company "Terra Food" (with the trademark "Ferma") as well as the company PRT "Ternopilsky Molokozavod" with the trademark "Molokia" (Table 10 and Table 11) . The essence of the "market size" indicator is derived and consists of: the current state of domestic production, as well as the state of the foreign trade balance. The indicator characterizing the level of competitiveness takes into account: the concentration and market shares of competitors, as well as the general level of the amount of competition.

Table 10

**Competitiveness of the dairy company "Terra Food" (with the trademark
"Ferma") on the regional market**

Attractiveness product market	K / weight	Rank / position	Q	The level of competition capabilities	K / weight	Rank / position	Q
The magnitude of the size market	0.161	10	1,602	Quality of manufactured products	0.202	10	2,001
The magnitude of the tempo growth product market	0.182	10	1,803	The absolute share of the product market	0.142	10	1,402
Profitability company assets	0.171	8	1,602	Relative market share of products	0.0802	10	0.801
Level the company's competition	0.123	10	1,602	Attractiveness of the product range	0.144	10	1,402
Sensitivity to company inflation		6	0.723	Efficiency of product sales channels	0.083	8	0.643
Security material and technical resources	0.033	8	0.242	Effectiveness of advertising activities of companies	0.082	8	0.642
				Product market risk	0.082	6	1,021
Social market environment	0.033	4	0.122	Financial resources of the company		10	0.803
				Production capabilities of the company	0.082	8	0.644
Overall assessment	1.003	64	8,642	Overall assessment	1.003	82	9,287

So, Table 11 shows data on the assessment of the attractiveness and level of competitiveness of such a milk processing company as PrJSC "Ternopilsky Molokozavod" with the trademark "Molokia". As can be seen in the mentioned enterprise, the attractiveness of the market depends on such indicators as the existing level of competition (1.1 points), market volume (0.7 points), sensitivity to the level of inflation (1.1 points), provision of material and technical resources (0 , 2 points). The indicator of the level of market competitiveness takes into account exactly the quality of products (1.2), including absolute quality (0.6 points) and relative quality (0.4

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points), attractiveness of the product range (0.8 points), sensitivity to price fluctuations (1.1 points) and production capabilities of the enterprise (0.7 points).

Table 11

The level of competitiveness of the dairy company "Ternopilskiy molokozavod" PJSC with the trademark "Molokia" on the regional market

Attractiveness index market	K / weight	Rank / position	K / weight	Product competitiveness indicator	K / weight	Rank / position	K / weight
The magnitude of the size market	0.121	6	0.722	Quality of manufactured products	0.201	6	1,201
The magnitude of the tempo growth product market	0.142	4	0.563	The absolute share of the product market	0.082	8	0.642
Profitability company assets	0.121	4	0.481	Relative market share of products	0.053	8	0.402
Level the company's competition	0.185	6	1,082	Attractiveness of the product range	0.142	6	0.843
Sensitivity to company inflation	0.186	6	1,081	Efficiency of product sales channels	0.041	6	0.242
Security material and technical resources	0.051	4	0.211	Effectiveness of advertising activities of companies	0.042	5	0.201
Social market environment	0.031	4	0.122	Product market risk	0.172	6	1,022
				Financial resources of the company	0.141	8	1,123
				Production capabilities of the company	0.142	5	0.703
Overall assessment	1.003	39	5,141	Overall assessment	1.001	58	6,363

The next stage of the research will be the formation of the "McKinsey" matrix. So, in Fig. 5, in the upper left part of the 1st sector, where the assessment of the level of market attractiveness at the point 8.6 points and the level of competitiveness of the brand in relation to existing competitors at the point 9.3 points intersect, the researched dairy company "Terra Food" (trademark "Farm"). Such an arrangement gives reason

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to note that the company "Terra Food" really works in a promising market and occupies a strong position in relation to competitors.

Attractiveness index market	Level of competitiveness milk processing companies			
		High level 6,7 – 10.00	Average 3.3 – 6,7	Low level 0.0 – 3.3
	High level 6,7 – 10.00	Trademark "Farm" Trademark "Peasant" Trademark "Yagotinskyoil factory"		
	Average 3.3 – 6,7	Trademark "Rud"	Trademark "Molokia"	
	Low level 0.0 –			

Fig. 5. The matrix of the level of market attractiveness and the level of competitiveness of McKinsey milk processing companies.

Source: based on data [102]

In the first sector, such milk processing enterprises as Tcompaniya LLC "Lyustdorf" (trademark "Selyanske") (respective values 8.16 and 8.92), the company "Yagotinsky Maslozavod" (respective values 7.64 and 7.72) are located. These enterprises should maintain their competitive advantages, as well as invest and expand their product range. In segment two, JSC "Zhytomyrskiy Maslozavod" (trade mark "Rud") was located (respective values 6.4 and 7.86). JSC Zhytomyr Maslozavod, which has an average level of competitiveness and an average level of market attractiveness, should apply a development strategy taking into account investments in the most profitable sectors in order to increase profits by minimizing production costs.

