

5. Marketing support of the enterprise's activity on the market of organic dairy product

5.1 Theoretical and methodological basis of the analysis of the marketing complex at the milk processing enterprises

Modern economic realities represent the existence of new requirements for the organization of economic activity by subjects of the dairy industry in Ukraine. Trends towards a reduction in the production of raw milk, a reduction in domestic consumption of dairy products, an increase in export deliveries of dairy products, an expansion of the geography of sales of dairy products of Ukrainian production, an expansion of the range of dairy products and an emphasis on organic production, constantly growing competition between milk processing enterprises require constant work and search new methods, tools and approaches to the implementation of activities, attraction and retention of consumers, aimed at increasing the role of marketing in ensuring future commercial activity and increasing the competitiveness of enterprises in the market of milk and dairy products.

The activation of marketing activities, the development of market mechanisms and the constant popularization of the importance of dairy products require from the enterprises of the industry constant development, improvement of the product range and product quality, promotion and implementation in order to get as close as possible to the end consumer. This is possible based on the constant use of marketing mechanisms in the activity.

The main factors that contributed to the implementation of marketing methods and principles in the activities of dairy enterprises are the constant growth of consumer demands for dairy products, the need to independently search for product sales markets, high saturation of the market with dairy products, and increased competition. Under such conditions, all components of the marketing complex at milk processing enterprises require an effective organization to maintain a sufficient level of functioning and consolidate positions on the market. All production and commercial

processes occurring in milk processing enterprises must be well regulated, and marketing support must enable feedback to the market and provide reliable information about the market situation. Only the adoption of a marketing approach to decision-making makes it possible to develop specific goals, strategies, tactics of market behavior and increase the profitability of enterprises [94, 118].

Ensuring marketing activity at milk processing enterprises represents the formation of components of the marketing complex and the possibility of their practical use and implementation. However, before forming the components of the marketing complex, it is necessary to clearly understand which components can be part of it. But it is necessary to clearly understand what marketing is. Traditionally, marketing is considered as activity and promotion in the market. The familiar definition of marketing, which was proposed by the famous marketer F. Kotler, considers marketing as a process of meeting the needs of consumers through exchange [100].

Currently, there is a significant number of interpretations of marketing activities. Each of the definitions can interpret marketing from the side of ensuring competition and competitiveness, as a process that ensures the development and formation of a product range, price policy, distribution channels and logistical support of commercial activity, the formation of a system of marketing communications and their practical support. The existence of marketing activity is impossible without the presence of a marketing complex and measures to maintain it. In order to ensure the marketing activity of milk processing enterprises, it is necessary to clearly form the components of marketing. The marketing complex for each individual milk processing enterprise must have and has an individual approach. That is why it is advisable to consider the formation and main components of the marketing complex at domestic milk processing enterprises (Table 1.).

Table 1

The main components of the marketing complex of milk processing enterprises

Marketing complex	Elements of the marketing mix (translation)	Characteristics of the element of the marketing complex
" 4P "	Product	The product range of the enterprise, its updating and modification.
	Price	Cost of goods, price policy for goods, application of discounts, consideration of expenses.
	Place (Distribution)	Distribution channels, sales policy, cooperation with retail trade networks, formation of branded trade.
	Promotion	Use of advertising, public relations
" 4P " "+"		
"5 P "	Personnel	The level of qualification and professionalism of the company's employees, cooperation with the supplier, control of competitors.
"5P" "+"		
"6P"	Publicity	Popularization and formation of a positive image through mass media
"6P" "+"		
"7P"	Process	Control of production technological, production, commercial processes.
	Physical Evidence (Physical capabilities)	Material support of production
"7P" "+"		
"8P"	Psychology behavior (Psychological behavior)	Psychological features of consumer behavior
5 P +		
"9 P "	People	Consumers, company personnel, suppliers.
	Package	From the care of the product, informative packaging, attractive design.
	Probe _	Inspection in practice , product testing in
	Public Relations with public)	Cooperation with the environment , means of spreading positive thought
5 P+People, Public Relations, Package, Purchase		
"9 R " is the second option	Physical premises (Environment)	The conditions are created for effective sales of own products
	Profit (Profit)	Income minus expenses

Source: created by the author based on data [119, 120, 121, 122, 124,128]

According to the information in the table. 1.1, it can be argued that the marketing complex at milk processing enterprises is formed taking into account all the existing components of the marketing complex, but using the individual capabilities and resources of each individual enterprise. There are traditional components of the marketing complex - product, price, sales and communications; the level of their activation and development at the milk processing enterprise is an individual issue for each milk processing enterprise. In addition to traditional components, there are such elements as Personnel, People, Physical Evidence (physical capabilities), Process (process), Probe (approbation), Perceptual psychology (psychological perception), Package (packaging), which characterize the Product . Profit is a component of Price . Physical Premises (environment and sales system) - to Place . Publicity , Purchase , Package , Public Relations (Public relations), Physical Evidence (physical evidence) - to Promotion .

The process of development and functioning of the marketing complex and ensuring marketing activity is possible on the basis of a rationally developed set of measures, which includes a cumulative sequence of actions.

The process of organizing and marketing activities at milk processing enterprises is determined by the features of the dairy industry, which are the following : relevance of dairy products for humans, seasonality of raw milk production, state support for the development of the dairy industry. Equally important is the provision of milk as a raw material for the production of products.

One of the notable features of the operation of milk processing enterprises is the dependence on the results of agricultural production, because the production of raw milk in Ukraine is mostly carried out by households, which undoubtedly affects the quality of dairy products. Natural, technical and economic processes in the dairy industry are integrated with agricultural activities and create special conditions for production and organization of marketing in milk processing enterprises. The main features of the functioning of marketing in milk processing enterprises are given in the table 2.

Table 2

Features of the marketing activity of dairy enterprises

Feature	Forms of manifestation at a milk processing enterprise
the dairy subcomplex	Entry into milk processing enterprises of interrelated elements - animal husbandry and milk processing enterprises. Any significant changes in the state's economic policy affect the integrity of the entire chain.
The dairy industry produces essential products	The dairy industry produces essential products. Dairy products require timely production in the required quantity and assortment, taking into account the age, national traditions, and health of consumers; the perishability of dairy products requires prompt delivery, high-quality packaging and transportation.
Production of raw milk	Reduction of production volumes of milk-raw material in rural areas. enterprises is one of the causes of problems with the quality and quantity of raw materials. The production capabilities of small-scale raw milk production are not capable of forming a powerful raw material base. Ensuring the quality of milk-raw material is possible only in agricultural enterprises in which mechanical milking, cleaning and cooling are carried out, that is, the technological process of production of milk-raw material is followed.
Competitive issue - the opportunity of the milk processing industry	To a large extent depends on the level of capacity development of milk processing enterprises; dynamic supply of raw milk for processing; quality of raw milk supply; cost of products; technological conditions; the level of marketing support of milk processing enterprises.
Alternative sources of supply of raw materials for the dairy industry	Consolidation with suppliers of raw materials, investment in the development of own raw material base, changes in the technology of production of dairy products; investing in the development of one's own raw material base by creating modern dairy farms; increase in the import of dairy raw materials
Development of production of finished dairy products	Concentration of dairy production at large commodity enterprises: processing enterprises are able to respond mobile to market changes; are able to invest significant funds in the modernization of production, expand the range of products, increase the sales market.

Source: constructed by the author based on data [118, 119]

The results of the conducted research make it possible to state that in modern conditions, the majority of domestic milk processing enterprises try to use marketing in a simplified form. That is, marketing activity is focused on the promotion of dairy products and the formation of a dairy product sales system. One of the main obstacles standing in the way of implementing a marketing business model is incompetence in the formation and development of marketing strategy and tactics. The consequence of

such incompetence may be the inability to function on the dairy market, as well as the inability to manage the enterprise and marketing on it [86, p. 310].

So, the marketing of dairy enterprises is a complex and multifaceted business activity, which should be oriented towards satisfying the interests, first of all, of consumers and producers, and secondly, and will also contribute to increasing the welfare of the country and the development of the economy. The organization and conduct of effective marketing activities will help to unite the efforts of producers of dairy products, milk processing enterprises and the sphere of trade at all stages from production to consumption of products by the final consumer. A full-fledged functioning and rationally formed marketing complex of a milk processing enterprise must be based on a full-fledged marketing analysis, including an analysis of the marketing environment of the business entity, possible factors influencing it, as well as the company's ability to adapt to changing market conditions of business.

The constant variability of the market environment, instability and constant change of consumer needs, improvement of production and commercial processes in the activities of domestic milk processing enterprises requires constant analysis of marketing activities. The analysis requires both the general economic activity of the enterprise and its marketing activity both in full expression and separate elements of the marketing complex. During the marketing analysis, it is impossible not to carry out an analysis of the product assortment or not to determine the stages of the product life cycle, to skip the analysis of the price policy or not to take into account the dynamics of prices for competitor products, prospects for the use of marketing communications, etc.

That is why there is a need to develop the methodology and sequence of conducting marketing analysis and the components of the marketing complex in the activities of milk processing enterprises, as well as the choice of clear methods of analysis and the phasing of its implementation.

Branch specifics of the development of marketing activity at milk processing enterprises, the existing functioning elements of the marketing complex and the

direction of their expansion allow to form the possibilities and sequence of improvement of the marketing complex, the stages of the analysis of its functioning.

The practice and theory of marketing activity allows to form a structural and logical diagram of the sequence of analysis and improvement of the marketing complex at milk processing enterprises (Fig. 1). It is advisable to start the process of planning the marketing complex at a milk processing enterprise with a comprehensive market research, during which the behavior of consumers, their tastes and preferences, consumer preferences and purchase motives are studied . This analysis helps to evaluate market opportunities and attractive directions of development of the marketing complex .

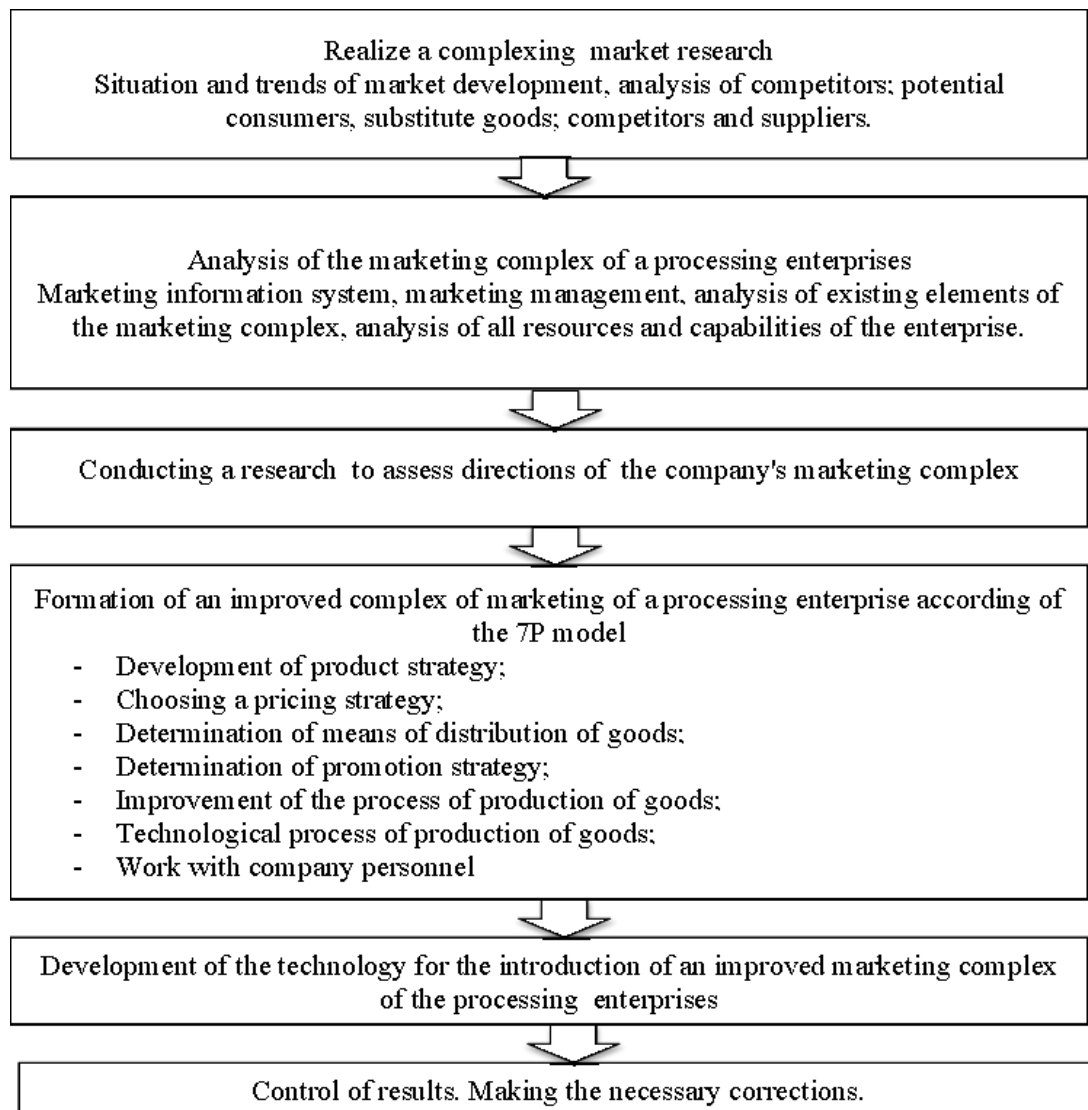


Fig. 1. The process of analysis and improvement of the marketing complex of the processing enterprise

Source: created by the author based on data from [133] .

