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DEVELOPMENT OF MARKETING AT AGRICULTURAL AND PROCESSING ENTERPRISES

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PREFACE

Modern transformation processes in the agro-industrial production of Ukraine often do not meet the priorities of its adaptive development. While there is a generally recognized tendency to integrate production and economic activities in the agrarian space, disintegration processes are mainly produced, which hinders the effective use of the existing natural resource potential of the industry. All of this indicates that society and practitioners do not have a commonly recognized need for the development of agrarian relations on an integration basis.

In this regard, the study of historical aspects of the development of integration processes in our country is of interest from both scientific and practical points of view. Agrarian science has substantiated the periodization of the evolution of the development of integration processes in the agro-industrial complex with the allocation of its successive stages.

In the complex of important socio-economic problems of the development of the Ukrainian state related to the search for ways to build and transform its economy on a market basis, it is of particular importance to solve the problems of reproduction and development of the aggregate resource potential, to develop ways to improve the processes of its formation, use and management.

Ensuring food security both in Ukraine and globally is consistently high on the global agenda. This issue has become particularly relevant due to the growing global population, depletion of natural resources, declining soil productivity, climate change, and military conflicts. At the same time, food itself, its production, distribution, and consumption are being identified as the most important elements of the global economic system. Ukraine's integration into the global and European community makes the problem of guaranteeing food supply to the population under any circumstances a matter of great concern.

In recent years, the number of countries with food insecurity has increased. However, Ukraine occupies a significant place in the global food market. Prior to the large-scale Russian invasion of Ukraine, the strategic potential of the domestic agricultural sector was focused on exceeding the mark of providing food for 400 million people in the world.

Active hostilities have caused a number of large-scale destructive impacts on the agricultural sector. Many agricultural and processing enterprises have been destroyed or severely damaged. Crop cultivation areas and crop production volumes have decreased. Logistics links have been disrupted and markets have been blocked. Exports of grain products are declining dramatically.

Martial law has made it extremely difficult for the livestock industry to function. Livestock farms and livestock were damaged and suffered significant losses. The production of raw materials for the processing industry in the dairy and meat cattle and pig industries decreased. The poultry industry has lost foreign markets.

In the context of military operations, the primary task of the Ukrainian agricultural sector was to ensure reliable supply of agricultural products and food to the population. At the same time, farmers and private households played a key role in preserving and developing local markets and food supply chains in the regions.

The postwar reconstruction of agriculture should address the problem of the damage caused to the agricultural sector of the economy by Russian aggression and the vector of structural transformations for the further development of agriculture and rural areas of Ukraine. The new post-war state agricultural policy of Ukraine, in the context of limited domestic resources, is aimed at attracting international support for the agricultural sector, which should have a positive impact on agricultural production and food.

Today, the Strategy for the Development of Ukraine's Agricultural Sector, as part of global food security, provides for the supply of food for more than 600 million people through increased technological efficiency of agricultural production and labor productivity, full vertical integration, localization, import substitution and deep processing of agricultural products. Sustainable development of the agricultural sector is aimed at recycling waste as a source of energy. The total investment portfolio of the post-war development of Ukraine's agricultural sector is estimated at USD 57 billion.

The results of the research presented in the monograph are determined within the framework of the initiative theme of the Department of Marketing and International Trade of the National University of Life and Environmental Sciences of Ukraine " Development of marketing at agricultural enterprises and processing enterprises " No. of state registration 0120U100630.

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1. Improving the mechanism for attracting investments into the marketing structure of fruit and vegetable enterprises

The development of the processing industry is determined by many factors. These include innovation policy, public relations, human resources, and many others. Marketing is no exception. This factor is one of the main drivers of companies' economic prosperity.

The development of marketing activities at the present stage is facing many problems. One of these problems is the rationalization of the organization of interaction between enterprises of the industry and small rural businesses in terms of providing them with marketing services. In our opinion, some of them are designed to provide marketing services to all categories of suppliers, which is absolutely unnecessary, since agricultural enterprises, intermediaries and other large suppliers are also well aware of the conditions of sales markets. As for uniting small rural producers into cooperatives, reorganizing enterprises, or creating a special department by one enterprise, all in order to establish marketing in the region, it requires considerable effort. The need of rural producers for marketing and other (e.g., logistical) services is growing every day. In today's environment, possession of information and knowledge about the production and marketing of products with market novelty is essential. Today, this market niche remains unfilled in many regions of Ukraine. Vinnytsia region is no exception. This task cannot be solved by government specialists, as they have other purposes. The processing business is also unable to solve this problem if its participants want to organize such a structure with the help of only one enterprise. Providing advisory services to villagers requires considerable funds and specially selected specialists, as it is extremely important to establish long-term and productive contact.