Table 12

**Qualitative assessment of presented brands of dairy products on the
regional market**

Likes	Rank							
	Tradem ark "Rud"	Tradem ark "Moloki a"	Trademark "Yagotyns ke"	Trademar k "Peasant"	Trademar k "Farm"	Trademar k Como	Trademar k "Prostokv ashino"	Trademark "Galichyna "
fresh product	450/ 449	450/ 442	450/ 398	450/ 400	450/ 412	450/ 364	450/ 373	450/ 365
Beautiful taste qualities	450/ 423	450/ 413	450/ 412	450/ 356	450/ 322	450/ 321	450/ 301	450/ 288
Quality products	450/ 420	450/ 422	450/ 415	450/ 404	450/ 398	450/ 384	450/ 352	450/ 349
Conformity price-quality	450/ 400	450/ 400	450/ 350	450/ 345	450/ 333	450/ 332	450/ 328	450/ 323
"I often I use this product brand"	450/ 312	450/ 298	450/ 287	450/ 285	450/ 194	450/ 156	450/ 150	450/ 147

Source: formed according to the data [105].

According to the table 2.12 we can say that the leader in the regional market is the brand "Rud" with a share of 4.5% and the company "Molokia" with a share of 4.4%. The third step was taken by the trademark "Yagotynske", the fourth position was taken by the trademark "Selyanske". The rating is closed by the trademark "Komo", the trademark "Prostokvashino" and the trademark "Halychyna" (respectively with indicators of 3.5%, 3.3%, 3.3%).

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Then, based on the results, the ranking of companies and the impact of the results on product brands was determined (Table 13).

Table 13

Rating of leaders in the dairy products market

The company name	Methods				
	Matrix GE / Mc Kinsey	Commodity company policy	Tsinova company policy	Assortment company policy	market company capabilities (Index Market score)
"Terra Food" LLC ("Farm")	5	4	4	5	5
Lustdorf LLC ("Peasant")	4	5	5	2	1
The company "Milk alliance" VAT "Yagotinsky oil factory"	3	3	3	4	4
Company PJSC Zhytomyrskyioil factory" ("Rud")	2	2	2	1	3
The company PrJSC "Ternopilskydairy" ("Molokia")	1	1	1	3	2

Source: formed according to the data [105].

In order to strengthen the market position, the company's specialists pay attention to innovations in the production chain and in the production process and product sales. The successful experience of the company is constantly researched, the analysis of domestic and foreign markets is carried out, the tasting is established to introduce excellent achievements and maintain its own tradition, active optimization of this range.

The effectiveness of branding companies is considered by the level of influence on consumer loyalty. Since the main goals of the company are used by various methods

of creating and maintaining consumer loyalty, there is a formation in the awareness of the positive attitude of the buyer towards the brand. Therefore, we used and optimized the approach to identify the loyalty of consumer qualities. We are talking about the use of the BAV technique, the purpose of which is to determine the consumer values of the developed brand.

With the help of the above-mentioned BAV method, we will calculate the level of consumer value of the formed brands of dairy products with the application and optimization of the proposed proposals. The specified BAV technique makes it possible to understand the essence of the brand (Fig. 4).

As can be seen from Figure 4, segment differentiation allows you to determine exactly the perception of users of the features and differences of a particular brand. That is why the product must have differences from other competitive products, so that ultimately the consumer has the opportunity to choose it among others. For the consumer, the main question always arises: how to distinguish branded products from non-branded ones. In this case, it is the difference that distinguishes the role and status of the brand, the choice of users, the essence and content of the brand, as well as its boundaries. Therefore, it is the main difference that is the key to unlocking the market potential of manufacturers.

The relevance segment allows you to distinguish the individual (personal) use of the brand by consumers and depends entirely on the factors of involvement in the consumption of the product. This is the basis (base) for development any manufacturer or product brand. This raises the question of the brand's compliance with consumer requirements. Therefore, this moment attracts and keeps consumers (users) in order to satisfy their needs and requirements. A factor such as relevance is commonly used for products, pricing, promotion and sales, distribution and packaging policies. Therefore, it can be noted that actuality is decisive for engagement consumers

As can be seen from fig. two segments (relevance and differentiation) are the basis of the so-called axis of brand strength and status, which is decisive for future transformations and development of brand potential. This is the indicator that will make it possible to determine how the brand will grow and what its potential

opportunities are. The relationship between differentiation and relevance is derived from the economic development of the state and market capacity.

Respect or relationship shows the level of quality relations of the brand with consumers, as well as the degree of satisfaction of consumers with the chosen brand.

The knowledge segment shows how well the brand is recognized and how well it is understood. It is about how knowledge helps define a brand and how deeply it penetrates the minds of consumers. This is a consequence of marketing communications in combination with the consumer experience of direct contact with the brand. Therefore, it is understanding that is the main and determining factor for the maturity of the brand.

Thus, the interdependence between the main four brand factors forms a real model of both opportunities and threats for the brand. So in fig. 5 an optimized model of brand formation and development is proposed, taking into account the BAV methodology, which will allow to determine such indicators as "brand health indicator" and such an indicator as brand status by comparing such components as "respect" and "knowledge" or "understanding » brand taking into account the analysis of the company's internal environment.

Further, by analyzing the influence of the external environment on the brand by comparing "differentiation" and "relevance", the features and possibilities of the brand's potential were determined and studied, which would allow for the formation of "brand strength" or "brand potential". Therefore, as a conclusion in the process of combining the obtained results of the "strength" of the brand and the "status" of the brand (taking into account both positive opportunities and negative potential), the established system will help to understand.