The key to the formation and functioning of effective marketing activity is the timeliness of marketing analysis. The components of marketing analysis are the presence of a system of successive stages and its implementation . Analysis of the marketing mix should begin with determining the purpose of the analysis. The main goal of conducting a full-fledged analysis of the marketing complex should be an assessment not only of individual components of the marketing complex, but also a comprehensive assessment of the enterprise's marketing activities. In addition, it is necessary to conduct an analysis of product policy, price, communication, etc. But the foundation of the foundations is the formation of stages of analysis. The main stages of the marketing complex analysis are shown in fig. 2

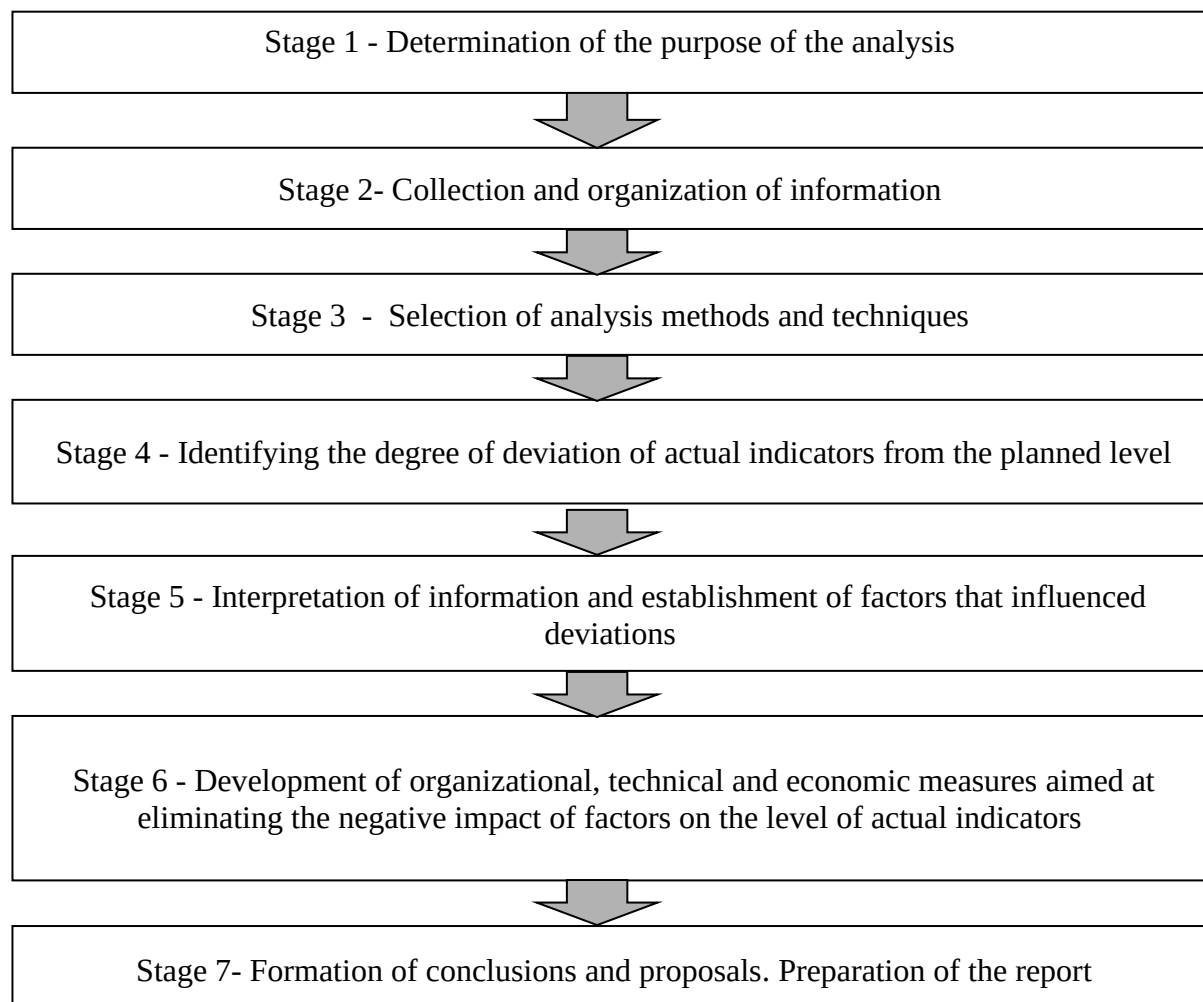


Fig. 2. Stages of conducting an analysis of the marketing complex in the activities of a milk processing enterprise

Source: created by the author based on data [129, p. 37]

The process of conducting an analysis of the marketing complex consists of seven consecutive stages, which include all aspects of the procedure - from the selection of the goal to the formulation of conclusions and proposals for further improvement of the marketing activities of the milk processing enterprise. The third stage is quite important - the choice of the method and methods of marketing analysis. If we consider the methodology of marketing analysis, the most important is the choice of the method. The method of conducting marketing analysis should reflect all aspects of marketing activity and provide an opportunity to draw conclusions for improving the entire activity of the enterprise.

The range of methods for analyzing the marketing complex is wide and reflects both the analysis of individual components of the marketing complex and all marketing and economic activities. The main types of methods of analysis of the marketing complex are listed in table. 3.

Table 3

Methods of analysis of the marketing complex of a milk processing enterprise

Method	Characteristics of the method
SWOT analysis method	The methodology of SWOT analysis involves the identification of strengths and weaknesses, threats and opportunities, and the establishment of connections between them, which can later be used to formulate the strategic development of the enterprise.
The McKinsey method	The attractiveness of individual economic units is evaluated based on two parameters: the X-axis characterizes the strength of the strategic economic unit's position in the industry, the Y- axis - the attractiveness of the industry.
Portfolio analysis	It allows determining the opportunities and risks of the company's SHP activity and gives an opportunity to form development strategies.
BKG matrix	A tool for strategic analysis and marketing planning at the enterprise. Created to analyze the company's product portfolio, based on their position on the market in terms of demand growth and the company's market share.
ABC analysis	Divides the set of enterprise objects (products, customers, suppliers) according to the selected criteria (profit, turnover, costs) into three groups - A, B, C for the concentration of resources.
XYZ analysis	Analysis of the company's resources, forecasting their changes, taking into account the needs of consumers for the periods determined by the company.
Benchmarking	Based on the analysis of the company's competitiveness, which involves managing the effectiveness of various spheres (production, sales, logistics, etc.) of activity . The basis of the new analysis is the process of comparing goods, methods, technologies, etc.

Source: created by the author using sources [96, 125, 129]

Data table 3 reflect the most common methods of analyzing the marketing complex and marketing activities of domestic milk processing enterprises. The application of the above methods of analysis in practical use by domestic milk processing enterprises depends on the specifics of the activity of an individual enterprise, its financial and material capabilities, resource and labor support. The practice of using analysis methods implies the presence of an individual approach to the use of analysis methods of the marketing complex, which should ensure the use of the most appropriate methods for each individual enterprise.

The traditional components of the marketing complex of a milk processing enterprise are the product and its tools, as well as marketing communications aimed at promoting the product, the sales system, and the price policy, which are based on the features of both the enterprise and product production. The vast majority of milk processing enterprises already have either a marketing department or even a marketing service in their management structure. Of course, there are also businesses that do not have a marketing department, but they are a minority. However, this does not mean that marketing functions are not performed, they are performed, but they are performed by specialists in the economic field.

Both the presence of the marketing department and the performance of marketing functions by specialists in the economic direction require an analysis of the marketing activity of its individual components. In this connection , given in the table. 1.3. methods of analysis of the marketing complex are relevant for use. But with a maximum individual approach to the choice of methods, terms and frequency of implementation.

As a result of the given material, it is worth noting that the selection of methods and frequency of analysis of the marketing complex allows us to assert that the use of analysis methods and its implementation is an important component of commercial activity and is aimed at its improvement.

5.2 Analysis of the business activity LLC " Organic Milk "

The milk processing industry is one of the most intensive and dynamic components of the processing industry in Ukraine. In recent years, domestic milk processing enterprises have been actively undergoing modernization processes, introducing new technologies, improving high-tech production processes, and increasing capacity, which is accompanied by an improvement in the quality of dairy products and the introduction of European standards. An equally important component is the focus on reducing costs while simultaneously expanding the range of high-quality dairy products.

A fairly important aspect of the activity of a milk processing enterprise is the expansion of the product range and the quality of dairy products. All dairy products are aimed both at meeting the needs of consumers and at increasing the profitability of a clear milk processing enterprise, as well as at the development of the dairy industry.

One of the promising areas of dairy production is the production of organic dairy products. In recent years, there has been an increase in the number of dairy enterprises specializing in the production of organic dairy products, both from cattle raw materials and niche dairy raw materials - goat milk and plant milk.

LLC "Organic Milk" is one of the leading enterprises in the production of organic dairy products. The company provides the entire chain from the production of raw milk to the sale of finished products at retail outlets in the most common supermarkets in Ukraine. The basis of the economic activity of the enterprise is the advanced European experience of organic dairy production obtained by the owners using the latest technologies. LLC "Organic Milk" uses an energy-saving culture of production of dairy and meat products, the key aspect of which is the quality and safety of finished products using safe technologies for raising and slaughtering cattle [111].

The main activity of the enterprise is the production of certified organic dairy products and the development of the organic market in Ukraine. LLC "Organic Milk" is part of a vertically integrated company consisting of four complementary enterprises operating in the field of organic crop and animal husbandry.

The organic parameters of all links of the company's product and production chain are confirmed by European and domestic certificates. The activities of LLC "Organic Milk" as a producer of organic dairy products are certified by the International Certification Company "ORGANIC STANDARD" in accordance with the requirements set forth in Council Resolution (EC) No. 834/2007 and No. 889/2008 [111].

LLC "Organic Milk" has its own philosophy of business activity as it has the expression "Responsibility for the future", which is built on the principles of social responsibility of business. The social responsibility of the enterprise's business is aimed at preserving and increasing the health of the nation, a favorable environment and the rational use of natural resources in the regions of the company's operations, ensuring the safety of the staff in environmentally friendly conditions. The value basis of the development of the company's personnel as the main bearers of its philosophy is marked in four categories of activity: safety, integrity, effectiveness and leadership. The formed respectful attitude towards consumers, the formation of new values and the promotion of the development of society is the main goal of the activity of LLC "Organic Milk" in the market of organic dairy products [111].

As mentioned above, LLC "Organic Milk" is part of the vertically integrated company "Galex-Agro" PC, which consists of four complementary enterprises that operate in the field of organic crop and animal husbandry. The organizational structure of the production of "Organic Milk" LLC is shown in Fig. 3.

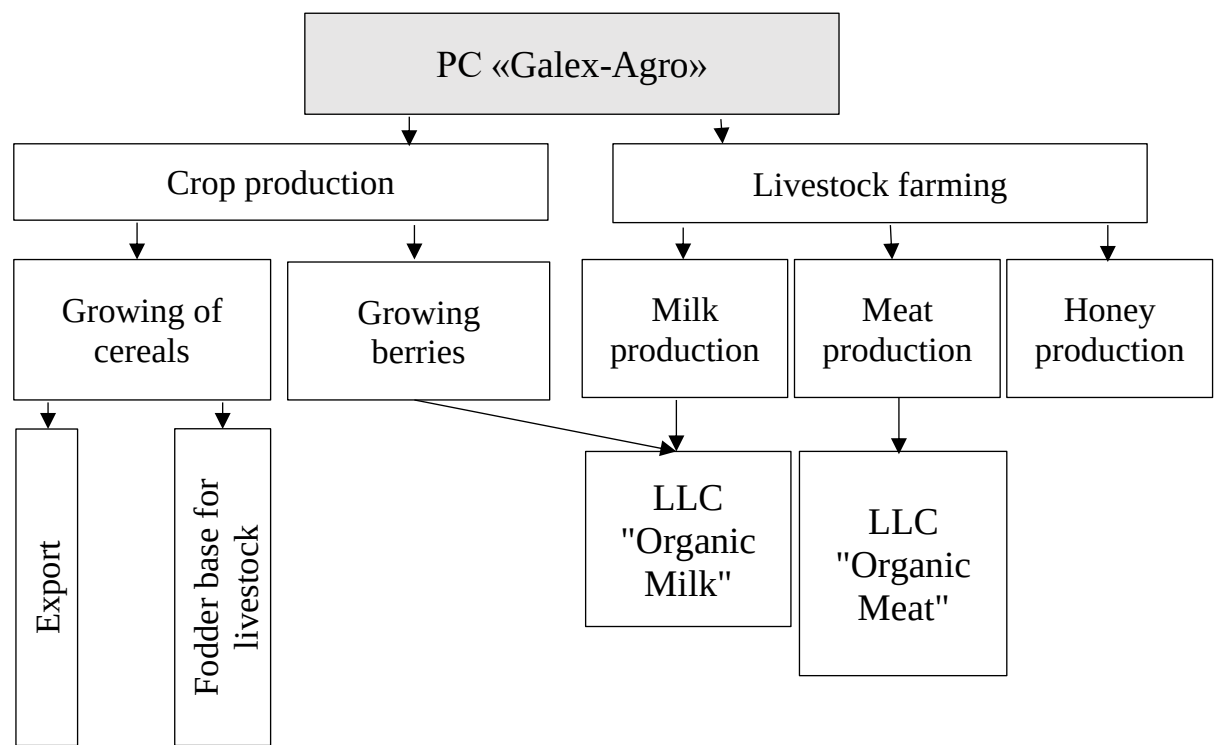


Fig. 3 Production and organizational structure of the activity of PC "Galex-Agro" on the market of dairy products

Source: created by the author based on data [109, 111].

