

5. Theoretical and methodological principles of management of marketing activities of farms

INTRODUCTION

Relevance of the topic. Ukraine has a significant potential for the modern development of the agricultural sector of the economy and increasing its competitiveness in the global and national agricultural markets. Farms play an important role in this process. Their advantages, compared to other organizational forms of management, are in the simplicity of establishment, free entry into and exit from the market, flexibility of management and simplified decision-making, prompt response to changes in market conditions, and a higher level of labor motivation. However, the effectiveness of management activities of Ukrainian farms and the dynamism of their development within the national economy significantly depends on the level and quality of the use of marketing tools. It allows domestic business entities to monitor the external environment, ensure the process of preparation, adoption of optimal management decisions and their implementation, and control the efficiency of the farm management system. Today, marketing has become one of the key tools for organizing and managing agricultural business.

The general foundations of marketing management were substantiated by domestic and foreign scientists G. Armstrong, P. Dixon, P. Drucker, B. Berman, G. J. Bolt, J. Evans, F. Kotler. The use of marketing tools in the activities of farms was considered by domestic and foreign scientists, in particular: I. Balaniuk, S. Blyzniuk, R. Buriak, A. Voichak, V. Goryovyi, O. Yerankin, Zbarskyi, O. Lucius, P. Muzyka, A. Pavlenko, O. Reshetnikova, O. Salamin, I. Soloviov.

Despite the wide coverage of the agribusiness management mechanism in the scientific literature, it is still important to study the theoretical and methodological foundations of the use of marketing tools in the activities of farms, to identify the characteristics of the structural elements of the marketing complex used, and to improve the management mechanism in this area in the context of European

integration. The importance of these problems led to the choice of the topic of the research work, determined its purpose, objectives and structure.

Relationship to scientific programs, plans, topics. The study was carried out in accordance with the research plan of the Department of Marketing and International Trade of the National University of Life and Environmental Sciences of Ukraine on the topic: "Development of Marketing at Agricultural Enterprises and Processing Enterprises" (State Registration No. 0120U100630), within the framework of which the author proposed approaches to managing the marketing activities of Ukrainian farms, substantiated the principles of effective preparation of management decisions to optimize the means and channels of distribution of farm products.

The purpose of the study. The purpose of the study is to develop theoretical, methodological and applied provisions of marketing management of farms and to substantiate practical recommendations aimed at improving the efficiency of their functioning in the structure of agricultural business.

Objectives of the study. To achieve this goal, the following tasks have been formulated:

- to systematize and improve the theoretical provisions on the development of farms in the agrarian business system;
- to deepen the conceptual and terminological apparatus for managing the marketing activities of farms;
- to propose an improved system for managing the marketing activities of farms;
- to comprehensively analyze the marketing policy and conduct a marketing study to determine the level of application of marketing tools in the practical activities of farms in Ukraine;
- to assess the marketing behavior of farms in the market of material and technical resources and identify areas for its improvement;
- to identify the impact of marketing activities on the relationship between the indicators of the level of use of marketing by farms and the efficiency of their activities;
- to summarize the results of foreign experience in managing the marketing activities of farms and to substantiate the prospects for its application in Ukraine;

– to develop practical recommendations and proposals for improving the efficiency of marketing activities of Ukrainian farms.

Object of research. The object of research is the process of marketing activities of farms in Ukraine.

The subject of research. The subject of the study is a set of theoretical, methodological, organizational and applied aspects of managing the marketing activities of farms in Ukraine.

Research methods. The dissertation uses a set of general scientific methods of cognition of economic phenomena and processes: analysis and synthesis - to study the marketing essence of the farm management mechanism; theoretical generalization - to determine the characteristics and features of farm management in Ukraine; abstraction and comparison - in the process of a detailed consideration of the tools for researching the management of marketing activities of farms; systematic - in the development of a system for managing marketing activities

The information base of the study is the current regulatory framework of Ukraine, data of the State Statistics Service of Ukraine, monographic literature, materials of professional publications on the issues under consideration, analytical materials and reports related to the agricultural sector of the Ukrainian economy, Internet resources, and the results of the author's own research.

Testing of the research results. The main provisions, conclusions and recommendations of the study were presented and approved at eight national and international scientific and practical conferences: All-Ukrainian Scientific and Practical Conference "Scientific Support for the Formation and Development of the Farmers' Movement in Ukraine" on the occasion of the 85th anniversary of the birth of the famous Ukrainian scientist, Doctor of Economics, Professor, Academician of NAAS Viktor Yakovlevych Mesel-Veseliak (September 5, 2023). Kyiv: NSC "IAE"; All-Ukrainian Scientific and Practical Online Conference "Capitalization of Agricultural Enterprises and Their Investment Support", Kyiv, IAE NAAS, which took place on September 8, 2022. International Scientific Conference "Transformation Processes of the Economic System in the Context of Modern Challenges", which took

place remotely on February 2-3, 2024 at the Department of Management at the University of Klaipeda (Lithuania); All-Ukrainian Scientific and Practical Conference "Financial and Economic Potential of the Country and Regions: Mechanisms of Functioning in Modern Conditions", which took place remotely on February 6-7, 2024 at the Department of World Economy and Foreign Economic Activity at the Odesa National University named after I. Mechnikov. International Scientific and Practical Conference "Topical Issues of Finance, Economics, Accounting and Management: Theory and Practice", which took place on January 27, 2024 in Kropyvnytskyi; International Scientific and Practical Conference "Modern Trends and Prospects for the Development of Economics, Finance, Accounting and Law", which took place on February 21, 2024 in Kremenchuk. Kremenchuk; International Scientific and Practical Conference "Development of Bioenergy Potential in Agriculture", held at the Department of Economic Theory of NULES of Ukraine on March 29-30, 2024; IV International Scientific and Practical Conference "Marketing and Logistics in Agribusiness", held at the Department of Marketing and International Trade of NULES of Ukraine on April 18-19, 2024.