Therefore, it should be noted that the state of such a trademark as "Lyustdorf" on the regional market (Zhytomyr) is evaluated according to the least number of points among competing enterprises.

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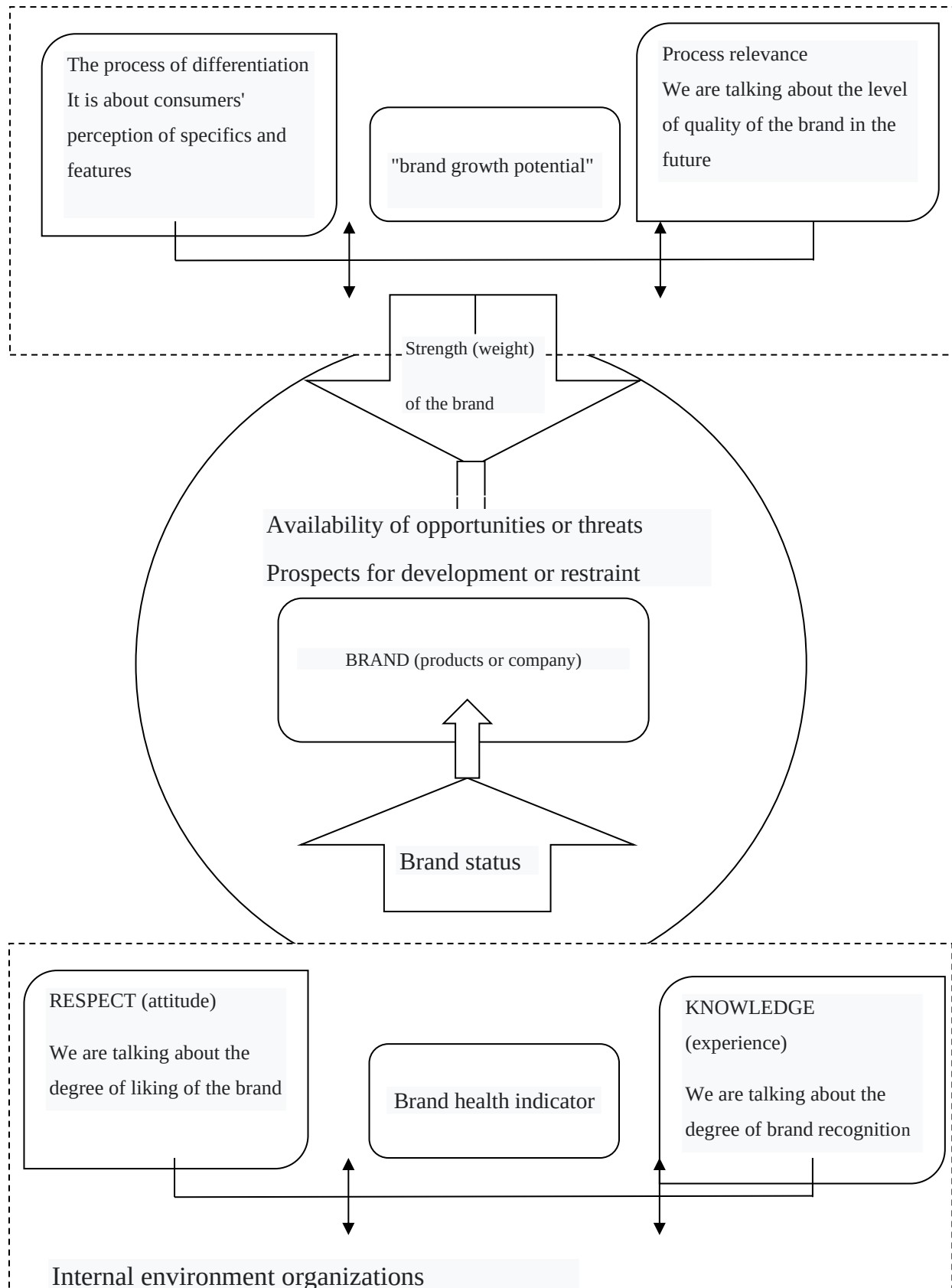


Fig. 5. Optimized model of brand formation and development

Source: based on data [106]

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The next step is to monitor dairy product brands to determine their potential. Let's consider the following companies, such as Ternopil Dairy Company, trademark "Molokia", "Lyustdorf" LLC, trademark "Selyanske", JSC "Zhytomyr Maslozavod" trademark "Rud", LLC "Terra Food" trademark "Ferma".

So, based on the application of marketing research in the form of a survey, we will determine the potential of the product brand. In the table 14 summarizes the results regarding the consumer value of brands of dairy products.