The tasks that will be assigned to such consulting firms are extensive and serious. The creation of such organizations should take into account a number of key points. These organizations can and should be created in different organizational and legal forms, which will only lead to an increase in economic competition between them and, consequently, to an improvement in the quality of the services offered. Organizations of this type should be as free as possible from external pressures; this creates freedom in management decision-making and business operations. Their internal environment should be designed in such a way as to encourage employees to work efficiently and increase productivity.

The organization of consulting firms, especially for small rural businesses, requires certain and considerable efforts at the initial stage, primarily in terms of resources. The sources of these resources can be different. However, borrowed and attracted sources are too expensive and bring with them the intervention of their owners in the activities of the created structure, the degree of which may be unnecessary. The most profitable source is the own funds of the enterprises themselves. It seems to us that within several neighboring districts and natural and economic zones, for example, within the processing industry (as a system with well-established structures), it is advisable for its subjects to cooperate by industry (crop and livestock) to create and rationally organize marketing structures. They will be called upon to study the effective demand of buyers and help small rural producers to produce more products of better quality at lower costs and to sell goods and services in a timely and profitable manner.

A number of scientists and experts believe that it is necessary to turn to other (specialized) organizations to solve such problems. We are of the opinion that it is more rational to use the base of processing enterprises. Moreover, it should be noted that cooperation has a positive impact on the activities of enterprises. V. Bondarenko notes: "The development of cooperation contributes to the faster development of the process of integration of agricultural producers with processing enterprises, trade organizations, and enterprises of other industries" [4]. T. Fliginsky shares a similar opinion: "Cooperation should contribute to the intensive development of production, the establishment of equivalence of exchange at the intra-industry and inter-industry levels, increase competitiveness and efficiency, and create conditions for financial stabilization of enterprises" [16].

To this end, we have considered methodological, legal, organizational and economic approaches to the creation of such formations, and prepared specific developments on the organization of rational structures of marketing services and their practical use.

Recently, the government's pricing, credit, investment, and tax policies have helped to improve the financial condition of processing companies, increase their number, and, as a result, increase the volume of raw materials procured. At the same time, there is a problem of relative rise in the cost of raw materials, as big business is the main supplier of raw materials. This necessitates identifying and turning to an additional and serious source, which should be small agricultural businesses.

Market relations based on the use of the laws of commodity production will lead to the expected increase in the efficiency of cooperative marketing formations for small agricultural business, most likely, only if a number of conditions are taken into account, namely pluralism of organizational and legal forms, general coverage (covering all enterprises, if possible), provision of service support based on commercial principles: organization of scientific support and training of qualified personnel (educational institutions); organization of

Effective functioning of cooperative marketing organizations is impossible without a system of financial support. Financial support of marketing cooperatives is provided by marketing cooperatives themselves. At the same time, it should be noted that no financial investments, no most advanced material and technical base can give the expected result in the absence of effective internal incentives for the development of cooperative marketing among the participants, and in newly organized associations - flexibility, easy adaptability to rapidly changing environmental conditions.

Autonomy in financing creates autonomy in providing resources. Of course, all resources, such as information resources, cannot be owned. But these organizations should strive for this, because the rural commodity market is a very tasty morsel for many competitors, and they have the necessary resources to work in it and are unlikely to share them. At the initial stage, resources should be attracted through the conclusion of lease contracts and the hiring of people who own personal vehicles.

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

The nature of the market in which firms will operate also has an impact on the management system. In our opinion, it should be forward-looking and ongoing, and be multifaceted and comprehensive. Management should cover the following areas: material and technical supply; production of services; innovations in the production and sale of services; marketing of services; human resources; finance; and account management.