Publications. Chapters in monographs (9.83 d.a.).

CHAPTER VI "Use of Land Resources in Farms" (pp. 472-560) in the monograph: The use of land on the basis of intensification": edited by Professor V.K. Zbarsky. Kyiv. FOP Yamchynskyi. 2023. 570 c. 572 c.

Chapter 10. "Management of marketing activities of Ukrainian farms" (69 p.) in the collective monograph. Strategic directions of marketing activities of agricultural organizations. Monograph. - Primedia eLaunch, Boston, USA, 2023. 589 p.

Articles in professional publications of Ukraine. The total volume is 1.35 d.a.

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5.1 METHODOLOGICAL APPROACHES TO THE MANAGEMENT OF MARKETING ACTIVITIES OF FARMS

5.1.1 The economic essence of the concept of "management by marketing activities of the enterprise"

Currently, the role of managing the marketing activities of an enterprise in the world is constantly growing, which is explained by the increasing influence of marketing on the activities of people, as well as on the economy of countries as a whole. The vast majority of services of managing the marketing activities of an enterprise are carried out with the least losses, marketing is increasingly influencing the world economy - all this is a distinctive feature of the economic system. The management of the company's marketing activities allows us to achieve the highest profit margin of the economic system.

The relevance and special importance of this issue have led to increased interest of the scientific community, as well as individual researchers in the theoretical and methodological foundations of the development of management of marketing activities of an enterprise both at the international level and in individual territories. In particular, the issues of formation, function and regulation of management of the enterprise's marketing activities are harmonized in the works of such scholars as: A. Y. Aleksandrov, A. I. Amosh, N. V. Bagrov, L. V. Balabanova, M.B. Birzhakov, V.G. Gerasimenko, I.M. Gerchikova, V. Gulyaev, V.M. Zeitseva, N.A. Logunov, M.Kh. Mescon, G.P. Naumenko, G.A. Papiryan, V.A. Podsolonko, A.A. Romanov, R.G. Sakhakyan, V.I. Tsybukh and others.

Analyzing the definition of management of marketing activities of an enterprise presented in the special literature, N. Yagodynska argues that the concepts are the three most common interpretations of marketing.

First, the author narrowed the concept, reducing marketing to the activities of marketing companies.

Secondly, marketing is the process of consuming services and goods in free time from production processes.

Thirdly, marketing means relations in society regarding the use of free time of people in the place of residence in relation to the provision of necessary services and goods. This approach has a predominantly economic orientation. A. Aleksandrova identifies all the definitions management of an enterprise's marketing activities into highly specialized and conceptual (basic) ones. The first group defines specific aspects of marketing (economic, social, legal, etc.) and serves as a solution to specific problems. Definitions related to the second group, reveal the internal content of marketing, expressed in the unity of all its diversity properties and relationships, and allow him to distinguish marketing from similar, often interrelated, but completely different phenomena.

As an example of an essential definition of marketing, the author provides the definition proposed by the International Association of Marketing Experts, according to which the management of marketing activities of an enterprise is a set of relations and phenomena that arise during the movement and stay of people in places where they consume the required amount of goods.

Following this classification, most definitions of enterprise marketing management characterize this concept with the help of people's movements that have certain characteristics aimed at obtaining goods and services.

This approach is mainly found in legal sources. First, we turn to international legal actions. During the existence of various international marketing organizations, the definition of "management of marketing activities of an enterprise" has been repeatedly changed and improved.

Based on the above, the definition of "management of marketing activities of an enterprise" can be divided into several main features.

First, the temporality of the movement. The legislative definition of marketing does not indicate the duration of a person's stay in places where goods and services are consumed.

Second, the constant consumption of a certain amount of goods and services.

Thirdly, the presence of certain price targets; the dynamics and development of the management of the company's marketing activities depend on the price framework.

According to F. Kotler, marketing is understood as a system of many activities that can be interrelated and may include pricing, planning, sales of goods and services, and can also include human activities aimed at meeting customer needs through exchange [57, p. 19].

There is also an opinion of F. Kotler that marketing management is determined by the analysis, planning, control of activities that are designed to strengthen, establish and maintain exchanges with consumers to better achieve the company's goals (to make a profit, increase sales and defend its market share).

When managing marketing activities at an enterprise, three areas can be implemented, namely:

- management of the marketing service;
- forming a marketing mix;
- internal marketing.

It is worth noting that the growing role of marketing in the organization's activities is gradually reflected in the construction of the organizational structure and its functions. Marketing as an economic function has gone through some stages of development.

The first stage is the distribution function,

Stage II - organizational concentration, which includes concentration on the sales function,

The third stage is the allocation of an independent marketing service,

The fourth stage is the transformation of marketing into the main function of enterprise management.

Under these conditions, it is possible to increase the importance of internal marketing, which is a tool for improving employee motivation and is therefore considered as a component of marketing management.

The main functional areas used by the organization in the field of internal marketing:

- internal and external communications;
- organization of trainings;

- support and leadership;
- encouragement;
- use of technology, etc.

When studying the principles of marketing, one can see that an enterprise achieves its goals under such conditions as the demand of the main markets and the identification of certain needs. But the effective component is still satisfying customers better than competitors.

When formulating marketing principles, the general focus is on managing marketing activities at the enterprise.

When reviewing the principles of marketing management, many scholars have come to the conclusion that the set of principles on which the marketing activity of an enterprise is based is quite diverse (Table 1.1).