Table 14

Consumer value of brands of dairy products

Indicators	The company name			
	Zhytomyrsky PJSCoil factory" ("Rud" trademark)	PrJSC "Ternopilskyi dairy" (trademark "Molokia")	LLC "Terra Food" (trademark "Farm")	Ltd Lustdorf (trademark "Peasant")
Rating (10-point scale)				
The meaning of "differentiation"	546 (91)	530 (88)	515 (85)	480 (79)
The meaning of "relevance"	544 (90)	527 (88)	498 (83)	490 (81)
The meaning of "respect"	546 (91)	527 (87)	387 (64)	307 (50)
The meaning of "knowledge"	516 (86)	485 (80)	367 (65)	398 (61)

Therefore, such a factor as "differentiation" is calculated using the following indicators, such as the introduction of innovations and the latest technologies, leading and advanced technologies, the provision of quality logistics services, product quality control, concern for the environment and the environment, as well as social responsibility. Therefore, the "Rud" company maintains a leading position according to the results of the conducted research among consumers (residents of the city of Zhytomyr). We have the following results, the respondents gave 91 points for 6 defined indicators, which gives grounds for asserting that the company's brand is unique and significantly different from competitors. The second position belongs to the enterprise "Molokia" with 88 points according to such a criterion as "differentiation", then the

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trademark "Ferma" with 85 points and the trademark "Selyanske" with 79 points

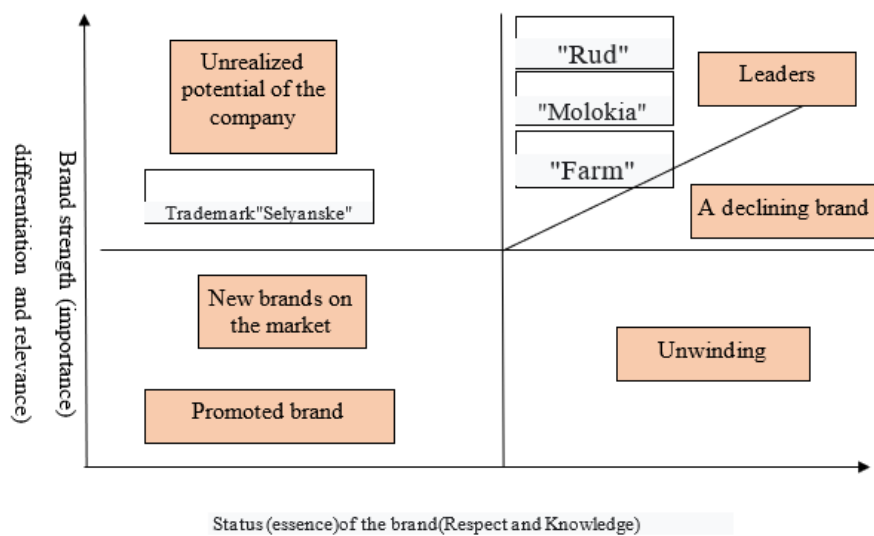


Fig. 6. Matrix of the potential of domestic brands of dairy products on the regional market

As can be seen from fig. 6 "Rud" trademark and "Molokia" trademark, "Farm" trademark are in the leading positions in sector 3, respectively, with high values of indicators such as "differentiation", "relevance", "respect" and "knowledge". the "Selyanske" brand was located in sector 2. This is explained by the fact that this brand is a well-recognized brand with successful positions in the market, which has significant potential for growth. Therefore, if a brand is in the leadership sector for a certain period of time, it means that it maintains all four main factors in a dynamic and progressive state in the market environment.

Today, the place of brands in the modern economy is growing every day, which requires the development of the latest approach to the management of the company's product portfolio. This topic calls for further research in scientific detail, brand managers and experts in the field to identify a number of theoretical gaps.

It should be noted that positioning a product or a brand is to provide a specific image of a trademark that conveys meaning, it is a well-constructed strategic process that helps to accept and strengthen its market position. In our case, this is the definition of brands or trading portfolios. Having a clear provision makes it possible to effectively

implement communication with consumers.

So, positioning is a process by which you can correctly and objectively distinguish the company's product from the main competitors, which will make the product more acceptable to consumers, more visible and accessible. Also, the positioning strategy itself can help identify and determine the place, in relation to others, that the company will occupy in the subconscious of consumers. The main goal of positioning is to achieve a stable and stable status in the mind of the consumer regarding the brand (we are talking about a leader among competitors). In the process of brand positioning, the following requirements must be observed:

- the positioning process must be original and unique. This is the main function that will allow you to successfully distance yourself from competitors;
- the positioning process must meet the needs and preferences of consumers;
- the positioning process must be supported by real facts and evidence in order to ensure consumer trust in the brand;
- the positioning process should be stable with respect to the 7P indicators. We are talking about the format price, place, product, promotion + process + people + physical evidence).

Then, after forming clear positioning strategies, we should monitor and develop future tactics to identify losses and adjust successful productive products and support.

Managing the brand portfolio is a sustainable process that, on the one hand, gives satisfaction to the target audience, and on the other hand, increases the capitalization of the brand in the company for a long time. The famous marketer F. Kotler offers his vision regarding a scientific approach to the formation of a portfolio of brands that makes it possible to clearly and concretely form the purpose of the entire organization and determine the positions of brands, contributing to the corresponding preferences of consumers.

That is why it is recommended to use such a model, which is used in the study of chemistry, namely for showing and demonstrating the main molecular structures, for the analysis of brands taking into account the external environment. In this version, each brand acts as an atom, and accordingly, its size depends directly on the importance

of the brand in the portfolio. Related elements between trademarks are usually shown as straight line segments. The thickness of the line segments should correspond to the importance of interaction between the established brands.