The data of fig. 3. show that the investigated company produces products in two main directions - dairy and meat products . The company has a complete production cycle from growing fodder, keeping meat and dairy herds to processing dairy raw materials and producing the final product for consumption. A modern farm complex of the European model and the latest highly technological milk processing plant allow to achieve the highest indicators of product quality.

PE "Galex-Agro" is located in the Novograd-Volyn district of the Zhytomyr region , founded in 2008. This is a mixed -type farm consisting of dairy livestock and field crops, which operates according to the standards of the European Union (EU Organic) and Switzerland (Bio Suisse). Galex Agro is the first farm in the Zhytomyr region that decided to implement a model of a full-fledged eco-system, which combines the cultivation of organic crops and organic animal husbandry. Currently, the farm grows products on an area of 7,000 square meters . ha , of which 5,000 ha are certified as organic farming, 2,000 ha are in the transition period. The enterprise

specializes in the cultivation of grain and leguminous crops, including wheat, spelled (spelt), rye, barley, oats, chickpeas, beans, vetch, buckwheat and millet [132] .

The main rule of "Organic Milk" in the field of production of animal husbandry products is untethered keeping. It is strictly forbidden to keep animals on a leash. Cows are in pastures from April to November, have round-the-clock access to food and fodder, which must be organic and certified according to EU standards. Also, on farms, calves up to four months are fed exclusively with natural milk and in no case do they use mixtures. It is a taboo for organic livestock farming, as is the use of milk after the animals have been treated with antibiotics. The milking process is carried out with the help of a non-contact milking complex, thanks to which you can get really clean milk [132] .

The production of organic products under the TM "Organic Milk" takes place in three main directions (Fig. 4), which are aimed at the production of quality products in compliance with both the conditions of organic dairy production and the principles of responsible business. The principles of organic commodity production are aimed at the development of plant and animal husbandry, as well as at safe industrial processing of products.

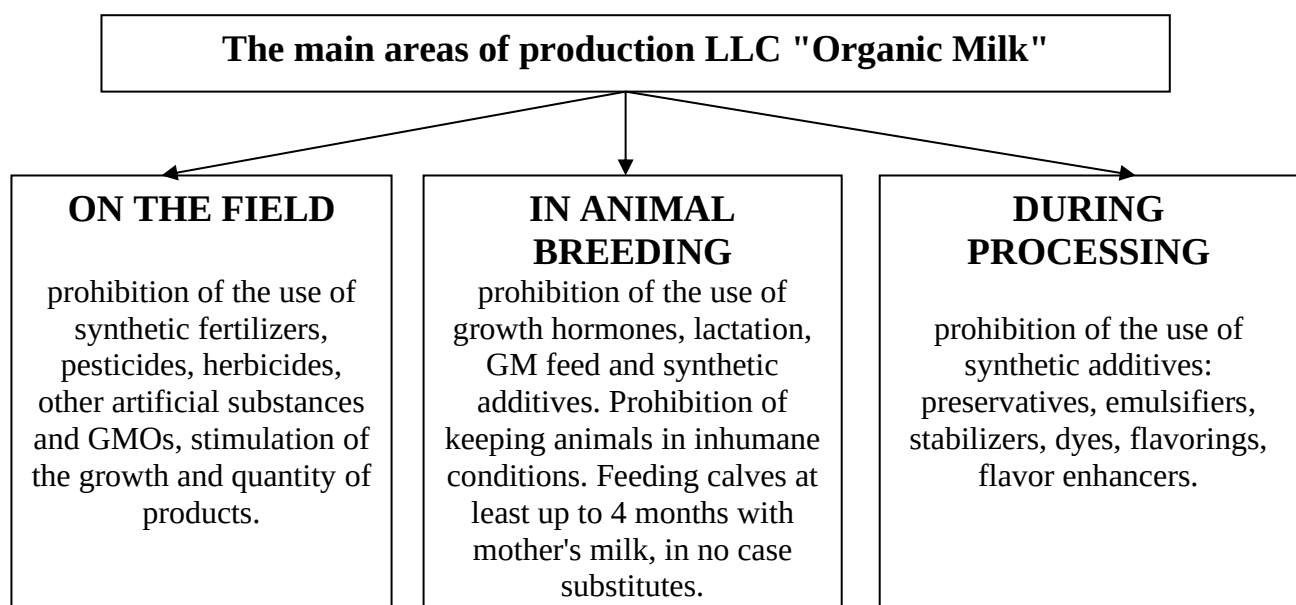


Fig. 4. The main directions of organic production of LLC "Organic Milk"

Source: created by the author based on data [109, 111] .

All areas of organic production are aimed at improving the company's activities and increasing profitability and the number of satisfied customers.

A condition for the operation of the plant is its production support. The "Organic Milk" plant itself was built in record time, in 9 months. After 4 months, the equipment was imported and put into operation. May 14, 2018 the plant celebrated its first 4 years of operation. Today, the processing capacity is 30 tons of raw materials per day, the land bank is 14 thousand hectares, 28 types of dairy products are produced, 35 types of organic meat products, cattle herd (Czech Republic) - 2.3-2.5 thousand heads, milk per cow - 7-8 tons per year, average milk yield per cow per day - 22 liters. all milk from "Galex-Agro" and "Agrovest Group" farms is processed. At the start of production (May 2014), there were only 5 types of products [135].

The main criterion for the activity of PE "Galex-Agro" and directly LLC "Organic Milk" are the main economic indicators that characterize the efficiency of the economic and commercial activity of the enterprise. That is why it is advisable to consider the main economic indicators of the activity of LLC "Organic Milk" (table 4).

Table 4.

The main economic indicators of the activity of LLC "Organic Milk"

Indexes	Period			Deviation	
	2019	2020	2021	absolute	one with no, %
Net income from the sale of products (goods, works, services), thousand UAH	99869, 2	154558, 3	182659,4	82790,2	183,1
Cost, UAH thousand	66691, 6	99459, 2	118812	52120,8	178,2
Costs of operating activities are, thousand UAH	77925,2	117087,4	135814.4	54888,9	174,0
Average accounting number of employees, employees	52	64	71	19	137,1
Material costs, thousand UAH	50153, 7	875 54, 5	1012,13	51059, 3	202,1

Source: created by the author based on the data of LLC "Organic Milk"

Table 4 make it possible to assert that during 2019-2021 there was an increase in all indicators of the company's activity. Thus, the net income from sales increased by 83.1% (in 2018 it amounted to UAH 182,659.4 thousand), the number of employees

increased to 71 people. However, there was an increase in the cost of production by 78.2%, operating costs by 74%, and material costs by 102.1% in 2020 as well. amounted to UAH 101,213,000.

As a result of the above in clause 2.1. information, it is worth noting that the activity of LLC "Organic Milk" is profitable, the company is one of the leading producers on the market of organic dairy products. The plant of LLC "Organic Milk" and the products that enter the market under the trademark of the same name are part of the structure of the holding "Galex-Agro", which makes it possible to have its own land bank and livestock.

5.3 Characteristics of the marketing activities LLC "Organic Milk"

The main activity of the enterprise is the production of organic certified dairy and meat products, the development of the organic market in Ukraine. In order to conduct a reliable analysis of the marketing complex of LLC "Organic Milk", it is advisable to conduct an analysis of such components of the marketing complex as the product policy, price, sales and communication policies of the enterprise. We will conduct a detailed analysis of marketing activities using the example of dairy production.

A detailed analysis of the product policy of "Organic Milk" LLC in the direction of the production of organic dairy products and compliance with the conditions of international certification allows us to state that production takes place in compliance with the conditions of organic crop production, animal husbandry and the main production of dairy products. The spectrum of organic dairy production includes 28 commodity items of dairy products that are in demand on the domestic and foreign markets. The product range of "Organic Milk" LLC is listed in table. 5.

Table 5

Product range of LLC "Organic Milk" in 2021

Product	Mass fraction of fat, %			volume	
Organic pasteurized milk	2.5	3.5		1 liter	
Kefir is organic	2.5	2.5		470 g	1 liter
Kefir is organic	1.0	1.0		470 g	1 liter
Ryazanka organic thermostatic	4.0			270 g	
Organic thermostatic sour cream	10.0	15.0	20.0	270 g	
Organic fermented milk cheese	9.0	0.2		300 g	
Cheese is organic	45.0			300 g	
Sweet butter is organic	82.6			200 g	
Sweet cream butter, peasant organic	74.5			200 g	
Organic cocoa butter	62.0			200 g	
Organic low-fat yogurt	0.05			470 g	
Organic yogurt Blackberry	2.5			190 g	470 g
Strawberry organic yogurt				470 g	
Raspberry organic yogurt					
Bifidoyogur is organic	2.5			300 g	
Organic hard cheese "Ukrainian"	50.0			1 kg	
Adegee cheese	50.0				
Curd organic licorice mass	4.5			250 g	
Pasteurized organic cocoa milk	2.5			470 g	
Lactose-free organic milk	2.5			1 liter	
Organic lactose-free kefir	2.5			1 liter	
Lactose-free organic yogurt (with probiotics)	2.5			300 g	

Source: created by the author based on [111].

Table data 5 make it possible to note that the company's product range includes a total of 28 product items, including a variety of fat mass fraction and container volume.

The modern stage of development of marketing activities of LLC "Organic Milk" occupies a leading position in the field of formation and development of the civilized market of organic dairy products, popularization of the culture of consumption of organic products. LLC "Organic Milk" is a member of the Public Union of producers of certified organic products "Organic Ukraine".

Completed production cycle, which combines the process of growing fodder, maintaining a meat and dairy herd, and processing dairy raw materials to the production of the final product and transportation to consumers.

The products of "Organic Milk" LLC are special and unique for the domestic market due to a combination of such characteristics as benefits, composition, safety of

consumption, taste qualities and culinary possibilities. The peculiarity of TM "Organic Milk" products is the process of processing milk and production of dairy products, which involves the use of not only organic milk, but also lactic acid bacteria that meet international requirements for organic production [111].

A component of the analysis of the product range is the definition of the main parameters of dairy products of the research object. That is why it is advisable to analyze the product range of "Organic Milk" LLC according to the traditional indicators of the range analysis (Fig. 5).

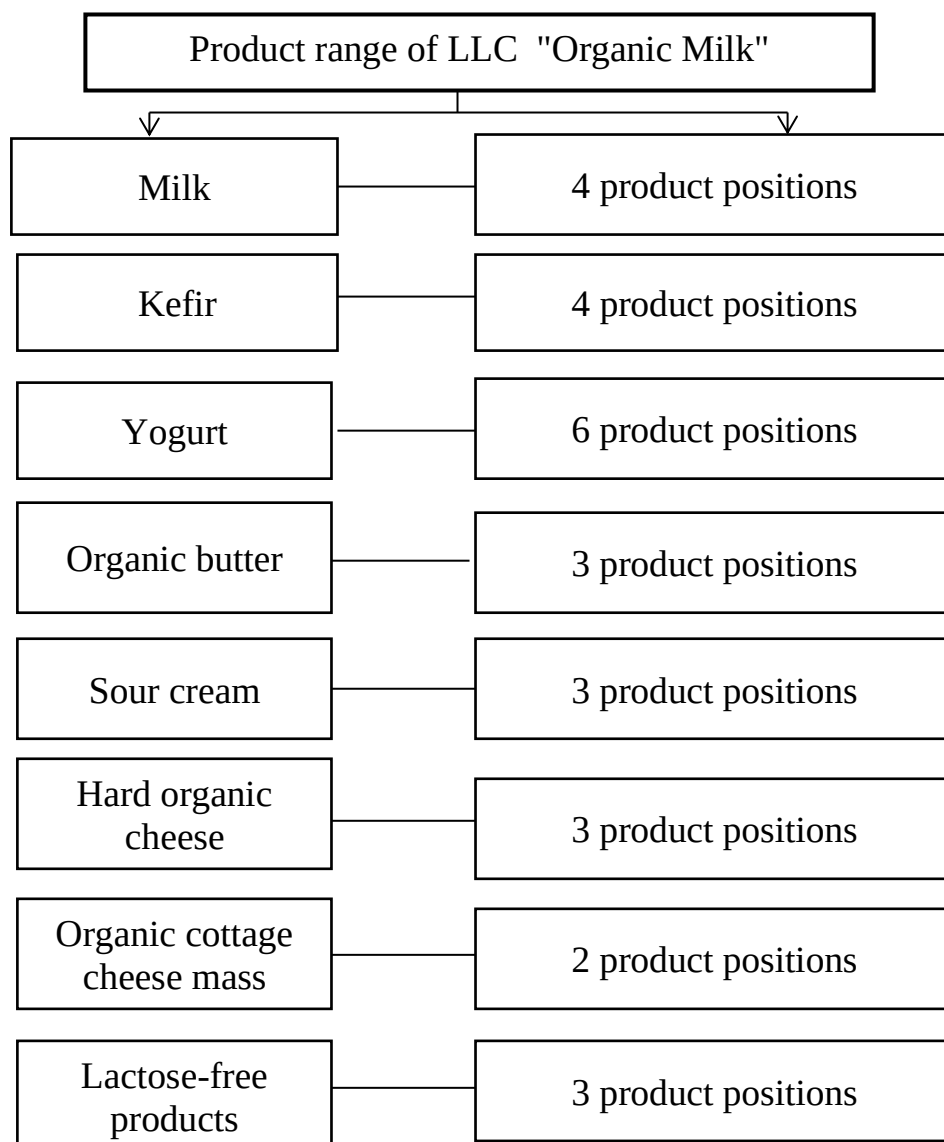


Fig. 5. The breadth and depth of the product range of "Organic Milk" LLC

Source: created by the author based on data [111].