Table 1.1 - Principles of management of marketing activities of the enterprise

Principle.	Characteristics
Dedication	Coverage in accordance with the goals, mission, strategy and customer satisfaction
Flexibility	Provides for adaptation to market requirements and at the same time directs influence on the market
Optimizations	It involves the optimal use of certain principles in management, which provides for an effective increase in the company's sales through creative work among all employees
Scientific	It involves the implementation of marketing management and planning tasks, countermeasures of the organization, a also provides for analysis of the use of the program-targeted management method
Market	It involves increasing market share, weakening competitors and considering new markets, as well as creating approaches to address marketing issues
Functional	It involves setting precise tasks, functions for each unit, as well as vertical and horizontal relationships, and provides for a precise orientation to a certain management concept enterprise
Management	Provides for the creation of an effective management system
Customization	It involves taking into account all the needs of the consumer in relation to a product or service
Security	Provides for the improvement of information links between enterprises for the effective performance of marketing functions
Controlling	Provides for comprehensive control (current, strategic, financial activities)

Source: based on [61,62].

Basic principles of marketing management:

- program-targeted management,
- innovative approach,
- focus on demand,
- unity of information and physical marketing,
- combining quantitative and qualitative market analysis methods,
- total marketing management,
- logistics model of the organization,
- electronic marketing,
- turning marketing into a profit center,
- priority staffing [60, p. 47].

Currently, there are many different approaches to managing marketing activities (Table 1.2).

Table 1.2 - Approaches characterizing the management of marketing activities

Approach.	Characteristics
Systemic	Provides for the creation of an abstract-conceptual model of marketing management at the enterprise, which is a certain structural and logical construction, the purpose of which is to serve as a tool for understanding, describing and optimizing the management of marketing activities, connections and correlation of its elements
Process	It includes marketing management, which focuses on optimizing internal information flows related to the collection, processing, storage and use of marketing information, carried out with the help of information technology
Comprehensive	It involves studying the needs of consumers in these markets, developing products, setting prices for them, choosing ways to promote and distribute products in order to exchange among interested groups
Organizational	It involves the formation of a certain management system for marketing activities of the enterprise, which may be able to ensure adaptation to rapid changes in environmental factors

Source: based on [58,59,63].

Thus, summarizing the interpretation of the concept of "marketing management", we can offer the following definition of this term - it is an activity that takes place within the enterprise, is directed to the market environment, and is also based on the use of new information technologies, establishes good relations with the consumer, in which it is possible to increase the adaptability of marketing tools in

accordance with the needs of certain markets, which will primarily contribute to the achievement of the goals of the enterprise's marketing activities.

5.1.2 Functions of managing the marketing activities of the enterprise

The process of managing marketing activities at an enterprise is directly related to certain functions, which are understood as certain types of management activities, the totality of which forms a marketing management system.

The main functions of managing marketing activities at an enterprise are:

- planning;
- organization;
- motivation;
- control (Fig. 1.2).

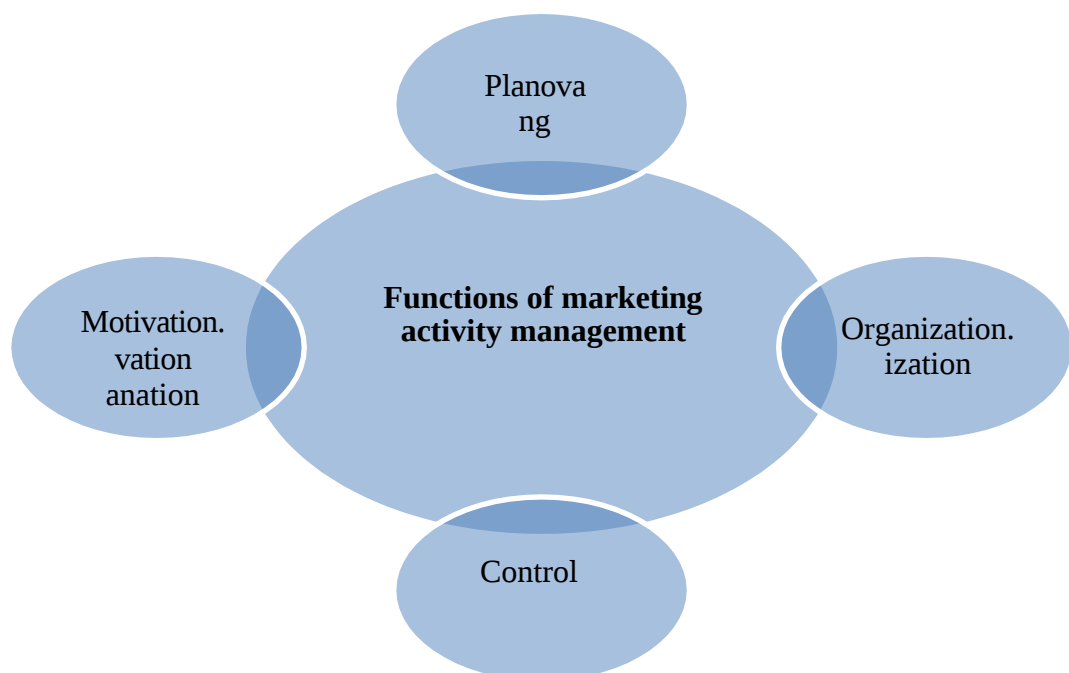


Figure 1.2 - Functions of marketing management

Source: based on [68].

The planning function is understood as the main tasks and criteria for developing plans, the structure and reserves of plans, establishing initial data, and determining the overall organization of the process.

Planning is understood as preparing for future events ahead of time, in which the

company will profit from expected changes and protect itself from possible risks.

Marketing planning is a logical scheme of an enterprise's activities aimed at setting goals and revealing ways to realize them.

Marketing planning is the process of achieving marketing goals, which allows an enterprise to track and control many factors that affect profit with the optimal use of marketing resources.

The objects of marketing planning may include the following:

- working with a profitable target audience;
- encouraging new customers;
- expanding sales markets;
- market leadership;
- increase in revenues;
- optimal allocation of resources;
- determining the competitive advantages of the enterprise;
- identification of the company's weaknesses;
- minimizing risks;
- assessment of market development trends [68].