When forming an organization designed to perform such a task, personnel are of great importance. Personnel are divided into core and support staff. While the criteria for selecting support staff may not be as stringent, the core staff, which are the people who will directly develop approaches and engage in dialogue with clients - representatives of small rural businesses - must be selected carefully. After all, the organization's capacity depends entirely on the effectiveness of their work. These personnel must be, on the one hand, highly qualified and willing to learn, and, on the other hand, sociable. And the latter quality should apply specifically to rural residents.

The complexity and economic danger of operating in this sector of the commodities market requires firms to have a secure legal form of organization. Of course, the organizational and legal form must meet the conditions and interests of the owners who have united to create it. Nevertheless, neglecting this rule in the face of fierce competition can have extremely negative consequences.

The current situation in the rural commodity market shows that it is very difficult to work alone and that cooperatives (e.g., associations of resellers) are the only ones that survive. Therefore, it would be effective to unite the efforts of enterprises in a certain territory (for example, several bordering each other, by districts). However, this association, along with its positive aspects, also has, at first glance, negative ones.

However, the negative ones can easily be turned around to the benefit of the owner-enterprises. For example, when a company operates in a certain territory, there will be a limit at which it may be very difficult to compete (the so-called competition limit), which will certainly affect the supply of raw materials. But this situation can be easily resolved. In this case, the cooperative will supply raw materials to the plants based on their participation in it. It should be noted that this rule will be the main one in the distribution of raw materials between the owner companies.

The complexity of competition gives rise to requirements for the number of such entities in a certain territory of one group of owners. The number of structures should be carefully considered in accordance with the commodity market conditions existing in a given region or district, otherwise there will be competition between "their" structures, which is extremely unfavorable, as it will only lead to a dispersion of efforts in rivalry, and they will need to concentrate in only one direction - on achieving victory in competition with other market participants.

Cooperative marketing formations of processing enterprises should strictly focus on the quality of the services produced. To this end, it is necessary to monitor the development of competitors' experience in finding mistakes and to exercise constant quality control, not only at the stage of preparation of services, but also during implementation. When organizing cooperative agromarketing, it is also important to take into account the current objective conditions and peculiarities of its formation. Without taking these points into account, the proposals developed are unlikely to contribute to making processing production more productive and efficient than it is now.

Despite the variety of forms and types of cooperative marketing structures, these are primarily service organizations. The objects of socialization in them are (or are not) members of enterprises and property of enterprises - fixed and current assets. The scale of such cooperation depends on the state of their resource endowment, the production infrastructure available in the area, and other factors. The union of processing enterprises, which, for example, have a shortage of some material and technical means and a certain surplus of others, allows to remedy this situation and increase the efficiency of the use of resource potential.

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

The processes of development of cooperative marketing organizations are accompanied by various controversial issues, for example, the "non-profit" development of these service organizations. We propose the following approach to solving this problem. Initially, the purpose of creating marketing organizations is to meet the economic needs of processing enterprises. This satisfaction will be carried out on a commercial basis, since marketing organizations need to provide themselves with resources, purchase raw materials and, finally, ensure extended reproduction. However, these commercial principles should be regulated, since processing enterprises are at the organizational and economic core of this formation, and the latter is created to achieve the specific goals of the owners. In addition, in favor of justifying the impossibility of "non-profitability", it should be noted that the created association may receive profit from the sale of raw materials to other consumers (meaning not to the owners). This is possible if the marketing structure fully satisfies the capabilities of the owners - processors, for example, if they are small enterprises.

Another issue that causes heterogeneity of opinions about the prospects of creating such organizations is the so-called "infringement of economic interests" of small businesses in rural areas, which will lead to a lack of demand for the services offered and, therefore, the organization's failure. We believe that the practical application of the above problem is not realistic, since, on the one hand, strengthening in such a lucrative market is the main goal of creating cooperative marketing structures, and on the other hand, it should be noted that the created structures will not be monopolists in the market and will not be pioneers. There is a sufficient contingent of participants in this market to compete with through healthy competition measures, and it would simply not be profitable to restrict any consumer interests at all.

The situation in which processing enterprises cooperate in the field of marketing for small market participants in our country is specific. Processing enterprises are just starting to operate in market relations and are functioning effectively. Therefore, participation in the work of the structure is especially important for them. And in the context of the current economic growth, such an association is an opportunity for them not only and not so much to improve the organization of the production process, to use available resources more rationally, but also to survive and grow.