According to the results of fig. 5. it is worth noting that the width of the milk assortment of "Organic Milk" LLC is 8, the depth of the product assortment is 28, and the saturation, accordingly, is also 28. As for the harmony of the assortment, it is harmonious, because from the assessment of production technology, points of sale, and the communication system, there are similarities as in the organic dairy and meat assortment. From the point of view of production evaluation, livestock farms consume only organic fodder and graze on organic pastures about 200 days a year. All products of TM "Organic Milk" are manufactured in accordance with international standards. All processes of fodder cultivation and milk production are under the control of "Organic Standard" [111]. The raw material for use in the technological process is milk, which is produced on organic farms of the enterprise and has certificates of compliance with the conditions of organic standards. The enterprise also operates three farms with a herd of about 3,000 cows, of which 1,500 are dairy herds.

Marketing support of the brand "Organic" and "Organic Milk" is represented by the high quality and safety of dairy products. The system of control and compliance with the quality of dairy production at "Organic Milk" LLC is carried out by laboratories that are under the constant control of certification and standardization bodies.

The own laboratory of "Organic Milk" LLC conducts internal quality and safety control of dairy products. The laboratory is accredited to carry out monitoring and compliance with parameters of the organicity of the components of the technological process, including physico-chemical and microbiological analyzes of raw milk, control over the sterility of equipment, compliance with the temperature regime of dairy production, as well as assessing the quality of finished products at the stage of packaging for safe transportation . This laboratory is certified (certificate No. A 14-084 dated May 14, 2014 "Ukragrostandartcertification").

In general, the quality management system of dairy products at "Organic Milk" LLC is entrusted to 4 laboratories. The main types of laboratories and their functional obligations, which are performed in the quality management system, are shown in fig. 6

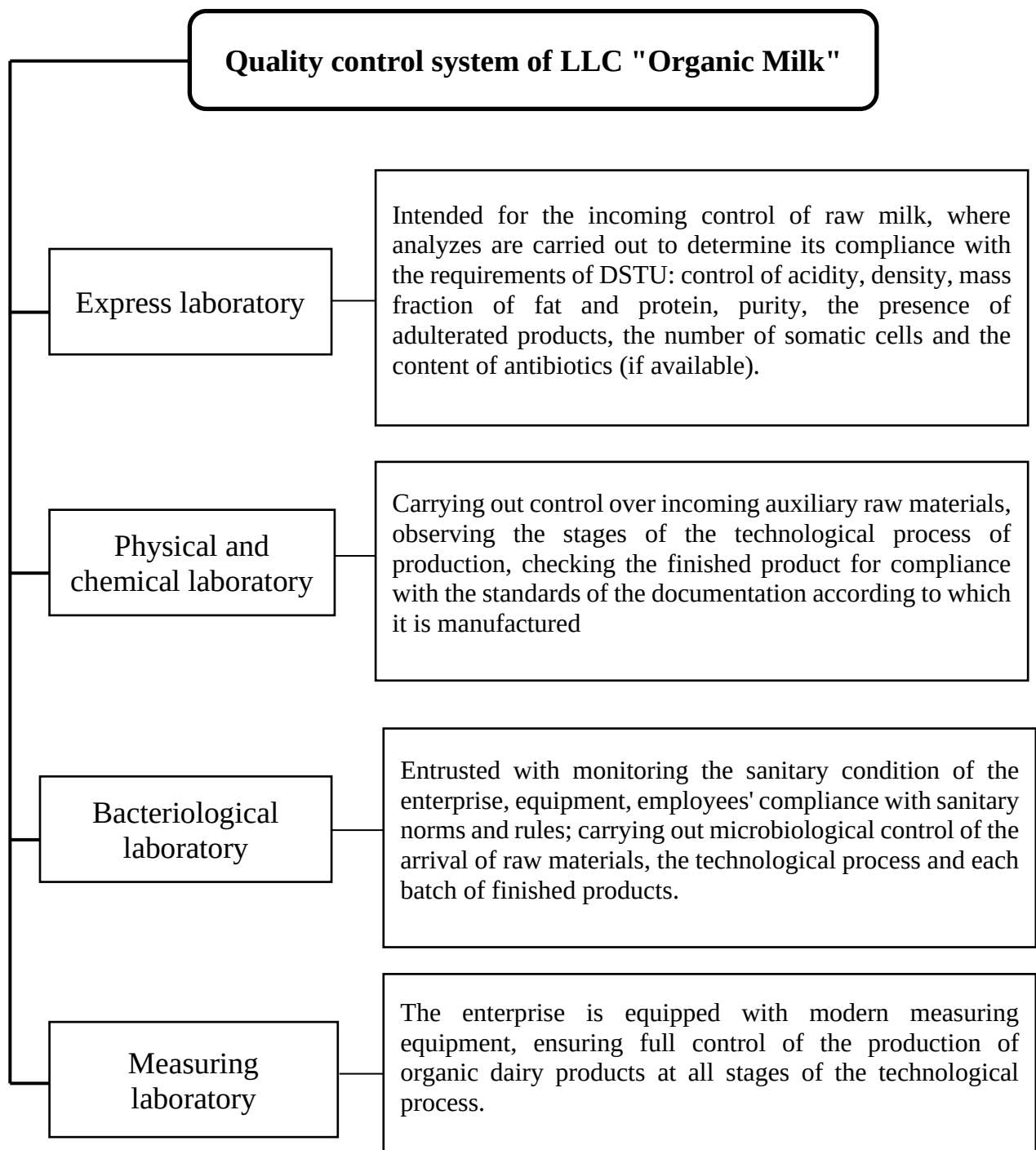


Fig. 6. The system of quality control of organic milk products of LLC "Organic Milk"

Source: created by the author based on [111].

A component of the marketing complex is the pricing policy, pricing process and products. No less important is the pricing policy of "Organic Milk" LLC for organic dairy products. And therefore, the study of price policy is an important component of the analysis of the enterprise's marketing complex.

It is worth noting that the price policy of "Organic Milk" LLC is represented by the use of a price strategy and type of price policy, as well as its maintenance. The traditional component of price policy is the process of price calculation. In the practical activity of forming and developing the price policy of LLC "Organic Milk", it is represented by a policy of high prices for existing dairy products and new products. As for the application of the price strategy, the company applies the strategy of high prices for both new and low prices for existing products. The prerequisite for the application of the strategy of high prices for both existing and new dairy products is the quality of the product, its characteristic as organic, and elements of positioning. TM "Organic Milk" products are characterized by high quality and safety, which is why the use of high price policy is justified.

In the process of researching the price policy of TM "Organic Milk", it is worth analyzing retail prices for dairy products. The dynamics of prices for the main types of the company's products at the most famous points of sale are shown in the table. 6.

Table 6

**Price dynamics of the main products of LLC "Organic Milk" in retail
trade networks of Ukraine (the end of 2019)**

Product	Trade network, hryvnias.				
	Mega Market	Auchan	Eco Club	Novus	Metro
Organic pasteurized milk 2.5%, 1 liter	39.60	37.50	41.00	41.7	34.8
Organic thermostatic kefir 2.5%, 1 l	38.5	38.9	48.2	45.9	41.9
Organic thermostatic ryazhenka, 270 g	39.5	38.4	41.3	41.5	39.7
Organic thermostatic sour cream 20%, 270 g	36.8	36.5	46.0	39.4	39.5
Organic sour milk cheese 0.2%, 300 g	55.3	53.4	57.0	44.6	44.3
Organic sour milk cheese 5%, 300 g	53.1	50.2	58.6	59.0	56.1
Organic sour milk cheese 9%, 300 g	55.2	45.2	63.1	64.5	49.6
Sweet butter organic 74.5%, 200 g	78.5	74.2	81.5	76.9	78.3
Organic strawberry yogurt 2.5%, 470 g	37.5	36.2	48.6	41.2	41.0
Organic raspberry yogurt 2.5%, 470 g	37.5	36.2	48.6	41.2	41.0
Organic blueberry yogurt 2.5%, 470 g	37.5	36.2	48.6	41.2	41.0
Organic lactose-free milk, 1 liter	42.3	39.5	47.8	45.9	44.9

Source: created by the author based on [112-116].

Listed in the table 6 analysis of prices for dairy products of "Organic Milk" LLC in the most common retail trade networks of Kyiv revealed the following: it can be confidently stated that the majority of products are sold in the field of retail trade; a different trade margin is set for products in each retail network, as it is formed

depending on the image and positioning of the retail network. Among the listed retail chains, the lowest markup on products is in the Auchan, Metro and then Mega Market chains. The largest trade mark-up on TM "Organic Milk" products in retail chains "Novus" and "Eco Club".

In order to confirm the price strategy and price policy of "Organic Milk" LLC, the goal is to compare with the prices of a similar organic producer of "Etnoproduct" LLC (table 7).

Table 7

**Comparison of retail prices of TM "Organic Milk" and
TM "EthnoProduct", as of the end of 2019**

Product	Retail			Average price	Change, %
	Mega Market	Ashanna	Novus		
TM "Organic Milk", UAH.					
Organic pasteurized milk. 2.5%, 1 l	33.7	31.6	33.5	32.9	96
Kefir organic 1%, 1 l	36.9	36.4	37.5	36.9	111
Organic kefir 2.5%, 1 liter	38.5	38.9	29.5	35.6	101
Organic sour cream 20%, 270 g	36.8	37.9	35.2	36.6	110
Organic butter, 200 g	58.2	58.50	57.3	58.0	89
Hard organic cheese, 1 kg	367.4	342.5	385.9	365.3	90
TM "EthnoProduct", UAH.					
Organic pasteurized milk. 2.5%, 1 l	30.4	32.5	39.5	34.1	
Kefir organic 1%, 1 l	32.5	31.1	33.5	33.1	
Organic kefir 2.5%, 1 liter	34.8	36.4	35.2	35.5	
Organic sour cream 20%, 270 g	32.5	34.1	33.4	33.3	
Organic butter, 200 g	65.2	58.9	71.2	65.1	
Hard organic cheese, 1 kg	415.1	396.4	400.3	403.9	

Source: created by the author based on data[110-116].

Comparing the prices of the dairy products of TM "Organic Milk" and TM "EthnoProduct" it was determined that all organic dairy products of TM "EthnoProduct", except for organic pasteurized milk and sour cream, are lower than the products of TM "Organic Milk"

The analysis of prices for organic dairy products of TM "Organic Milk" and the competitor enterprise of TM "EthnoProduct" showed that TM "EthnoProduct" has a competitive advantage in prices over the products of the

investigated enterprise. The conducted research confirmed the use of the policy of high prices for TM "Organic Milk" products.

Full-fledged marketing activity at the enterprise is impossible without a product sales system. The product sales system of "Organic Milk" LLC is represented by the sale of products on the basis of direct contracts with the largest retail chains, as well as extensive distribution - sale through market intermediaries. LLC "Organic Milk" has almost 2,000 retail outlets in the retail system, including supermarkets. If we talk about the level and type of product distribution channel, the multi-channel distribution channel is active. A graphic representation of sales directions is shown in fig. 7.

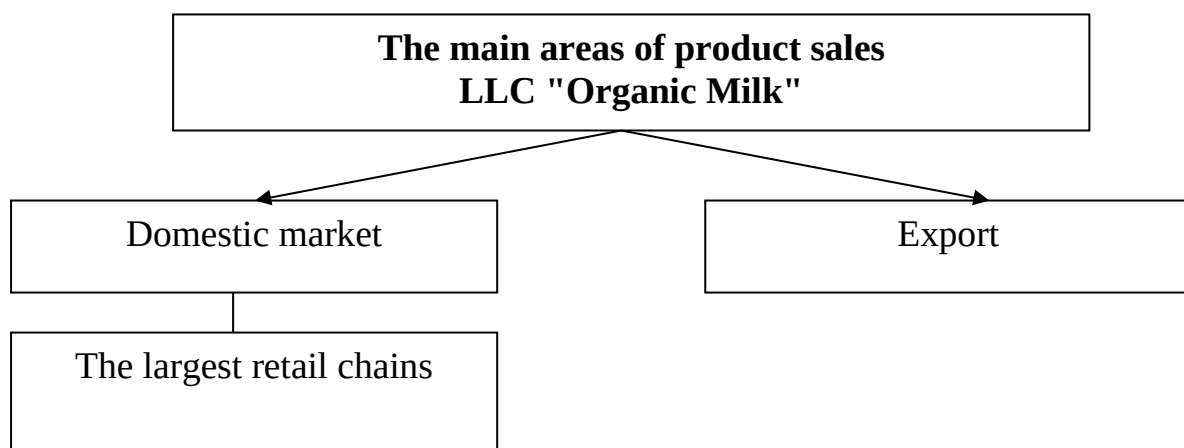


Fig. 7. The main directions of sale of dairy products of "Organic Milk" LLC

Source: created by the author based on [111].

The geography of sales of "Organic Milk" LLC in the domestic market is represented by sales in all regions of Ukraine. Products are in particular demand in Kyiv, Kharkiv, Dnipro, Odesa, Lviv and Zaporizhzhia. Today, dairy and meat products are also represented in the Auchan, Novus, Good Wine, Mega Market, etc. retail chains. trade networks.

The geography of exports of "Organic Milk" LLC is represented by the sale of dairy products to European countries and the UAE. Switzerland is the largest buyer of the company's dairy products abroad [111].

Modern business conditions and the implementation of the sales system at milk processing enterprises are impossible without the company's website. The existing Internet site of "Organic Milk" LLC is informative, information is updated in a timely manner, including the company's product range. The Internet site of "Organic Milk" LLC is located at the link [https :// organic - milk . com . ua / .](https://organic-milk.com.ua/)

A component of the marketing complex is the company's use of marketing communications. LLC "Organic Milk" quite actively uses marketing communications in its activities. The types of marketing communications presented at "Organic Milk" LLC are shown in fig. 8.