At this stage, it is considered most appropriate to use a strategic planning system that allows you to direct all planned work to the most promising areas for the enterprise.

As part of marketing planning, a marketing plan is developed, which is a set of decisions that arise as a result of research into the current state and possible future activities of the enterprise. This creates the conditions for increasing the level of customer satisfaction and consolidating the company's position in the market.

A marketing plan is a specific document that describes the company's decisions regarding the selection of target market segments, product types, prices, sales, and promotion.

In other words, it can be said that when planning an enterprise's marketing activities, a clear program of actions is developed that will make it possible to achieve positive changes in the results of marketing activities and help increase profits over a certain period.

Organization is the second function of marketing activity management, the task of which is to form a management structure and provide staff with everything necessary for work (materials, equipment, financial resources, etc.). To organize means to divide into parts the implementation of a common management task by distributing responsibilities and powers, as well as establishing the relationship between different types of work [65, p. 189].

The main tasks performed by the organizational function are:

- creating a coherent organizational structure that will be implemented based on the size of the company, along with goals, technologies, personnel and other factors;
- defining strict criteria along with work schedules for certain organizational units and establishing communication between these units;
- providing the organization with the necessary resources (financial, material, informational and human) to implement its activities [66, p. 201].

In order to ensure that the organizational function of marketing management the company's activities were fully implemented, it is necessary to take into account the requirements set forth in the company's local guidelines (Table 1.3).

The motivation function is to encourage staff to work efficiently and conscientiously to achieve the company's goals. This function is aimed at determining the needs of the staff, developing reward systems for the work performed and using various remuneration systems.

Motivation in the management of an enterprise's marketing activities is to encourage an employee to carry out any activity with the help of existing or new motives. To motivate, you need to understand the internal state of the person you plan to influence and encourage him or her to make an independent choice of actions. Each person has their own internal structure of motives, which is formed in relation to development. Therefore, motives are primarily based on human needs, which makes it difficult to manage them. Everyone has their own set of motives, they are unique and inimitable, so it is impossible to unify them.

**Table 1.3 Principles of organizational function of marketing activity
management**

Title.	Characteristics
The principle of the goal	The entire enterprise system, including its individual links, implement their activities to achieve common goals
The principle of elegance	In the situation of defining tasks and dividing responsibilities, you need to to establish an optimal balance between freedom in the activities of certain employees and strict administrative acts
The principle of sustainability	The management system should be designed in such a way that certain of its components are not subject to significant changes arising from the impact of external or internal environment
Principle. continuous improvement	Provides for the need to systematically build activities to improve the company's processes and further fulfill certain tasks
The principle of directness subordination	Reflects the need for each employee to have as management of one person who implements this activity of the enterprise
The principle of volume control	The manager's task is to ensure and control the realization of high-quality realization of labor of a limited number of employees
Principle. responsibility	Reflects the fact that the manager is responsible for the activities of his/her subordinates
Principle. combination	It is the need to provide the best combination of the ratio of independence and centralization

Source: based on [67].

Motivation allows you to change activities from the inside, while stimulation allows you to attract them from the outside by meeting needs. In other words, to stimulate means to create conditions that will encourage a person to take certain actions and that will encourage initiative.

Control as a function of managing marketing activities involves evaluating and analyzing the results of the company's activities. With the help of control, it is possible to assess the degree to which the company has achieved its goals and, if necessary, to change certain actions. The control process includes: setting standards, studying the results of the enterprise and comparing them with the planned ones, revising the initial goals if necessary. Control links all the functions of managing the marketing activities of the enterprise. The control compares the actual results of the company's activities with the planned ones.

The purpose of this function is to create certain actions and recommendations for adapting the company's activities to possible uncontrollable factors.

Fig. 1.3 shows the objects of control of marketing activities.

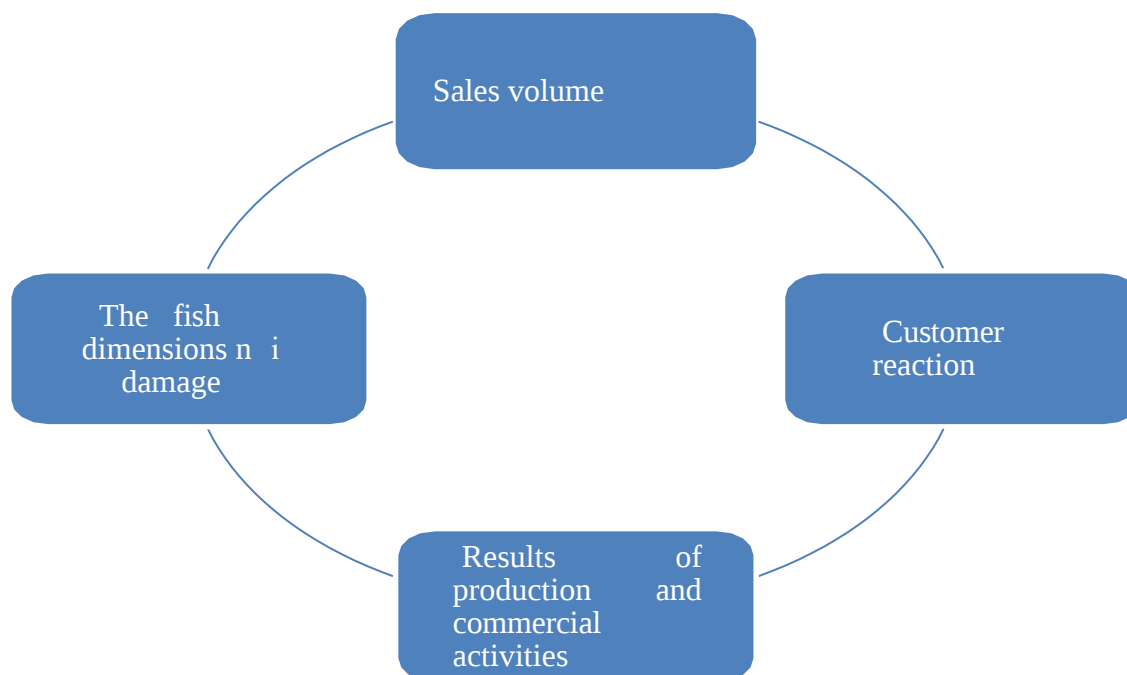


Figure 1.3 - Scheme of objects of the control function of managing the marketing activities of the enterprise

Source: based on [68].