The economic situation in the country has improved markedly, but the problems of processing enterprises have not diminished. In this situation, the need to organize cooperative marketing formations only increases. However, in today's environment, the creation of a full-scale service system and its infrastructure is unrealistic for objective (including economic) reasons. In this situation, we propose fundamentally new solutions for servicing small rural businesses, which consists in the development of marketing cooperative services for sectoral applications based on the processing industry, as the most well-established system for the procurement, processing of agricultural raw materials and the sale of the created product. Such interaction not only organically fits into the envisaged system of servicing small rural producers and processing enterprises, but is most likely the first stage of its creation.

The domestic practice of developing cooperative marketing organizations shows that combining the efforts of processing enterprises, especially at the initial stage of market relations, makes it possible to more fully meet their economic and social needs, efficiently conduct production and protect their interests in a market economy. The effectiveness of the marketing formations created in this way will largely depend on the organization of various types of services. Nevertheless, the processing business needs to combine its capabilities, and the created formations need to practice engaging the services of other groups on a commercial basis to solve many of their problems. Practice shows that, all other things being equal, one of the main factors affecting the performance of processing companies is the organization of raw material supply. Therefore, whenever possible, they should combine their efforts, and the organizations formed in this way are the potentials of other market players.

The short transition period of the development of Ukrainian processing enterprises is not rich in experience in developing marketing services for peasants separated by geography. Depending on the way such marketing formations were established, different options can be used to serve them, including the existing base in former collective and state farms. However, the moral and psychological climate surrounding this raw material sector, intense competition, and simply sound economic calculation force processing enterprises to unite by interest in order to effectively use their own equipment and successfully provide themselves with raw materials.

There are various options for association. It all depends on the specific interests of the organizers, their creative approach, the possibilities of the current legislation, territorial and national peculiarities, the specifics of the raw material market, competitors, consumer preferences, and many others. Of course, these features vary from region to region and, moreover, from district to district. Therefore, creators must choose and decide on their own approach to cooperation.

As for the Constitution of Ukraine, it is intended, of course, for processing enterprises, to regulate the main provisions of their legal activities, including cooperative ones. The Civil Code of Ukraine also regulates cooperative relations. It creates a holistic view of the essence of a cooperative, the work on its organization, including by processing enterprises, and the formation of the legal framework. The Code also states that relations related to the establishment of cooperatives are also regulated by other state and regional laws and other regulations. In essence, most of the basic principles can be implemented in some other forms of association of processing enterprises.

Basic principles of cooperation:

1. Voluntary participation in society. At least two participants, but not more than fifty under a joint venture agreement, may combine their efforts and act together to satisfy their own interests by achieving a goal that does not contradict the law.

2. The authorized capital of the company is formed on the basis of contributions from shareholders. The amount of a contribution is determined based on its value. A contribution may be anything that the shareholders independently contribute to the common cause. A company's shareholder may not be released from the obligation to contribute to the authorized capital, including by offsetting claims

against the company. The amount of the authorized capital may not be less than a multiple of the minimum wage established by the state law as of the date of submission of documents for state registration of the company.

3. The supreme governing body of a company is the general meeting of its shareholders; operational management is carried out by the executive body (collective and/or sole), which is accountable to the general meeting. The supreme governing body decides only on the most important issues of business activity. Issues that fall within the exclusive competence of the general meeting may not be delegated to the executive body of the company.

4. The distribution of profit is determined by the value of the contribution; the company's shareholders are not liable for its obligations and bear the risk of losses related to its activities within the value of their contributions. A company is not entitled to make decisions on the distribution of its profit in cases

- until the entire authorized capital of the company is paid in full;
- to pay the actual value of the share (part of the share) of a company member in cases provided for by the Law "On Limited Liability Companies";
- if, at the time of making such a decision, the company meets the signs of insolvency (bankruptcy) in accordance with the state law on insolvency (bankruptcy) or if the company will have these signs as a result of making such a decision;
- in other cases provided for by state laws.

5. Availability of information about the company's activities to all its shareholders. Waiver of this right or its restriction, including by agreement of the shareholders, is illegal.

6. Relationships between participants are built on a contractual basis. Different options are possible in the calculations of the participants of economic activity. The income of each participant is generated by improving the quality and volume of participation, finding more favorable conditions and markets.