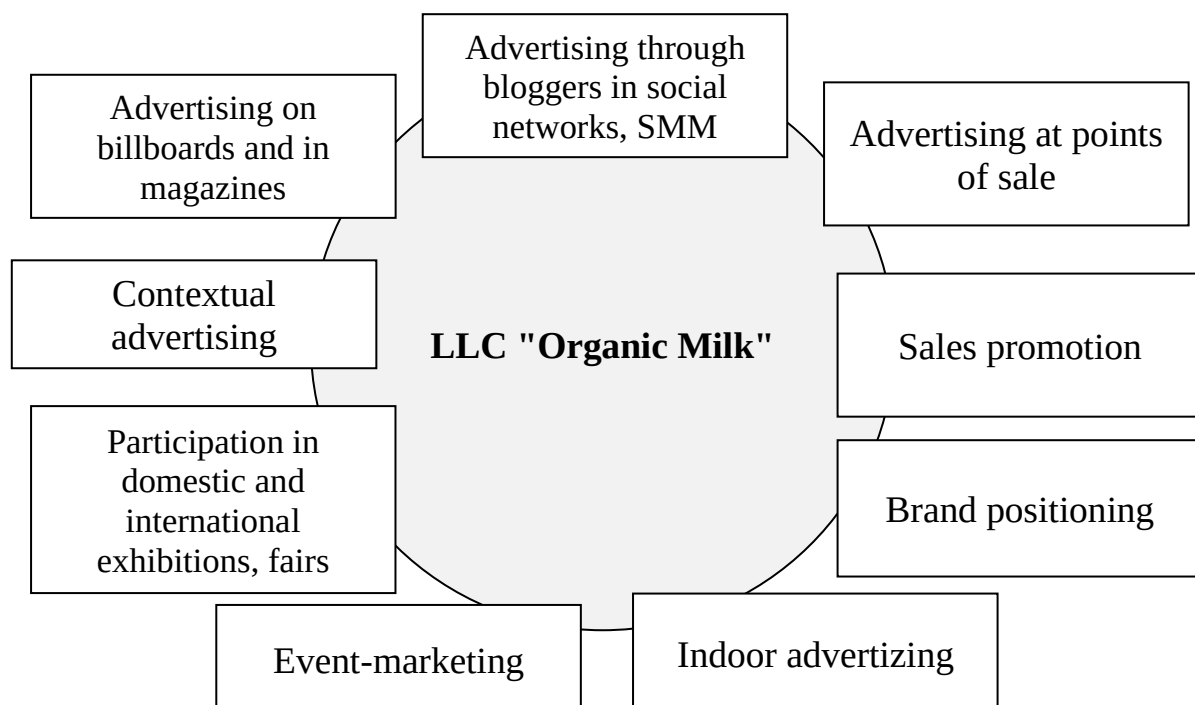


Fig. 8 Marketing communications in the activities of LLC "Organic Milk"

Source: created by the author based on his own research.

The data of Fig. 8 make it possible to state that the LLC "Organic Milk" company uses marketing communications quite actively and popularizes both products and the company itself.

One of the important components of the communications policy of "Organic Milk" LLC is the use of event marketing - holding events, events, meetings with the

main and potential consumers, well-known bloggers with the aim of increasing attention to the brand, increasing market share. One of the first events held and organized by TM "Organic Milk" is the "Conscious Mom" event, which is already regularly held every September. During the meeting, company representatives present their products and emphasize the safety of their consumption for expectant mothers and children. All the activities carried out by "Organic Milk" LLC are shown in fig. 9.

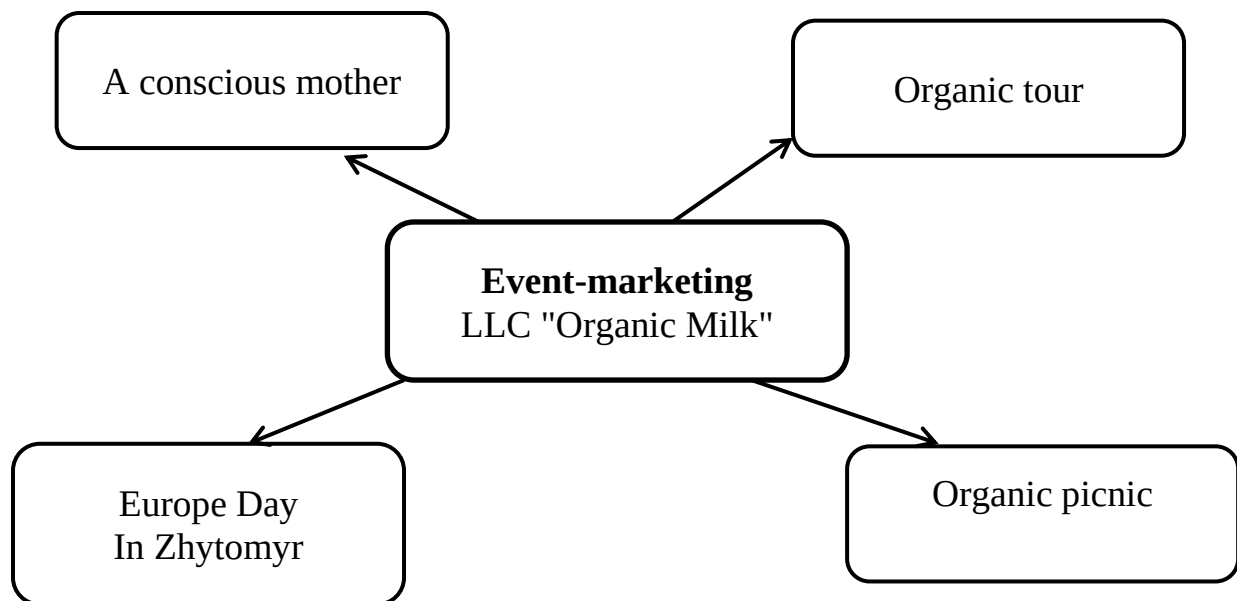


Fig. 9. Event -marketing events of "Organic Milk" LLC

Source: compiled by the author based on company data

LLC "Organic Milk" is quite active in social networks. There are fully functioning company pages on Facebook and Instagram , where they present and popularize their products, show possible options for dishes with their own organic dairy products. The main indicators of the activity of "Organic Milk" LLC are given in the table.

Table 8

Performance indicators of TM "Organic Milk" in social networks

Indicator	Social network		
	Facebook	Instagram	Telegram
Number of subscribers	1254	1456	1052
Number of subscriptions	54	979	-
Number of likes	45269	75249	51652
Number of dislikes	35	-	15
Number of comments (answers)	2153	5698	-
Number of publications	384	443	126
Publication frequency	twice a week	twice a week	twice a week

Source: compiled by the author based on data from the company and social networks

In social networks, all publications of "Organic Milk" LLC have their own hashtag. By hashtags # organicmilk and #recipesorganic posts can be found in the above social networks.

Based on the results of the analysis, it can be stated that "Organic Milk" LLC uses all the traditional components of the marketing complex, because it has a fairly saturated product range of organic dairy and meat products - 28 and 35 types, respectively, and has a pronounced pricing policy of high prices, which confirms high positioning of products and the enterprise itself; the existing sales system at the enterprise is effective, which is confirmed by the presence of dairy products in all retail trade networks. The use of marketing communications is also active. The most widely used are advertising, exhibitions, event marketing , product promotion using SMM marketing . The results of the analysis of the marketing complex are positive, but there are prospects for development and opportunities for effective further activities.

5.4 Analysis of the marketing environment of LLC "Organic Milk"

Every enterprise carries out its commercial activities under the influence of a number of factors. As a rule, these factors are formed within the marketing environment of the enterprise: external and internal. The operating environment

determines the success of the company, forms a system of restrictions and measures of adaptation, which in the future the company must take into account when carrying out its activities.

An important component of marketing analysis is the study of the external environment, which is a source of power for the enterprise. The practice of marketing analysis divides the external environment of the enterprise into the macro- and micro-environment. The macro environment fully refers to the country's business environment and the conditions of the enterprise's functioning. The existence of characteristic features has an impact on the activity of all business entities, regardless of the form of ownership and the specifics of commodity production . The external environment itself is dynamic and beyond the control of individual companies or corporations [134, p.181].

Analyzing the external macro environment of the enterprise is an important component of business activity and functional market segment, is a component of the formation of a strategic plan of marketing activities, and is the basis for choosing new market segments and developing them. The main factors of the macro environment of the enterprise are economic, social, political, ecological, demographic, natural-geographical, political-legal, cultural, scientific-technical.

For the investigated enterprise "Organic Milk" LLC, it is advisable to indicate the main factors of the external environment to which the enterprise adapts.

The main such factors are:

1) Economic factors are the economic condition of the country or region, the existing and prospective purchasing power of the population, the structure of consumption , currency, credit, financial and tax systems in the country, to which each dairy processing enterprise adapts. Marketers must have the main trends of changes in the level of the minimum income of consumers and the terms of their increase, information about the state of the market [95, p.56].

The currency system is of great importance in the external environment. The state of the currency system and the relationship between the national and foreign currency has an impact on the activities of "Organic Milk" LLC when purchasing

equipment for the production of organic dairy products, purchasing livestock from the Czech Republic. That is why the change in the exchange rate has a direct impact on the activities of "Organic Milk" LLC.

An equally important factor is the level of inflation and the rate of its growth or decrease, which affect the depreciation of stocks and goods, the level and rate of cash flows. The constant change in the rate of inflation has an impact on the structure of food consumption, including organic dairy products.

Natural and climatic conditions have an impact on the activities of the enterprise in the field of organic crop production and the formation of ecological pastures for livestock at "Organic Milk" LLC. In addition, the direct influence of climatic conditions directly affects the quality of fodder during grazing.

The scientific, technical and technological environment of "Organic Milk" LLC is represented by the use of the latest methods of scientific confirmation of livestock feeding methods, their maintenance and weight gain. In addition, technological and scientific and technical factors are factors of development and possible use in the technological process of technological novelties for the production of both dairy and meat organic products. The qualification of personnel in the languages of implementation and use of new techniques and technology also becomes important.

The political and legal environment of "Organic Milk" LLC is represented by all the regulatory and legal acts that exist in Ukraine, and which the company is guided by when carrying out production and commercial activities. Since "Organic Milk" LLC exports products, in addition to domestic legislation, the company must be guided by the legislation of the countries to which it exports its products. A component of the political and legal environment is also the customs legislation, which is the basis for the implementation of the enterprise's export contracts.

Cultural factors determine the individualization of consumer requests for dairy products. Cultural factors include education, professional competence, commitment to the brand and products in general, consumer culture and product utility.

Since the sale of products under the TM "Organic Milk" there have been a large number of positive reviews about the products, which confirm their quality and availability for consumers.

The combination of factors in the analysis of the marketing environment is the basis for conducting a PEST analysis.

That is, the PEST analysis aims to identify those factors of the external environment that have the greatest influence on the activities of enterprises (table 8).

Information table 9 make it possible to assert that LLC "Organic Milk" does not operate in isolation, but in contact with the external environment, which includes all effective influencing factors. The factors of the external environment affect the degree of activity and the efficiency of the activity. The enterprise can partially, to a greater or lesser extent, influence individual factors. The influence of factors of the marketing environment is significant in the activities of LLC "Organic Milk" and is able to form the functional component of the enterprise.

The existing external environment characterizes LLC "Organic Milk" represented by the situation on a separate functioning market. The market of organic dairy products is characterized by growing demand and high consumer interest in products. Since the internal environment is represented by the components of the environment that exist in the enterprise itself, it is necessary to carry out their constant analysis and monitoring. The internal factors of "Organic Milk" LLC are intermediaries, competitors, consumers, the public [107, p.45].

Customers are the most important component of the internal environment. That is why the basis for their loyal attitude towards the brand is the focus on meeting their needs and the availability of a wide and affordable assortment.

Table 9

PEST analysis of LLC "Organic Milk"

External environment		External environment		External environment		External environment	
Political and (P)	Points	Economic and (E)	Points	Social and (S)	Points	Technological (T)	Points
Tax system	5	Economic growth	10	Distribution of income in	1	Support of scientific developments	4
Protection of the domestic producer	5	Credit and monetary system	6	Demographic factor	3	Technological development	4
Labor legislation	3	And inflation _	7	Labor protection system	2	The use of new developments about k	3
State regulation and support	5	Price disparity	8	The standard of living of the population	4	Amortization	3
Political stability	5	The state will support the producer	6	Attitude to work	2	Energy resources and energy saving	3
Protection of consumer rights in	2	Unemployment rate	3	Professional characteristics	3	Use of the latest technology	3
Quantitative point assessment when performing the expert method	25	Quantitative point assessment when performing the expert method	40	Quantitative point assessment when performing the expert method	15	Quantitative point assessment when performing the expert method	20
The total number of points is 100							

Source: created by the author based on expert data .

An important component of marketing is the possible reaction to changes in consumer needs and preferences. Most of the products manufactured by "Organic Milk" LLC are sold within Ukraine, some - abroad. This indicates the existence of a significant demand for products both in the domestic and foreign markets.

Suppliers are a component of the internal environment. It is the process of supplying raw materials and materials that is decisive in the enterprise's marketing system. Suppliers for the production of products under the TM "Organic Milk" are manufacturers of technological lines, packaging and packaging of products, as well as organizations that can provide informational, advisory and functional services. As such, the company does not have suppliers of raw materials from other companies, because the raw materials come to the factory from three of its own livestock farms with more than 4,000 animals.

In addition, LLC "Organic Milk" has a seasonal nature of production of raw materials. The period of the largest harvest is May-August, the smallest is November-February, which is caused by the peculiarities of the agricultural, including organic milk production and animal husbandry.

Intermediaries are organizations that provide services for advertising and promotion of products to the market, trade networks that directly sell dairy products of TM "Organic Milk".