The areas of control of the marketing activity management are:

- compliance of planned indicators with the actual ones (market share);
- production costs;
- marketing activities;
- behavior of customers and competitors;
- control of profitability and profitability;
- strategic control. Control methods are:
- connection between the company's information and communication systems;
- analysis of a specific situation in terms of all aspects of marketing activities.

With the help of these functions, company employees will be able to effectively improve the management of marketing activities at the enterprise.

5.1.3 Methodological approaches to assessing the management of marketing activities of the enterprise

The assessment of the management of the enterprise's marketing activities can

focus on two areas [58, p. 142]:

- Evaluation of the developed specific strategic options to determine their suitability, feasibility, acceptability and consistency for the enterprise;
- comparing planned and actual results.

The results of the implementation of the management of the enterprise's marketing activities are evaluated, and the feedback system is used to control the activities of the enterprise, during which the previous stages can be adjusted [60, p. 110].

In the practical activities of business entities, the evaluation of marketing activities is carried out by analyzing individual tools. Table 1.4 shows approaches to evaluating marketing tools [66 p. 91].

After evaluating specific marketing tools, it is necessary to analyze changes in the target audience's opinions through mass surveys and public opinion polls before and after the PR campaign.

When assessing the economic component of marketing, such methods as mass surveys, focus groups, market research, etc. are often used.

The interest in measuring the contribution of marketing has contributed to the emergence of groups of methods for measuring the effectiveness of management of marketing activities of an enterprise, which can be presented in the form of a certain classification table.

Table 1.4 - Approaches to assessing the management of marketing activities of the enterprise

Marketing tools	Characterization of approaches
Distribution of Press Releases	1) Assessment of the number of prepared and published press releases in the media (percentage of published press releases to the number of press releases sent out); 2) feedback determination characterizes the reaction of the target audience after the press release is sent out (number of comments from journalists, number of calls and letters from representatives of the target audience, etc.)

Continuation of table 1.4

Holding press conferences	1) forming a circle of necessary media; 2) comparing the indicators "targeted media" and "media accreditation" and determining their percentage; 3) Comparative analysis of the indicators "accredited media" and "journalists attending the press conference"; 80-90% of accredited journalists from the total number are optimally present at the conference; 4) counting the number of questions from journalists; 5) analysis of questions asked by journalists and answers to these questions; 6) counting and analyzing the number of publications after the press conference
Corporate media, corporate events, special events management speeches at conferences	1) mass surveys / questionnaires; 2) publications in the media; 3) the size of the publication is a whole page, 0.5 pages, etc; 4) circulation of the publication ; 5) nature of the publication positive , neutral, negative; 6) number of publications; 7) cost of publication; 8) studying the media audience

Source: based on [60, p.15].

In addition, in the domestic economic literature, the process of developing the management of the enterprise's marketing activities at the enterprise is presented in the form of methods consisting of several stages of solving relevant problems. An analysis of the methods for implementing the process of developing management of the enterprise's marketing activities is given in Table 1.5.

Table 1.5 - Analysis of methods for evaluating the management of marketing activities of the enterprise

Author.	Evaluation method	The essence of the method
Khrutskiy V.E., Korneeva V.I.	High-quality, marketing audit	Conducting a comprehensive analysis of the of the company's external environment.
Hershgen H.	Qualitative, quantitative, marketing audit	We analyze the qualitative aspects of the company's activities (marketing audit, sales figures).
Murakhtanova N.M., Eremina E.I.	Murakhtanova N.M., Eremina E.I.	Comparison of the total profit with the total cost of marketing activities.

Continuation of table 1.5

Kotler F.	Quantitative	The analysis is carried out: 1) the market and the firm's position in it; 2) competitors; 3) product promotion channels.
Kovalev A.I., Voilenko V.V.	quantitative, sociological	Conducting sociological research
Golubkov E.P.	Sociological	Based on the implementation of sociological research tools
Fakhutdinov R. A.	Ballroom	Expert scoring of each event according to a number of established criteria and assignment of points.

Source: based on [60, p.15].

Thus, depending on the audience, different technologies are used to measure effectiveness. The effectiveness of a marketing campaign can only be measured using internal resources. For example, company specialists can assess the effectiveness of sending out press releases or marketing cooperation with partners, investors, shareholders, monitor the media, etc. However, they cannot evaluate the effectiveness of marketing influences on the general public, which requires a general study, which is associated with high costs.

The development of management of the enterprise's marketing activities involves a quantitative assessment of performance and, accordingly, the following can be attributed to the main indicators of the strategic plan of the enterprise [71, p. 142]:

1. Market share of the company, %;
2. Assortment of goods, natural units ..;
3. Turnover, thousand UAH;
4. Inventories, thousand UAH;
5. Demand for products, thousand UAH;
6. Demand for energy resources, thousand UAH;
7. Fixed assets, thousand UAH;
8. Number of employees, including by category, people;
9. Payroll, UAH thousand;
10. Turnover expenses, UAH thousand;
11. Profit, UAH thousand;

12. Profit per 1 ruble of sales, UAH/USD ..;
13. Additional investment needs, UAH thousand.

The set of marketing plan indicators can vary, as can the planning period. It depends on the mission, goals, and objectives set by the trading company in the process of implementing the marketing plan.