Since a limited liability company is a centralized combination of efforts of several participants from an economic point of view, it also applies some other cooperative principles, which are extremely important at the current stage of economic development. For example, upon withdrawal from the company, a member has the right to receive a part of the property corresponding to his share in the authorized capital; a member is interested in increasing the company's capital, as part of the profit is distributed in the form of dividends proportional to the share in the authorized capital; each member participates in management through the general meeting.

The choice of a limited liability company is, of course, justified not only by the significant convergence of principles in its establishment, but also by the positive aspects of the processing business (e.g., logistical, financial and other capabilities). Thus, the basic principles of establishing cooperatives, given the existing requirements for processing business structures, may well be implemented in a limited liability company with their rational organization. And the rational type of cooperative marketing is based on obtaining the necessary benefits by its participants at minimal costs.

The newly created structure will organize interaction with peasant (farm) enterprises. When organizing such interaction to serve farms and private households, we proceeded from the fact that the structure cooperates, first of all, managerial, organizational skills, capital, not excluding the personal work of participants in order to maximize the use of the resource potential of processing enterprises in the interests of small producers in rural areas. To this end, it is necessary to systematize the interaction between such structures and raw material producers by establishing bilateral obligations, and not only on the basis of a contract. Business ties between them should not be one-time, spontaneous, but long-term, based on mutual interest. Such an approach allows each party to plan its work more confidently at least for the short term.

The organization of marketing services to representatives of the rural raw materials market is not only beneficial to the processing business, but also to the raw material producers themselves. After all, the successful sale of manufactured products depends not only on the price set by the parties, but also on guaranteed purchases, as well as other services, including logistical assistance. Of course, in the early stages of development of marketing organizations, the possibility of logistical assistance is unlikely. However, as the organization develops and strengthens, it will have reserves that should be used for these purposes, as this is a significant contribution to competition.

Science and practice show that it is desirable to start the production activities of any organization with the analysis of market conditions, i.e. with the intensification of marketing. However, the specificity and purpose of the services provided by cooperative marketing organizations suggests a certain deviation from these aspirations. In this case, the sale of services, i.e. marketing activities, should not precede, but be inextricably and simultaneously linked to their production. After all, there are many options for bringing services to the consumer, and it is impossible to work out and prepare all of them at the marketing stage alone.

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

Marketing activities, as the realizer of a competitive environment in the economy, need to be strengthened in all areas, including the procurement of raw materials from small rural producers. Although many industry players are doing this in one way or another, they are doing it alone.

Much has been said about the need to introduce marketing in the interests of small agricultural producers. Of course, life does not stand still, and a lot is being done to solve the problem of sales, at different levels. For example, the Ministry of Agriculture is creating networks of wholesale food markets and agricultural marketing services for agricultural production. A number of territories have been identified for the planned economic experiment of organizing such markets between regions, primarily on the basis of existing fruit and vegetable depots, refrigerators and other infrastructure facilities. The following main tasks have been set for the wholesale food markets:

- stimulating growth in production and sales volumes and increasing the profitability of producers and partners in the agricultural sector;
- providing the population with quality food throughout the year;

- providing all agricultural suppliers with free access to the competitive market.

Now, when Ukrainian shelves are filled with imported goods, while good domestic products are lying in warehouses, it is especially necessary to help buyers and sellers find each other. And it should be noted that wholesale markets serve as an effective channel for promoting agricultural products from producers to consumers. To facilitate and speed up the work that has been started, the Government has established an Agricultural Marketing Center with branches in many regions. All this is good, but not enough to solve the problem. Domestic experience shows that the successful implementation of many initiatives requires a mixed approach of top-down (with the help of government and other initiative representatives) and bottom-up (by market participants themselves) movements. Organizers need to correctly determine the ratio of these two movements - they must be able to form a marketing structure.

Certainly, when used correctly, marketing can be a very useful tool. However, most of those who have high hopes for the development of the marketing cooperative movement, especially after an overly promising start, may have to temper their enthusiasm a bit as numerous problems arise that reduce the effectiveness of the process.