One of the main means of movement of dairy products on the market. LLC "Organic Milk" is advertised in periodicals (local and regional newspapers) on the basis of developed advertising projects. LLC "Organic Milk" regularly participates in exhibitions of agricultural products and fairs in Zhytomyr, Kyiv and others cities of Ukraine and abroad.

Competition, as a factor of the internal environment, is represented by the presence on the market of organic dairy products of similar producers. In this regard, it is necessary to carry out a constant analysis of competitors, pay attention and analyze their actions on the market for the purpose of both the company's own survival and further functioning.

An important component of the analysis of the marketing environment is the SWOT analysis, which is the basis and component of the strategic analysis of the enterprise . It is the SWOT analysis that makes it possible to determine negative and positive factors affecting the company's activities, the correct assessment of the opportunities that will open up to the company in the future [87, p.140].

SWOT analysis (table 10) is shown.

Taking into account the results of the analysis, it is possible to propose a development strategy and measures for further improvement of the company's activities, including LLC "Organic Milk" on the functioning market.

Table 10

SWOT analysis for LLC " Organic Milk "

Strengths (S)	Weaknesses (W)
1. Joining a vertically integrated structure (PC "Galex-Agro"). 2. Successful infrastructure a. 3 . Effective management system 4 . Especially in vehicles. 5 . With the provision of qualified employees . 6 . High product quality and quality control based on implemented European quality and safety standards. 7. Availability of own brand.	1. Difficulty of growth in the market. 2. Constantly growing competition 3. Significant expenses for maintaining the "Organic" brand 3. Absence of a marketing department and performance of all marketing functions by the management of the plant.
Opportunities (O)	Threats (T)
1. State support for organic production is possible. 2. Increase in market share. 3. Growth of sales points and product sales channels. 4. Improvement of production technological processes. 5. Creation of a marketing department. 6. Expanding the range of organic dairy products.	1. The growing level of inflation 2. Price disparity for dairy products. 3. Emergence of new competitors. 4. Complexity of the taxation system. 5. Outbreak of livestock epidemic. 6. Changing consumer tastes and growing demand for plant-based dairy products.

Source: created by the author based on his own research.

Proposed in table 10. the possibilities of development of "Organic Milk" LLC in the future were ensured by the rational use of all available resources and constant support of the high quality of organic dairy products. Further effective development is possible based on the rational use of marketing tools and their effective combination, taking into account all components of the marketing environment, which is represented by the presence of strengths and weaknesses, as well as the neutralization or minimization of threats.

That is why future proposals for further effective development are possible thanks to an effective combination of financial, energy, personnel, production and technological resources and capabilities. However, in any case, the production, commercial and marketing activities of the enterprise should be directed only to the expansion of production, the introduction of the latest technologies and techniques, production software, which will contribute both to increasing profitability and satisfying the needs of consumers.

5.5 Prospects for the development of marketing activities of LLC "Organic Milk" on the market of organic dairy products

The effective functioning of domestic enterprises cannot be imagined without the use of marketing. On its basis, enterprises are actively developing, increasing the volume of production, forming a brand policy and maintaining brand recognition, developing and supporting the use of marketing communications, forming an effective pricing policy based on positioning and segmentation, forming a sales system, controlling the presence of goods on the shelves, including the quantity products in the field of trade, form points of sale, etc.

The above-mentioned components are active at the researched enterprise LLC "Organic Milk. It is the brand "Organic Milk" (Organic Milk) today is a model of high-quality and safe organic dairy products. The enterprise is one of the leaders in the production of organic dairy and meat products, and the enterprise's marketing support is at a high level. However, it is worth noting that all functions related to and marketing activities are entrusted to the owners, one of whom is Oleksandr Yushchenko, and the director - Olena Stretovych. It was Olena Oleksandrivna's high competence and desire to grow higher that contributed to the fact that even before the launch of the plant, the largest retail chains were the first to ask questions about the supply of products. Direct contracts for the supply of dairy products to the largest retail chains of Ukraine were concluded.

Together with BBDO advertising agency Ukraine's logo, packaging form and material were developed, merchandising was formed at retail points of sale, an Internet site was developed and maintained at a sufficiently high level. However, for the further effective development of the enterprise, it is expedient to create promising opportunities for the development of marketing activities of LLC "Organic Milk". The most expedient directions of development of marketing activity of "Organic Milk" LLC are shown in fig. 10.

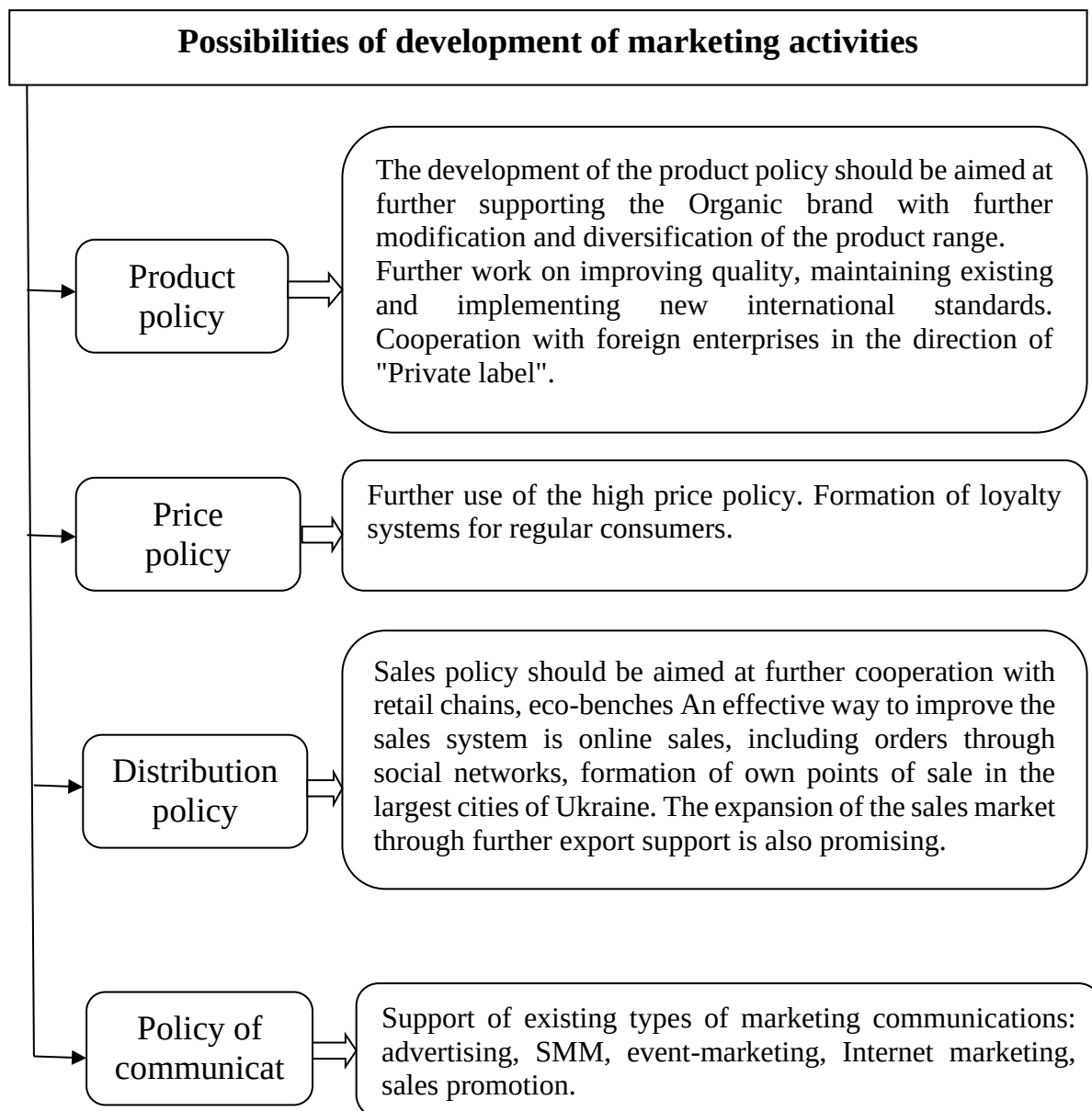


Fig. 10. Directions of development of marketing activity of LLC "Organic Milk"

Source: generated by the author

Information Fig. 10, which is proposed as the main and most promising areas of marketing development at the enterprise under study. The basis for their formation was the results of the conducted analysis, which identified the existing tools of marketing activity and suggested their further use, as well as proposed their improved components.

However, it is worth remembering that the company does not have a marketing department. That is why it is advisable to propose creating this department for further effective development of the enterprise. It is advisable to form the marketing department on a functional basis and include functional specialists in its composition (Fig. 11).

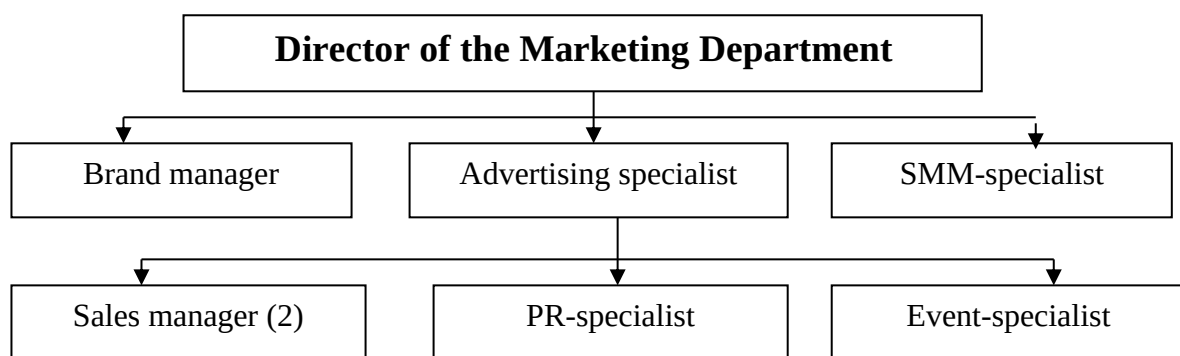


Fig. 11. Planned composition of the marketing department of "Organic Milk" LLC

Source. Suggested by the author

Since the marketing department is planned to be formed according to the functional principle, it is advisable to include the following specialists in its composition:

1) A brand manager is a specialist who will be entrusted with the functions of controlling the quantity of finished products, having information about the volume of animal stocks, quality control and cooperation with the company's quality laboratories. At the first stages of development, it is planned that the specified functions will be related to the control of dairy and meat products, and then the expansion will be a separate brand manager for dairy and meat products. The functions of the building

also include analysis of work on the expansion of the product range (work on ideas for the release of new organic dairy and meat products), analysis of brand recognition.

2) The advertising specialist will monitor the execution and implementation of advertising and promotional campaigns, which will be developed together with advertising agencies of Ukraine.

3) SMM - the specialist will work on product promotion in social networks. Since Instagram is one of the popular networks , it is advisable to focus on filling its content, constantly publishing posts, updating stories and forming proposals for choosing a brand ambassador.

4) The sales manager will include work on the sales system, work with buyers and consumers, and control over the fulfillment of the terms of the contract. Preparation of products for export and accompanying documentation, cooperation with foreign partners, control over the number of products and demand already in the field of trade. In the future, there will be two sales managers - by product type: dairy and meat.

5) The PR specialist will be involved in the development of measures to create a positive image of the products and the company, and the development of measures to present new products that will be produced under the TM "Organic Milk".

6) The duties of the event marketer will include the development and organization of product presentations, events at the city and country level, company support during participation in exhibitions and fairs.

A powerful mechanism for effective management of marketing activities and the sales system is the modeling of consumer behavior, which should be carried out on the basis of marketing and sociological research. The results of the study make it possible to assert that not only product promotion, but also consumer behavior, the influence of marketing communications on it, have a significant place in the marketing system. The influence on the consumer is exerted by such factors as the availability of products in the nearest retail outlets, the presence of information about the trademark and its quality. Therefore, when developing measures to influence consumer behavior, it is

appropriate to consider that the quality of the system and effective marketing communications occupy the leading place.

Proposed measures with in the improvement of the sales system, on the basis of which the effectiveness of its further activity is substantiated . The proposed model of sales policy is appropriate for implementation at dairy enterprises.

In general, it can be argued that the marketing activity of the enterprise on the market of organic dairy products should be reflected precisely in the marketing of organic products (Fig. 12).