In fig. 7 shows the process of building a brand portfolio molecule. As can be seen from these figures. 7 the process of building a molecule of a brand portfolio allows you to single out those brands that are included in the structure of the brand portfolio with the possibility of their distribution and gradation into the main (essential) brand, sub-brand, as well as auxiliary and supporting brands. Thus, the main brand is the manufacturer's brand, in accordance with which the brand-molecule is formed and built.

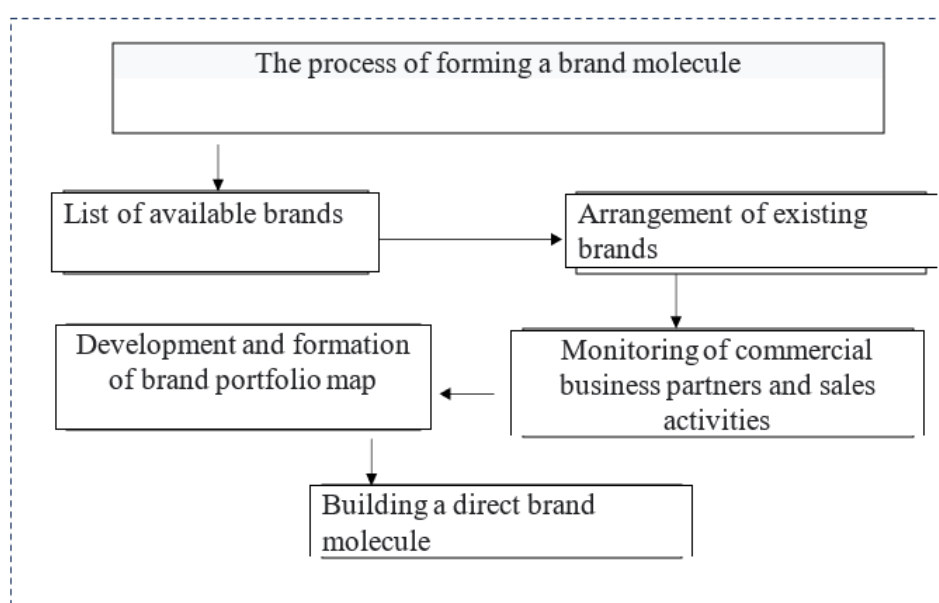


Fig. 7. Scheme of the brand molecule formation process

Source: based on data [106]

That is why Rud is the main brand in JSC Zhytomyr Oil Plant. In addition, sub-brands usually depend on key and main brands and are formed depending on the assortment and nomenclature set of manufacturing companies. It should be noted that the company produces the following products under the "Rud" brand: dairy products, frozen products, butter, ice cream, frozen dough, curds, spreads, frozen semi-finished products.

In JSC "Zhytomyr Maslozavod" the supporting brands include "Khutorok", "100% Ice Cream", "Chef", "Super Chocolate", "Imperia" trademark, "Children's

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Desire" trademark , "Vologodske", "Eskimos" trademark, "Pustunchyk" trademark, "Impreza" trademark. In the future, these brands will allow the company to strengthen its position in the domestic market.

Auxiliary brands are considered to be all enterprises that in any way cooperate with the organization in order to promote the main brand in order to establish strong contact with consumers.

Table 15

Brand portfolio of Zhytomyr Maslozavod JSC

The company name	Position (side) of the brand			Impact on position (place) brand			Thickness segment of the brand		
	strong	average	weak	strong	average	weak	strong	average	weak
1. "Rud" trademark									
2. Ice cream	4.5				2		1		
3. Dairy products	4.4				2		1		
4. The products are frozen	4.2				2		1		
5. Milk butter		3.7			2		1		
6. Milk spreads			2.8		2		1		
7. Semi-finished products are frozen	4.6				2		1		
8. Frozen dough	4.2				2		1		
9. Curds		3.62			2		1		
10. "Khutorok" trademark	4.7			1			1		
11. "Vologodske" organ stamp	4.6			1			1		
12. Trademark "Chef"	4.4			1			1		
13. Trademark "100% ice"		3.8		1			1		
14. Trademark "Kak Are you here?"	4.2			1			1		
15. Company LLC "Ice that"		3.8		1					3
16. LLC "Acris Logistic "		3.9		1			1		

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Continuation of table 15

17. LLC "Alpha"		3.6		1					3
18. TOV "Aisnet"		3.7		1					3

Source: based on data [108]

Thanks to the evaluation of the brand-molecule of the portfolio, it is possible to establish and determine the position and place of the company in the market, its place among the main competitors, and will allow to determine the impact on the company's performance. In this way, a strong brand position will in a certain way strengthen and improve the consumer's attitude towards the product and will form a loyal and favorable relationship or attitude.

The following system of indicators and criteria should be used to analyze the position of the brand on the specified market with the specified components of the brand portfolio (we are talking about both the main brand and sub-brand, supporting and auxiliary brands):

- the presence of a product group is the main component of the brand; economic effect; originality and uniqueness of the brand; product quality parameters; a variety of brand assortment;
- peculiarities of sales activity - reputation of the company; marketing support of the brand; degree of interaction; representation and accessibility of the brand;
- specifics of partnership – level mutual consumer trust in the brand; quality information presentation of the brand; consistency views on creation attractive brand.