Conclusions to Section 5.1

The management of the marketing activities of an enterprise is an activity aimed at planning and realizing the planned ideas for goods and services through an exchange that would satisfy all parties to the process. There are several concepts of marketing activities, the main ones being: the concept of production improvement or production concept, product concept, sales concept, marketing concept, social and ethical marketing, and relationship marketing concept. The specific areas of activity of international companies are determined by the concept chosen by the enterprise, but they usually combine and complement each other. The practical activity of marketing as a scientific discipline is the study of socio-demographic, legal, economic and market elements and is a comparison of information on the economic situation of the state, as well as the purpose and activities of international companies to meet its needs.

The main functions of marketing are planning, organizing, motivating, and controlling.

The main tasks of managing the marketing activities of an enterprise are: meeting the needs and ensuring the profitability of the companies involved in this activity; overcoming export and import restrictions; successful business activity in conditions of exchange rate instability; development of investment activity, etc. Marketing in international business can, on the one hand, strengthen the competitiveness of a manufacturing company, reduce risks and uncertainty, increase profits and expand sales, and on the other hand, weaken the company's position through marketing strategies.

A study of methodological approaches to assessing the efficiency of

management of an enterprise's marketing activity allows us to conclude that it belongs to those types of creative activity whose results cannot be assessed using clear, unambiguous and universal criteria, which determines the existence of a wide range of models, methods and criteria for assessing its efficiency. To obtain an objective result, they should be used in combination and take into account the scope of application. PR activity is a long-term project, the results and dynamics of which can be evaluated after a certain period. At the same time, the assessment of changes in the information field can be carried out on a monthly basis, at the end of the year, as well as in comparison with similar indicators of the previous year and previous years.

Formation of competitiveness of farms

Problem statement. Ensuring that farms can quickly respond to changes in the dynamic environment, influence real and potential consumers, while meeting their needs and making a profit, is possible by using the marketing concept of agribusiness. Farming is an open system in order to ensure competitive sustainability, so it is necessary to rationally build relationships with all market agents. Marketing activities in the context of globalization are of particular importance and should take into account the specifics of the relevant economic relations. Marketing is a multifaceted concept and can be viewed as an economic process, business philosophy, management function, etc. P. Drucker noted that nowadays a company has two really important functions: marketing and innovation, which can bring profit to the company, while all others bring losses [57]. In terms of their content, marketing strategies of agricultural enterprises in general and farms in particular are their orientation to consumer needs and market demands, a system of production and service provision and mutual benefit for the producer, seller, buyer, and consumer. The marketing strategy differs from other agribusiness strategies in that consumption of goods is treated as a democratic process. In this sense, marketing is a tool for identifying market needs.

However, marketing should not be seen as a panacea for all problems. Only the integrated use of this economic practice is the key to securing the development of farms.

The competitiveness of business entities is a multifaceted concept that is defined by different methodological approaches and quantitative measurement criteria. At the same time, the competitiveness of farms has specific features related to both the specifics of agriculture as a type of economic activity and the specifics of the functioning of farms as an organizational and legal form. The peculiarity of the functioning of farms is that they do not always have the ability to independently, on a full scale, ensure marketing activities, guarantees of sales of their products, guaranteed logistical and financial support for production, and selection and genetic measures. In the market, the farmer enters into economic relations that are regulated by the system of laws, agricultural policy, the state credit system, the system of material and technical supply of agricultural production, forms and channels of product sales, etc.

Analysis of recent research and publications. Theoretical research and practice of agricultural enterprises confirm the extreme importance of marketing support. Agricultural enterprises have already begun to apply elements of marketing planning in their activities, and gradually these elements have acquired the features of systematic, comprehensive and reasonable. A significant contribution to the study of these problems was made by such foreign scientists as F. Kotler, M. Kezi, J.J. Lamben, K.R. McConnell, D. Stoner; J. O'Shaughnessy; M. Porter. domestic scientists R. I. Buriak, A. V. Voichak, S. Garkavenko, V. Gerasymchuk, V. Zbarskyi, E. Kyryliuk, Y. Larina, L. Marmul, P. Makarenko, L. Melnyk, P. Ostrovskyi, L. Romanova, M. Talavyria, etc. The multifaceted nature of the category of competitiveness of an enterprise and its products, in particular, marketing support, determines the considerable attention to it from marketing economists.

The general problems of competition and competitiveness of enterprises have been thoroughly considered in both theoretical and practical aspects in the works of well-known foreign and domestic economists of different times: K. McConnell, M. Porter, I. Ansoff, R. Fathutdinov, A. Yudanov, G. Azoev, etc. Certain issues of competition policy, ensuring the competitiveness of farms, are reflected in the works of L. Gazuda, V. Zbarsky, D. Yeremenko, S. Kvasha, E. Kyryliuk, M. Talaviri, V.

Mesel-Veseliak, Y. Naumov, M. Malik, L. Marmul, O. Yermakov, I. Cherven, and others.

For a farm, competitiveness means ensuring an optimal balance between production and sales volumes and its resource potential, solvency and investment attractiveness of the enterprise, and reducing natural and economic risks of private management. On the other hand, competitiveness should be understood as the ability of farms to produce products that are in demand on the market and to seek ways to increase their market share. From the above definition of farm competitiveness, three components can be distinguished:

- real competitiveness, which ensures production and demonstrates its ability to produce and sell products that are competitive in terms of quality and price;
- potential and resource competitiveness of the farm, which reflects the efficiency of the use of production and resource potential;
- investment attractiveness as a result of investment competitiveness, which implies the ability to direct investment in such a way as to ensure their payback and transformation into production growth, obtaining results for expanded reproduction and guaranteed return on invested capital.