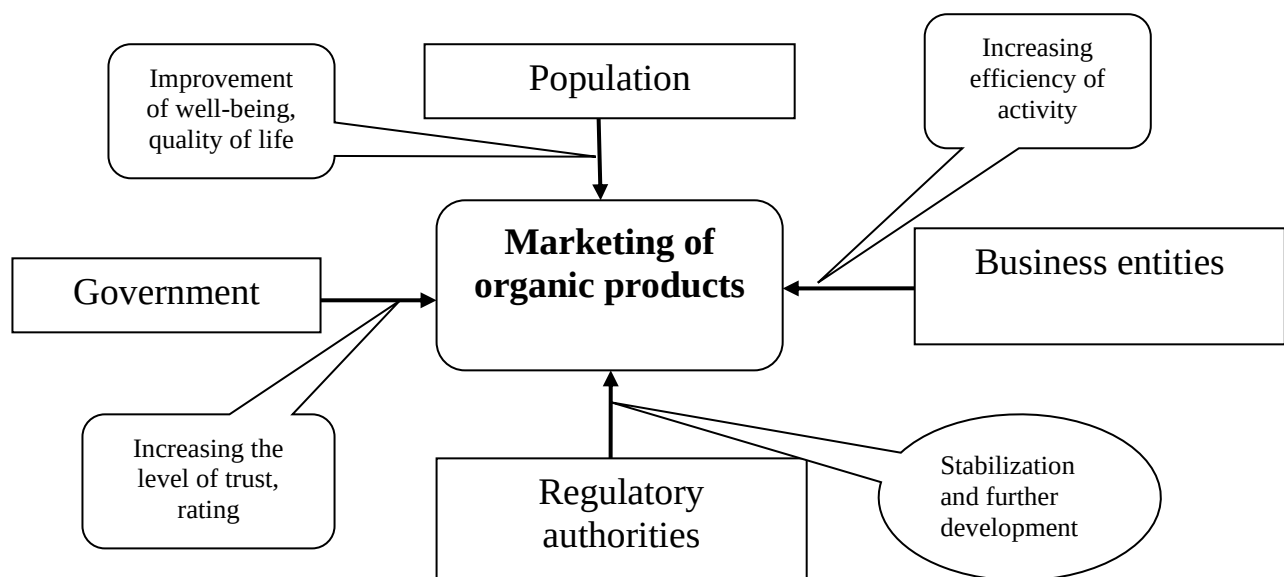


Fig. 12. Determination of the conditions of activity in the implementation of marketing of organic products

Source: built by the author according to data [93, p.95]

Studying the possibilities of improving the sales management system gives grounds for the conclusion that an important condition for the functioning of the marketing management system and on its basis the construction of a successful sales system is possible based on the integration and effective combination of all components of the marketing complex. The analysis of the economic activity of "Organic Milk" LLC allowed us to identify differences in seasonal fluctuations. This situation became the basis for activation of the demand management system . In order to smooth out seasonal fluctuations, it is appropriate to propose the implementation

and practical use of measures to stimulate demand. As a result, it is possible to implement all this on the basis of a developed set of marketing measures, which can be rationally formed in the form of a marketing plan.

The key to success in the practical activities of enterprises is the choice of the right goals and perspective strategic course. It is a correctly defined strategic course that allows you to correctly form the priorities of the company's activities for the long term. The company's management should be oriented towards conducting a strategic analysis, as well as developing and implementing a marketing strategy. A deep understanding of the importance of strategic development and the use of marketing strategies will provide an opportunity to respond in a timely manner to changes in the business environment, will allow to ensure the formation and maintenance of competitive advantages , to successfully form a marketing complex, to make the most of the strategic potential of a clear enterprise.

The development and implementation of a marketing strategy is a continuous process that combines all stages of development , from decision-making on determining the course of strategic development, to implementation , adjustment of actions and evaluation of the effectiveness of the functioning of the marketing strategy. The process of assessment and control over the implementation of the strategy occurs not only during the analysis of performance indicators, but also during their adjustment, during the analysis of the marketing environment, and during the competitive analysis. Evaluation and control turn the process of implementing a marketing strategy into a continuous process , which is impossible without a marketing plan with a clear sequence of actions . The implementation of the marketing plan should take into account information about the marketing strategy and its features. When conducting a marketing analysis, as one of the stages of implementing a marketing plan, it requires the availability of data on target markets, positioning features, development of components of the marketing program, and existing market segments. The marketing plan is a so-called predictable scenario of actions with an indication of the responsible persons, the amount of expenses and the expected indicators of development [136].

In order to control the implementation of the marketing strategy, it is necessary to create and practically use a mechanism for analyzing the defined marketing goals. The main components of such a mechanism should include the company's goals, components and conditions for the implementation of a marketing strategy, all factors and components of a strategic decision. Each element should also take into account the variability of the marketing environment and the current state of the analyzed enterprise. That is why a comprehensive approach should be provided based on the principles of adaptation and flexibility, opportunities to increase market potential, create and maintain competitive advantages and achieve strategic goals.

As a result of the conducted investigation of the activity of LLC "Organic Milk" on the market of organic dairy products, it was established that the company has significant financial resources, is liquid and solvent, and has a number of competitive advantages. However, without constant improvement and introduction of rational changes to systems and management, without taking into account the interests of consumers, it is impossible to carry out effective activities in the future.

As the practice of marketing activity shows, the development and implementation of marketing strategies is a promising direction for improving strategic development and increasing the efficiency of milk processing enterprises. This solution will also be effective for the activities of "Organic Milk" LLC. Based on methods of portfolio analysis, in particular using the Boston Consulting Group model (BKG matrix) and product life cycle analysis. The implementation of strategic analysis in practice should enable "Organic Milk" LLC to develop effective marketing strategies, including in relation to the company's main product groups.

The stage for starting a strategic analysis is to determine the market share for each dairy product of "Organic Milk" LLC (milk, yogurt, kefir, sour cream, butter, cheese, cottage cheese, ryazhanka) and calculate the growth rate for each dairy product.

The initial data for building the BKG matrix for "Organic Milk" LLC are presented in the table 11.

Table 11

Source data for building the BKG matrix of "Organic Milk" LLC

Product	Sales volume, thousands of tons		Total sales volumes of organic dairy products in 2020, thousands of tons	Growth rate, %	Relative market share
	2019	2020			
Milk	1094 1	1350 7	4086 6	123, 5	33, 1
Yogurts	110 4	128 9	240 8	116, 6	53, 6
Kefi r	456 8	533 1	599 7	116 , 80	88, 9
Butter	232 8	25 30	270 9	108, 8	93, 6
Cheeses	599 8	68 50	1408 9	114, 3	48, 7
Curd mass	52 2	54 6	55 3	104, 6	98, 9
Ryazanka	96 2	96 4	125 5	100, 3	76, 8
Sour cream	130 4	139 3	172 3	106, 9	80, 9

Source: created by the author based on [105].

Based on the data in the table. 3.1 it is worth building a matrix using the BKG method. Then all the analyzed products should be mapped to the rules for building the "growth-market share" matrix. A graphic display of the BKG matrix for "Organic Milk" LLC is shown in Fig. 3.5.

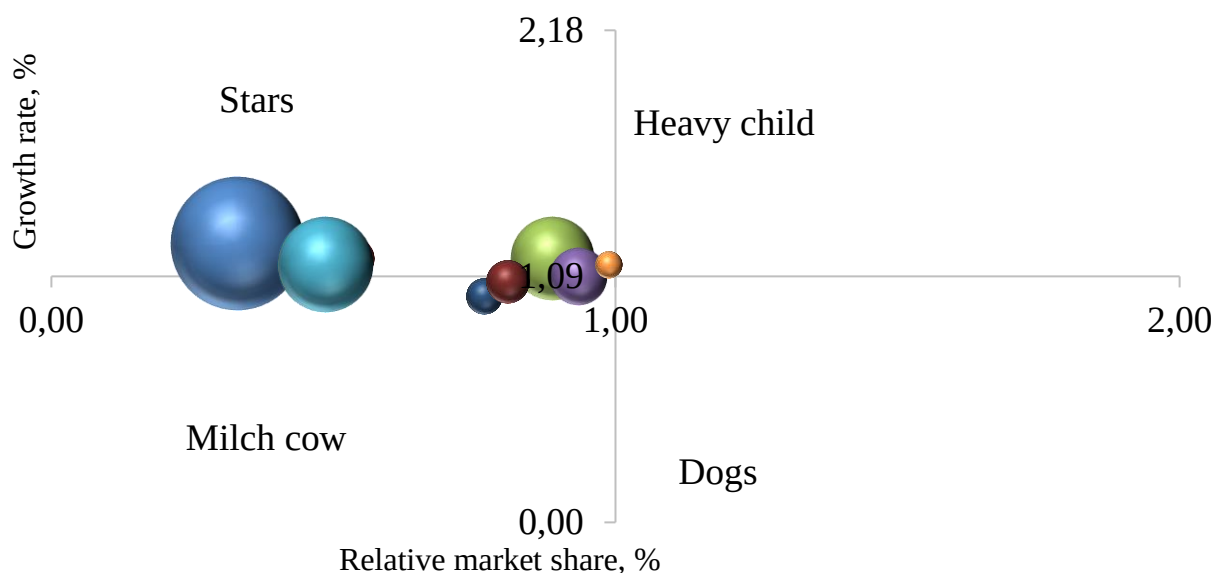


Fig. 13. BKG matrix for dairy products LLC "Organic Milk"

Source: created by the author based on his own research

About the conducted analysis and construction of matrices and BKG for LLC "Organic Milk" allows you to note that almost all dairy products of TM "Organic Milk" belong to the "Zirky" group . Such products are milk, cheese, kefir, yogurts, cottage cheese and sour cream . The fact that these products belong to the "Stars" group means that they are profitable, but it is not yet appropriate to direct the funds from their production to the growth of revenue and the improvement of other product groups. Ryazanka and butter belong to "Active products " , which makes it possible to claim that these products do not require investments , and the proceeds from their sale are directed to the development and production of products located in the zones and "Star".

For each type of strategic business unit , it is appropriate to use a marketing strategy. For the products of the " Vazhk and children " group , it is advisable to intensify marketing efforts or to make a decision to reduce production due to unattractiveness on the market . The marketing strategy for SBO "Star" should be aimed at intensifying marketing efforts to support the market and increase its share. As the development of the industry slows down, "Star" may become an SHP in the "Dyn i " group cows and". Their marketing strategy must necessarily include the activation of communications, including emphasizing the use of reminder advertising ; periodically to use discounts; stimulate repeated purchases. There are no SBOs of the " Sobaki " type among the company's products .

The results of the study allow us to state that the product portfolio of "Organic Milk" LLC at the time of the analysis does not contain product positions that are characterized by low demand growth rates and may not ensure the company's growth in the future. In this case, we can say that in order to ensure dynamic growth in the future , the company should focus its strategy on diversification of production and modification of the product portfolio with new positions that are promising , including in the direction of demand growth.

For "Organic Milk" LLC, the strategy of concentric diversification is appropriate , the basis for the implementation and development of which is the search and use of additional opportunities in production and new products in the existing business.

In order to increase the efficiency of the business activity and management of "Organic Milk" LLC, it is advisable to seek advice from partner companies, for example, to an existing partner of an advertising agency, to support the marketing department at the initial stages.

In order to form strategic development and maintain it at a high level for the enterprise, it is advisable to suggest the use of marketing strategies. The use of marketing strategies, as a rule, should be focused on the main components of the marketing complex. That is why the types of proposed marketing strategies and actions for their practical use are shown in fig. 14.

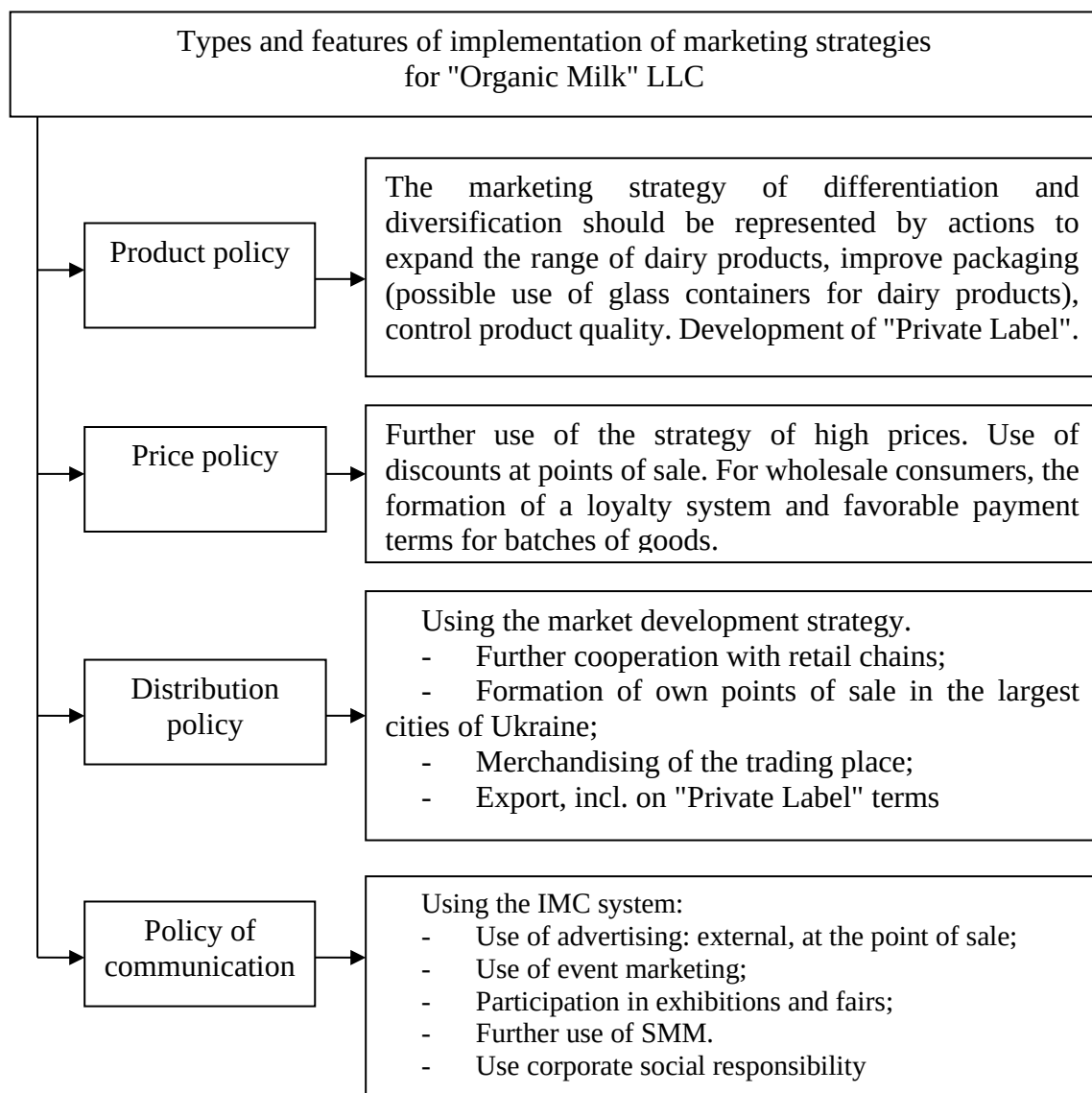


Fig. 14. Types of marketing strategies and their implementation features in the conditions of LLC "Organic Milk"

Source. Developed by the author use [107]

Shown in fig. 14 marketing strategies and their adaptation and implementation features at the enterprise under study will contribute to its further effective development.