Therefore, during the formation of the positioning strategy for Zhytomyr Maslozavod JSC, it is necessary to evaluate the brand-molecules of the brand, as well as determine the degree of influence of other brands on the main brand and identify their place in the market. It is in the table. 3.2 shows a detailed diagram of the brand portfolio of JSC "Zhytomyr Oil Plant".

As a result of the formation of the brand portfolio molecule, we can take into account all existing connections and relationships between other brands. In addition, the

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brand molecule will allow you to visualize all other brands that should be taken into account when developing and making operational marketing decisions, because it is the relative influence of each individual brand on the target product market that shows the extent and value of the influence of the borders of each brand. In addition, it is possible to indicate that there is a relative value of individual brands taken. It is about the fact that the wider the circle, the higher the value of the brand. We also note that the process of positioning boundaries in the brand molecule provides an opportunity to obtain additional information that will allow developers to differentiate brands.

So, based on the results of the brand molecule, we will form a positioning matrix. This matrix will be important for all participants of the brand portfolio, taking into account the criterion "brand position" and the criterion "thickness of the segment". The specified criteria are the main and key ones in the development and implementation of the company's brand positioning strategy.

In the table 16 shows the positioning matrix of the brand portfolio for the "Rud" trademark for the Zhytomyr oil factory PJSC.

Table 16

Brand portfolio positioning matrix of the "Rud" trademark

Positioning model	Choice positioning criterion	Characteristics of the model
Macro model X - Y - Z	X - position on the target market	Hold central positions on the market The company's activities are aimed at the mid-price segment of the target market
	YZ - Key figure in the target market	Product Efforts to form positioning, taking into account the uniqueness and originality of products
Meso model IDU	U - Uniqueness of the trademark	Brand opportunity bring a higher reward compared to competitors The "Rud" trademark presents consumers with quality products and a guarantee of safety, taking into account full responsibility
Micro model a-b	a-b - physical properties of the product	Attention is directed to properties of the company's products The "Rud" trademark focuses on the latest and innovative technologies
	a-b - attribute benefit	Attention is paid to receiving a reward, which is connected with the special characteristics of the product.

Taking into account the above, we proposed an algorithm for the positioning of the brand portfolio, which is based on the formation of the main goal and the assessment of the state of the company's activity, taking into account the analysis of the positioning of brands among competitors (Fig. 8)