The peculiarity of marketing support for the competitiveness of farms depends on a large number of factors that can be divided into internal factors (land and its quality, labor resources, means of production, material supply, degree of cooperation of economic activity) and external factors (breeding, genetic and agroclimatic potential of the region, legislative framework, state support for farms, credit system, conditions of product sales and logistics, activities of other farms).

The growing importance of agromarketing is also due to the focus on the production of innovative products, the desire to maintain positions in existing markets and the search for opportunities to conquer new ones. In the process of transformation of developed countries from the post-industrial model to the knowledge economy, it has become clear that business competitiveness should be based primarily on value (significance) rather than on the price of goods. The more know-how there is in a product or in the process of its production, in the case of raw materials industries, the

higher its value, the more sustainable the organization, and the higher its credit rating. Added value is created largely through innovations, the implementation of which requires a skilled workforce, through a certain corporate policy, the mat of which is to foster the ability to perceive the new. Subjective resistance to innovation is the rule rather than the exception [71].

In the highly competitive regional markets, farms must pay much more attention to building and maintaining various forms of relationships. Cooperation in the modern economy becomes the basis for a farmer to generate knowledge, skills, develop technologies, innovations, and increase the competitiveness of the farm, based on long-term relationships with all stakeholders in a particular market. Unfortunately, the current development of the farming system in Ukraine is taking place in the context of market transformations against the background of the reduction of farms as village-forming entities (Table 1).

The main goal of farm marketing is to demonstrate to the consumer the importance of its tactical and strategic activities. An integrated marketing approach provides answers to the questions of what the consumer wants and at what price, in what volumes, and of what quality.

Table 1 - Dynamics of development of farms in Ukraine[68].

Years	Keel bone FG	Land area in use, thousand hectares				Share of farms in production, %.		
		agricul- ture. lands	including Arab le la n d	per farm, ha		grains	sunflowe r seeds	vegetab les
				agricultural land	ara ble lan d			
1995	34778	786,4	718,5	22,6	20,7	1,5	3,0	0,5
2000	38428	2157,6	1994,0	56,1	51,9	5,1	10,0	1,4
2005	42445	3661,2	3492,6	86,3	82,2	10,7	15,6	2,1
2010	41524	4290,8	4161,9	103,3	100,2	12,0	17,8	2,6
2015	32303	4343,7	4223,3	134,5	130,7	14,3	19,3	3,4
2020	31303	4567,7	4454,9	145,9	142,3	14,9	19,8	3,2
2022	26649	4589,9	4499,7	172,2	168,9	15,6	18,3	1,3
2022 in % to 1995	76,6	583,7	626,3	645,5	687,4	+14,1	+15,3	+0,8

The competitive advantage of the farm is that each farmer uses an individual approach in the process of interaction with the consumer. At the same time, his main goal is to build a system of long-term relationships with customers. The client and the system of interaction with him/her becomes one of the leading assets and factors of market sustainability of the farm, its competitive advantage. An important role in the formation of competitive advantages is played by external and internal factors, which are listed in Table2.

Thus, competitiveness depends on a number of different factors that to some extent influence the further development of farms, as well as subjective factors that depend on the competence of the company's managers.

The marketing concept of business management contributes to the formation of competitiveness and the achievement of the business entity's goals. The main task in a market economy is to find the best solution to ensure the profitable operation of the enterprise, maintain market positions in the long term, and meet the needs of farmers for high-quality, safe products.

Table 2 - Factors influencing the competitiveness of a farm

Influencing factors	
internal	external
level of organization of the production process in the farm	economic ties
innovative production technologies	political situation in the country
the degree of satisfaction of consumer needs	availability of raw materials
farm management system and methods	the level of development of equipment and technologies
forecasting and planning of development	presence of competitors
level of qualification of employees	allocation of production forces
natural conditions	legal framework

Source: based on [58].

At the same time, product safety must be ensured at several levels. Agricultural products must be harmless to consumer health. It is also important to avoid any harmful impact of farmers' activities on the environment. In this regard, the experience of foreign enterprises that are moving to the implementation of the so-called

"environmental sustainability" concept, which makes it possible to maintain profitable operations without harmful environmental impact, is useful for domestic producers.

Given the multidimensional nature of the concept of "marketing", several approaches to its management have been formed in foreign and domestic theories. Currently, there are five main ones: a) production improvement; b) product improvement; c) intensification of commercial efforts; d) pure marketing; e) socially oriented marketing [82].

When applying the concepts of production and product improvement, only the manufacturer's capabilities are taken into account. In the first case, the main competitive advantage is considered to be the relatively low price of the product; in the second case, the distinctive, unique qualities of the product. Such a practice is possible under exceptional conditions of significant excess of demand over supply and the absence of substitute goods. While the concept of intensification of commercial efforts is based on intensive promotion of goods produced by the farm, the concept of pure marketing is based on the production of goods that meet the needs of consumers, and marketing tools are aimed at researching these needs and anticipating them [83].

The newest concept of marketing management is the concept of socially-oriented marketing, which emerged due to the inclusion of such a link as "society in general" in the system of producer-consumer relations. This concept is focused on creating a positive image of the company in the eyes of consumers for as long as possible. The actual satisfaction of needs takes a backseat to shifting emphasis to improving the overall well-being of society. In today's realities, the key factors of a farm's successful operation, and sometimes its ability to survive, are the farm's working conditions, the impact of the production process and the products it produces on the environment and public health, etc. Adherence to the concept of socially responsible business is a significant competitive advantage today, and in the future it may become decisive. Every business that seeks to enter international (regional) markets with its products wants to be competitive, and, accordingly, cannot ignore modern achievements in business practices.

In the modern practice of marketing management at enterprises, all five of these concepts can be used, depending on the existing needs of the enterprise and the situation in the external environment.