The ability to use strategic analysis is the key to the success of "Organic Milk" LLC on the market and is necessary in modern conditions. The proposed marketing strategies should contribute to the improvement of the economic activity of "Organic Milk" LLC.

5.6 Improvement of the marketing communications system of LLC "Organic Milk" on the dairy market

The development of marketing is an important direction of enterprise development and improvement of its activities. Quite often, the positive development and future development of milk processing enterprises is associated with a successful system of development of marketing communications. It is correct to believe that the development of the marketing communications system allows milk processing enterprises to successfully inform each buyer about the product and effectively form sales activities.

The results of the conducted research on the marketing activities of "Organic Milk" LLC showed that the main emphasis in the functioning of marketing communications is focused on the promotion of products in social networks, the use of advertising, and event-marketing events. That is why it is advisable to propose to improve the system of marketing communications of the investigated enterprise.

The practical activity of the enterprise, the peculiarities of the production and presentation of organic dairy products determine certain peculiarities of the development of the marketing communications system. In order to promote the dairy products of TM "Organic Milk" in the domestic market, it is advisable to offer a system of integrated marketing communications. The improved IMC system of "Organic Milk" LLC should be based on the positioning of products as high-quality, with compliance with the positions of organic products. The peculiarities of the

implementation of production activities make changes and require the use of marketing communications at a high level with as clear information as possible.

The further development and functioning of the communications policy of «Organic Milk» LLC should be based on the general corporate principles and strategic goals of the «Galex Agro» PC, as well as the general corporate communication strategy of the corporation.

Integrated marketing communications are the basis for the formation of marketing activities of "Organic Milk" LLC, the goal of which is the maximum satisfaction of consumer needs and the maximization of the profit of the enterprise and the company in general. The practice of using the IMC system should be aimed at maximum awareness of the need to consume organic dairy products, which are much more beneficial than conventional dairy products.

In order to develop an effective complex of integrated marketing communications for "Organic Milk" LLC, it is advisable to form the goals of marketing activity and communications policy. It is extremely important to form priority directions for the implementation of the communications policy, to determine the priority ways of popularizing products and the "Organic Milk" brand. The main purposes of using the IMC system for "Organic Milk" LLC are shown in Fig. 15.

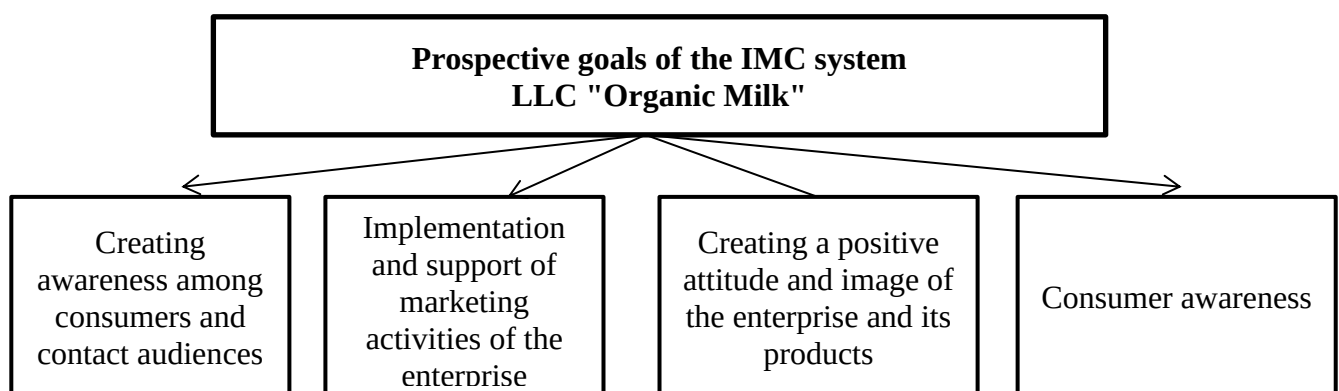


Fig. 15. Prospective goals of the IMC system for LLC "Organic Milk"

Source: created by the author based on data [123]

The IMC system and its goals for "Organic Milk" LLC should be aimed at popularizing the brand, forming its significance and recognition among consumers, as well as being implemented within the general marketing activities of the enterprise,

forming a positive image of both the enterprise and its products, as well as increasing awareness consumers, partners and contact audiences.

In the IMC system for "Organic Milk" LLC, it is advisable to propose the use of the following types of marketing communications, which will be appropriate for popularizing both existing and new brands of the enterprise. The above types of marketing communications must meet both the goals of the communication policy of "Organic Milk" LLC and the company in general. It is expedient for the enterprise to expand the range of use of marketing communications, including the expansion of the use of advertising with a simultaneous combination with other types of marketing communications. Participation in exhibitions, fairs, courage bazaars, further use of event marketing and other types of communications is appropriate for "Organic Milk" LLC. Prospective types of marketing communications for "Organic Milk" LLC are shown in fig. 3.8.

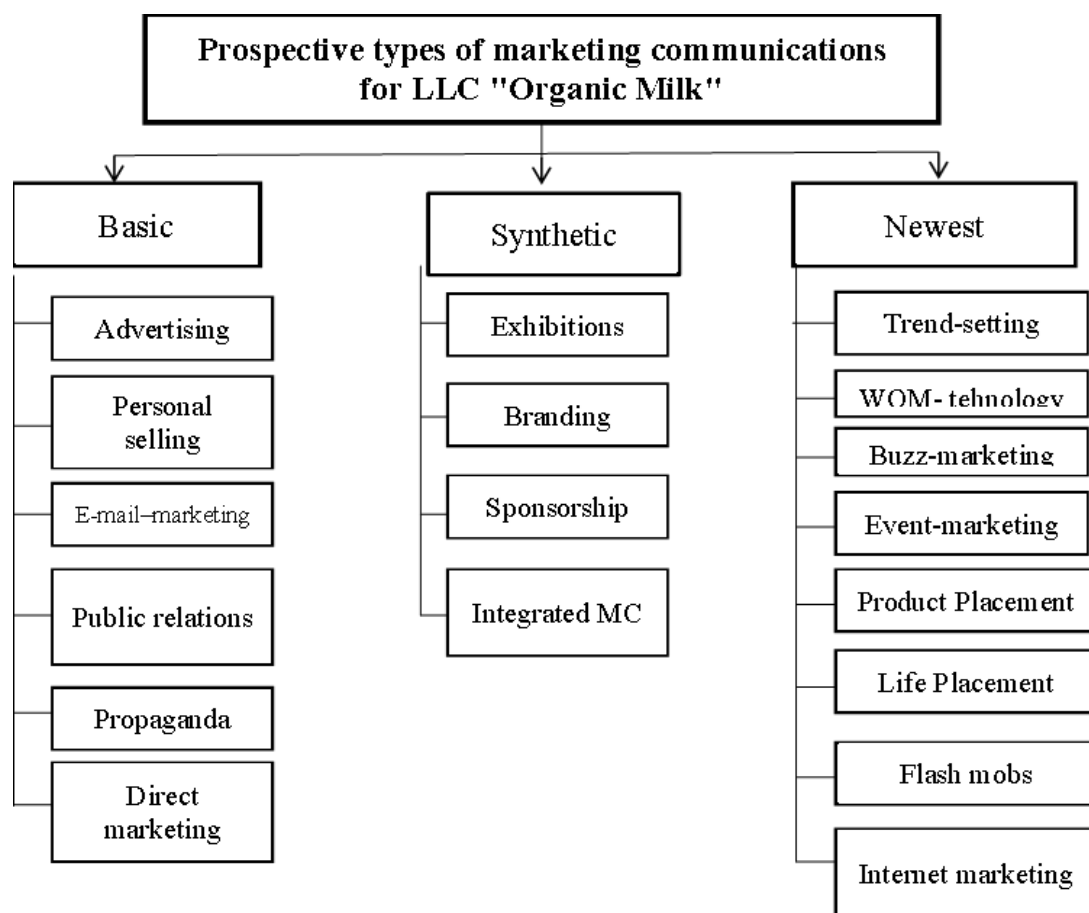


Fig. 16. Prospective types of marketing communications for LLC "Organic Milk"

Source: created by the author based on data [123]

Each of the above types of marketing communications will have its own specific application and areas of use, but combining them into a system with simultaneous use will ensure maximum awareness and promotion of products.

To ensure the promotion of existing and new products of LLC "Organic Milk", it is advisable to use the integration of marketing communications. For example, it is advisable to combine television, outdoor and Internet advertising, point-of-sale advertising (especially for the promotion of new products), participate in exhibitions and fairs, combine the use of branding and sponsorship, event marketing and Product Placement .

When developing advertising measures for the promotion of organic of dairy products of "Organic Milk" LLC, it is advisable to activate the solution the following tasks:

- dissemination of information about existing and new brand products;
- formation of trust and image of goods ;
- creation of positive and sincere emotions in consumers .

Taking into account the peculiarities of implementation and the need to use each element of promotion in the IMC system, it is appropriate to form a budget for marketing communications, which should become a starting point for the development of measures and opportunities for the development of the enterprise. The projected amount of costs for marketing communications for "Organic Milk" LLC is shown in Table 12.

Given in the table 12 the budget for the promotion of the products of "Organic Milk" LLC is formed using the average market prices for the production of advertising events, and the cost of placement - taking into account the cost of marketing communication for a period of one month. However, not all types of the above types of marketing communications will be used on an ongoing basis. The necessity and frequency of use will be determined by the level of demand for TM "Organic Milk" products and the dynamics of the development of the market for organic milk products.

Table 12

Expenses for the promotion of the products of the LLC " Organic Milk"

Advertising	Production cost, \$	Cost of accommodation, hryvnias
Advertising on TV (30 s)	600 - 6000	22500
Advertising on the Internet (20 s)	25 0- 100 0	7500
B igboards	30 0-5 00 _	6000
Advertising on the radio	100-200	1000
E vent marketing		60000
Total:		97000

Source: developed by the author based on the price list production studio FGSpro Studio

To improve the marketing and communications system of "Organic Milk" LLC, it is advisable to implement the following measures:

- to expand the range of use of advertising for dairy products in mass media (Internet advertising, television advertising, radio advertising).
- Support of television advertising and, with the aim of reaching the maximum audience;
- The use of outdoor advertising, especially during the introduction of new products to the market, during promotions;
- conducting tastings at points of sale , especially for new products ;
- strengthening of advertising on the Internet with activation of activities in social networks (Facebook and Instagram).

The most expedient for promoting the products of "Organic Milk" LLC is Internet advertising, especially with the activation of promotion in social networks. To promote existing and new organic milk products of the "Organic Milk" brand, it is advisable to choose the most common social networks Facebook and Instagram . Taking into account the fact that the majority of consumers of the products of LLC

"BMK" are active users of social networks, it is advisable to focus on promotion in the network. For promotion, it is advisable to choose the Instagram network and offer the main headings for promotion . The main content and categories of activity on Instagram are listed in the table. 13.

Table 13

**The rubric matrix for creating
Instagram content pages of LLC "Organic Milk"**

Content type	Name of the rubric	Frequency			
		Daily	Weekly	Once a month	Once a season
Informative	Display of points of sale of products	13.00-14.00			
	Dietitian/nutritionist advice		every sunday		
Industrial	Demonstration of the dairy production process (IGTV video)		Stop the slaughterhouse		
News	Discounts			Third Friday _	
	New products				The beginning of sezoku
Image	Publication of reviews under the hashtag # organicmilk	Daily with followers' notes	+		
Educational	Recipes and preparation of dishes from the company 's products		Every Saturday		

The source was developed by the author

The proposed headings for creating the content of the "Organic Milk" Instagram page are the most appropriate, selected based on the specifics of the organic milk products of the milk processing enterprise. The proposed rubrics will function on a permanent basis and will reflect both the company's activities and popularize its products. The Instagram page should display information about the company's

activities as much as possible, therefore it is advisable to publish posts on the page and display not only organic dairy products, but also organic meat products.

In order to develop and spread the use of Internet marketing, including SMM , the position of SMM marketer on a permanent basis with a salary of UAH 25,000 with the possibility of further growth based on work results (increased demand, sales and orders through pages) is offered to the staff list in social networks, positive reviews).

In addition, in order to spread positive information about the enterprise, it is suggested to continue the excursion to the enterprise and continue familiarization with the products, create videos and publish YouTube and IGTV videos on the Instagram network. On such excursions, it is necessary to show and tell about the process of production of products, and at the end of the excursions, you can arrange product tastings for excursionists or give branded souvenirs (magnets, rulers for students, interesting stickers with the "Organic Milk" logo, etc.). It is also advisable to establish cooperation with educational institutions (schools, colleges, universities) by providing opportunities for practical training within the framework of the training program for dairy and meat production specialists . Thus, such measures should increase the image, strengthen the reputation of the manufacturer and advertise the enterprise.

The measures proposed in section 3 are aimed at improving the existing components of the marketing complex, which provide for the formation of a system of informing consumers, the development of opportunities to expand the product range of organic dairy products with the maximum orientation to consumer requirements. Activation of communications policy involves improvement and further use of existing types of promotion - advertising, participation in exhibitions, public relations, as well as strengthening of promotion on the Internet and social media.