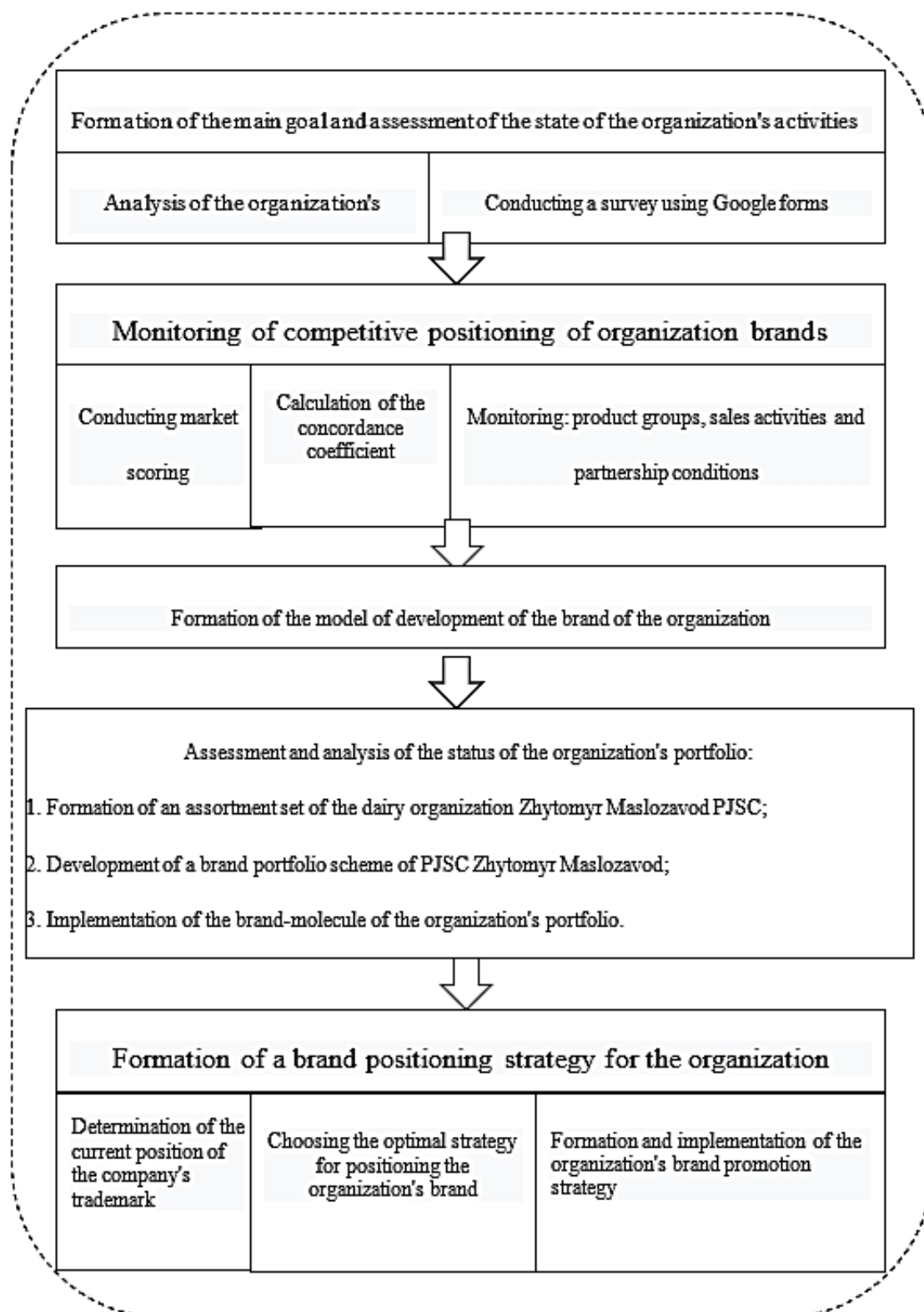


Fig. 8. Scheme of the positioning algorithm of the brand portfolio of the organization

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It is worth noting that the "XYZ" brand positioning model makes it possible to create an application for the position of the company's trademark and allows you to get answers to the following:

- benefits and advantage to consumers of the company's brand;
- content and informativeness of the company's brand;
- the target audience of consumers and users of the company's brand.

To maintain a competitive position with the choice of positioning, it is necessary to ensure product differentiation from competing products that help remain in the unconscious of consumers, occupy positions in the market and are excluded from competitors. Marketing activities are used through differentiation of goods, services, personnel and images.

To increase the effectiveness of sales activities, there is the creation and implementation of marketing development strategies. Using the example of PJSC "Zhytomyr Oil Factory" of the "Rud" trademark, we will understand the peculiarities of marketing strategies.

The main goal of JSC "Zhytomyr Maslozavod" is to meet the needs of consumers by supplying high-quality products to the places of sale. In addition, the tasks of the enterprise are compliance with high standards and norms, which will allow the enterprise to apply a certified system of environmental management, which will guarantee quality and food safety for consumers.

So, the marketing strategy is a comprehensive plan for the development of business or other economic activity, the purpose of which is to increase the volume of product sales and increase profits.

Therefore, marketing strategies are useful both for large companies (holdings) and for small enterprises. However, earlier the assessment of the value of the enterprise was carried out on the basis of the value of assets. Today, the value of the enterprise uses other indicators, which can be used to reflect the investment attractiveness and the ability of the enterprise to accumulate funds for the long term. It should be noted that the main role is played by brands and the ability of companies to manage the positioning of the portfolio of brands in the target market.

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Branding is increasingly becoming an important tool in the process of forming marketing strategies. It is the use of branding that allows you to intensively change and adapt to new products, taking into account the market situation. In the table 17 shows the main types of marketing strategies of portfolio analysis.

Table 17

A set of marketing strategies for forming a portfolio analysis

Matrix type	Marketing strategies / matrices at different stagesbrand formation	
	enterprise - leader	enterprise - outsider
BKG Matrix	Formation strategyadvantages competitive for the enterprise in order to preserve and support positions on the market	Intensification strategy for the purpose of building up target market shares
GE/ McKinsey Matrix	Defensive strategy	Strategy selective development of the enterprise
Ansoff Matrix	Strategy penetration	Strategy diversification in order to find new sales markets
Shell Matrix	Strategy leadership in the specified species business	Strategy folding business in conditions of uncertainty

As can be seen from the data in the table. 17 the following marketing strategies are typical for leading companies in the market:

- the strategy of expanding the market share - i.e. attracting new target consumers; studying new needs of consumers, increasing the volume of realization and sales of products;
- defensive strategy – protection of market positions by means of flank defense (attack on the weaknesses of the leaders) taking into account preemptive defense using the strategy of differentiation and price leadership. In addition, the use of mobile protection means the release of a new product brand and entering new regional target markets;
- the strategy of increasing the market share (provided the available capacity

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of the target market). This strategy is used in combination with market development strategies. Components of the marketing mix are also often used.

With the help of the "product-market" model, the optimal strategy of deep penetration into the target market or the strategy of developing the target market for the brand of the "Rud" brand is optimal.