A modern feature of the application of marketing concepts is an integrated approach and rapid response to changes in the environment. The concept of holistic marketing meets this requirement. The previous concepts of psychotemporal and lateral marketing are characterized by various techniques, primarily methods of provocation, alternatives, decomposition, revolution, unforeseen stimulation, delayed evaluation, selection of the entry point into the problem, etc.

The concept of holistic marketing, according to F. Kotler and K. Keller, is about changing the role of marketing in an organization. Holistic marketing has four main components: market-oriented marketing, socially responsible marketing, integrated marketing, and internal marketing.

Empirical studies of farm development and the work of domestic researchers show that domestic agri-food producers have become outsiders and are unable to compete with foreign ones.

According to global practice, farmers should spend 25% of their time on direct production and 75% on marketing. The domestic farmer, unlike the American farmer, practically performs all the functions of managing his farm (Fig. 1).

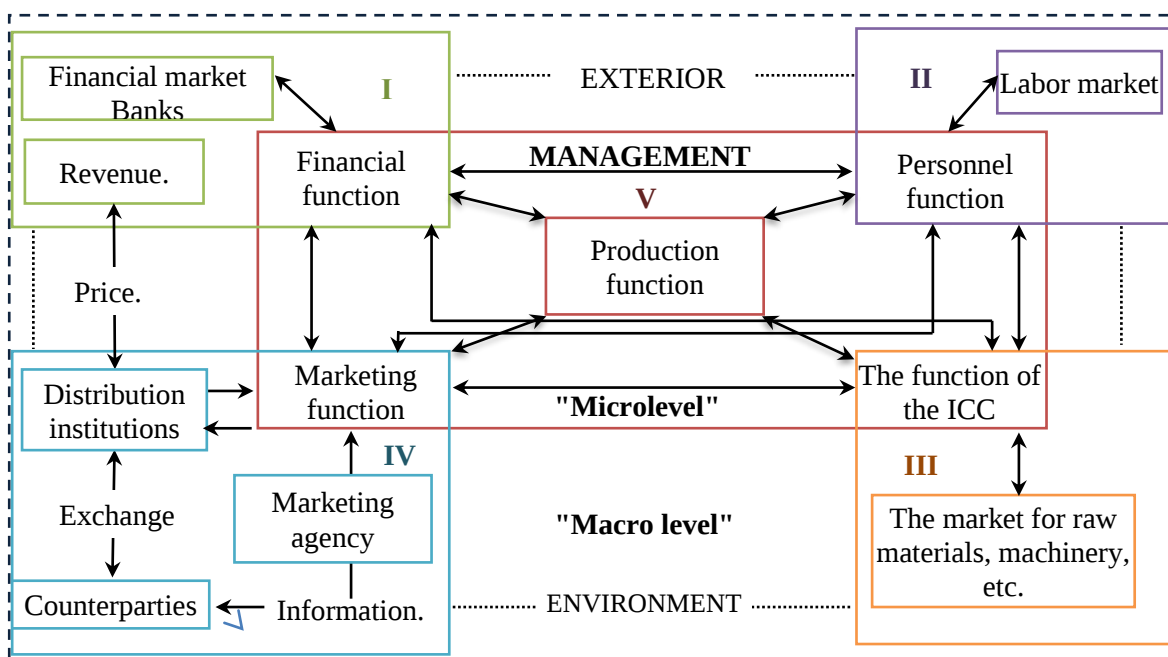


Figure 1 - Farm management model [58].

Based on the functional approach to farming, the farm manager performs each function independently: financial (I), production (V), human resources (II), logistics (III), marketing and general management (IV).

The model characterizes the development of farm entrepreneurship in a system with its five main functions, four of which (finance, marketing, human resources, and logistics) involve the relationship of the farmer-manager with external units. These institutions constitute the immediate environment of the farm or the "micro-level". The production function with its know-how constitutes the internal environment of the business. The set of markets: finance (I); labor (II); raw materials and machinery (III); and marketable products (IV) - constitute the market environment of the farm or its "macro level".

As for the farmer as a farm manager, based on the above model, he or she has to "wear five hats" at the same time. That is, he has to perform all five functions of farm management himself. It is difficult to say which of the functions we have mentioned is the most important for a farmer. In our opinion, all of them are of equal importance and are elements of the same chain.

However, the farmer understands that in the early stages of the market economy, competition between farmers was based on the price of products and their quality. In modern conditions, markets are becoming competitive, and the production of similar goods makes it impossible to compete only on the basis of quality or price. As marketers, farmers are trying to find alternative levers to influence consumer choice by increasing the efficiency of their farms and not forgetting the need to meet consumer needs.

Today, it is not enough to have a certain set of competitive advantages and use them to compete in the market. It is necessary to optimally combine the competitive advantages and competencies of a business entity, taking into account the strengths and weaknesses of the internal environment, on the one hand, and opportunities and threats, on the other; and, taking into account these aspects, to develop a long-term strategy and effectively use marketing tools that must be applied in accordance with the market structure.

Increased competition in the production and sale of agricultural products between domestic farmers, the growing presence of foreign producers in the national market, whose products occupy more and more market segments, and the decline in consumer solvency are forcing domestic farmers to mobilize their capacities and maintain their positions in the domestic food market of Ukraine.

Conclusion. Marketing should be considered not as one of the elements of farm management, but as its main function, which determines the content of all production and economic activities. Improving the efficiency of farms requires improving the process of selling products and increasing profits by joining a network of marketing cooperatives and marketing groups in agribusiness. They are created to reduce sales costs, achieve economies of scale, and strengthen their positions in trade operations.

Farms should establish connections with consumers by using "direct marketing" activities. This requires thorough market research and consumer behavior prior to the start of agricultural production. The problem of promoting goods to the direct consumer also requires further research.