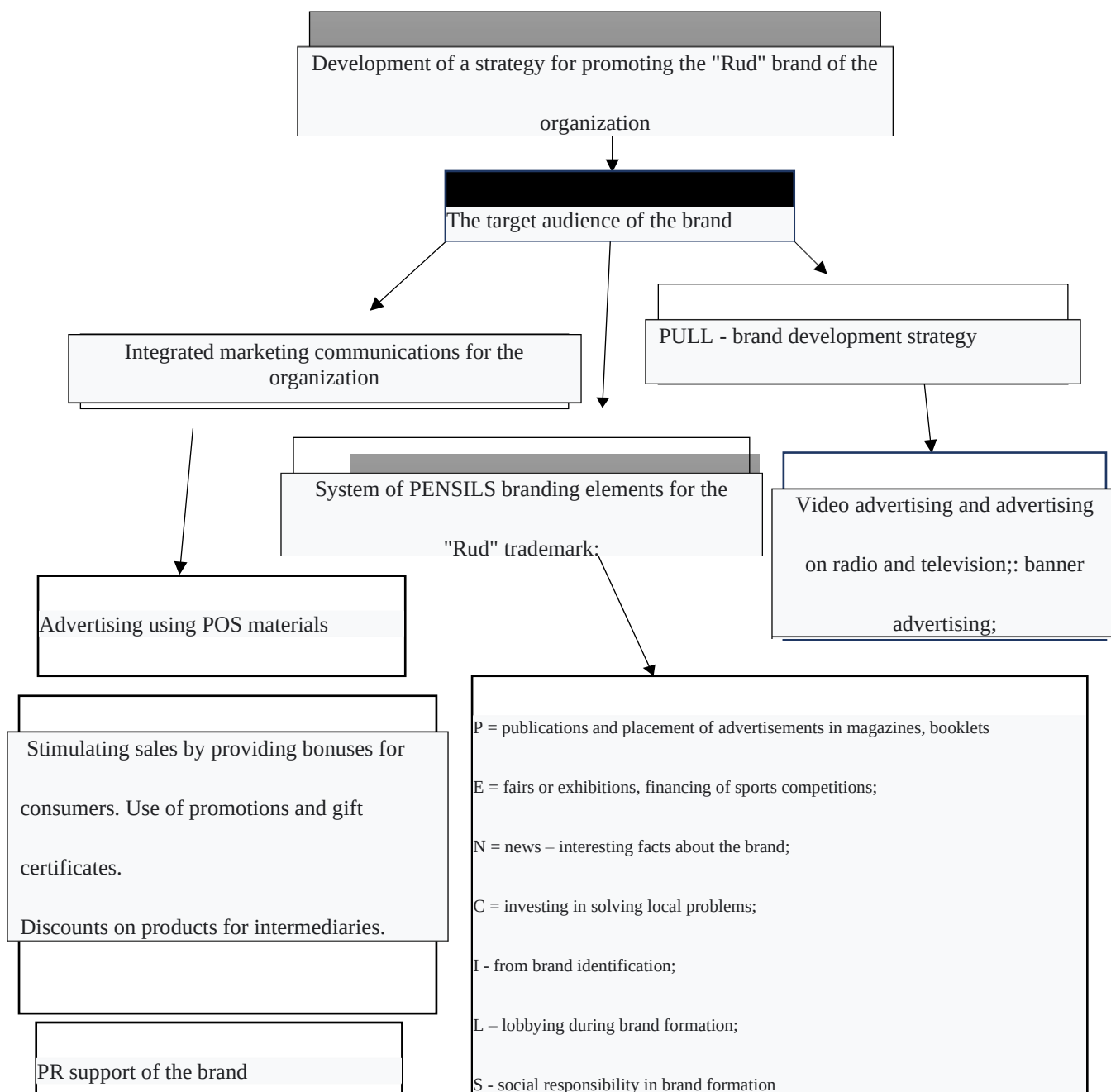


Fig. 9. Stages of formation and promotion of the Rud brand brand

Source: formed according to data [100]

For the company under study, the positioning strategy largely depends on the choice of the target market and the formation of comprehensive recommendations for encouraging new consumers. Therefore, in fig. 9 we proposed a positioning strategy for the "Rud" brand.

Also, by improving the quality of products, it is possible to diversify sales markets and increase the efficiency of production of products based on innovative technologies, which in turn will allow to subdue the price policy, give an opportunity to strengthen advertising activities, expand sales volumes due to vertical and horizontal integration [106]. Therefore, in order to convince consumers to buy the products of Zhytomyr Maslozavod PJSC, it is necessary to more effectively prove information about its quality composition, naturalness, usefulness and ease of use.

When purchasing dairy products of the "Rud" trademark at various points of sale, it is worth returning the purchased product with booklets and prospectuses, which mention the benefits of using this product.

Thus, the components of the "Rud" brand should include:

- brand attributes - we are talking about the brand leader in the market of both ice cream and frozen products. In addition, it is a high-quality product that meets the standards and has a wide range of different types of goods that are in high demand among consumers, has a modern stylish design. This is a product; a company that constantly moves in step with the times and constantly works hard to improve the quality of manufactured products;
- benefits and rewards – it's about status and reliability as well as confidence. The company guarantees the safety and quality level of its own products and, at the same time, is responsible for the impact on the environment and ecology;
- value and authority - we are talking about trust in the brand and products, namely confidence in quality products and reliability, which brings emotional and moral satisfaction to consumers;
- individuality and exclusivity of the brand - we are talking about a progressive and modern approach to brand development. Products can be trusted, which is the motto of the company;

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– the essence and content of the brand - PJSC "Zhytomyr Maslozavod" trademark "Rud" is the undisputed leader among domestic ice cream manufacturers. The trademark "Ice Cream No. 1" is not only the advertising slogan of the company, but also the purpose of its existence. We produce high-quality products using high-tech equipment.

Therefore, the development of the organization's marketing strategy is a complex step-by-step process, as a result of which it is necessary to form an operational plan of action that will allow the achievement of the final goal.