The realities of life show that it is impossible to organize marketing work in rural areas without any problems. Problems and situations are bound to arise that cannot be predicted in advance. These are problems of the population's nationality, culture, age, standard of living, transportation, and many others, up to and including natural conditions. Some problems may appear immediately after marketers intensify their work in the countryside, some - after. There may be situations that can be resolved in the short term, and some of them may be long-term. In addition, the complex of problems is ambiguous in its territorial origin: depending on the region and even the district, approaches to the population to serve them are different. However, whatever the problems, they need to be effectively addressed. This is an important factor for survival in the market. And young cooperative marketing organizations must take this into account in order to work effectively in the market and ensure the necessary economic growth. In addition, they need to adequately resist other competitors who always seek to squeeze out or prevent new entrants to the market. In any case, the existing competition will discipline them. And it takes time to learn and understand the intricacies of working in the market.

The existence and development of any organization is impossible without providing resources. Their formation should be on a contractual basis. The amount of provision can be different: it all depends on the scope of the marketing organizations' activities, which, in turn, is generated by market success. But in any case, it should be noted that marketing services should be sold between processors and representatives of the rural market. This is because the raw materials for the industry need to be stored, and therefore it would be extremely risky and expensive to transport them a hundred or two kilometers away.

As the reality of the functioning of processing enterprises in many regions, including Vinnytsia region, shows, it is possible to create cooperative marketing structures. Therefore, in order to avoid the tendency for marketing structures with the same goals and objectives to emerge, it is better to organize one or two in each rural settlement from the very beginning - one or two in each district. It is undesirable to create a large number of marketing structures in a limited area, as this, in addition to unnecessary competition, will lead to conflicts, lack of resources and understaffing of the formations.

Establishing marketing activities for the rural population with their participation is particularly difficult, but if people feel a need and interest, you can count on their attention and understanding. First of all, it is necessary to clearly explain to them what real needs the structure being created will serve, what benefits it will bring, and what risks they may face as producers of products with all the proposed changes. This is very important because they have been living in the environment for many years and intend to continue living there. People also know their needs and possible risks better than any outsider. Therefore, when organizing marketing work, you should proceed from real opportunities. Of course, in the early stages, it makes no sense to talk about the possibilities of solving everyone's big problems.

For the structure to work successfully, it is necessary to focus on the quality of meeting explicit and real needs in strict accordance with the agreements. Each service must pay for itself, or the return must be very close to the cost, otherwise it can lead the organization to bankruptcy. In the future, as the organization develops, the volume of services should be increased, but their quality should not decrease. This is the only way to successfully compete in such a lucrative and at the same time difficult market.

We have already talked a lot about the need to create rural marketing on the basis of cooperation, and all in order to solve the problem of peasants selling their products at the district level. But, in addition to this, the proposed organization of marketing services has a number of other positive features. First, the proposed scheme of creating marketing cooperatives differs from traditional schemes of procuring raw materials, which consist in purchasing them only on their own, second, it solves the most important problem of production of many peasants - its sale and, third, it provides for some support, which is also very important in rural areas. The proposed system of organizing marketing services for farmers, moreover, provides for such interaction between partners that does not limit, but rather supports the interests of the parties in order to strengthen their competitiveness.

It is well known that small agricultural businesses have disadvantages, the elimination of which would be in their best interests. These include difficulties in raising large capital, lack of specialized management, unlimited liability for debts, the need to be a specialist in many areas, and the risk of losing all personal savings and property. These disadvantages, which are characteristic of sole proprietorships, can be preserved in the solution of cooperative marketing formations. Compared to them, they are more powerful in financial terms, and in other areas as well.

In cooperative marketing formations, the staff consists of various kinds of specialists who specialize not only in marketing, but also in other areas of activity related to the achievement of the organization's goals. But the most important quality of the structures proposed for organization is, of course, the implementation of activities necessary for both parties: both processing and small agricultural businesses. The former want to procure and process raw materials, while the latter want to produce them and sell them profitably.

The organization's work is structured as follows. The activities established by cooperative organizations must be subject to supervision, for which purpose a supervisory board consisting of representatives of the plants and a management board held by the general meeting of participants are established. These bodies operate for the entire period of the organization's existence and monitor the implementation of the assigned long-term plans. The current and tactical planning and management of the marketing structure is created by the director, who is appointed by the cooperative members and to whom all services (departments) of the organization are subordinated.

The number of functions performed by the departments may vary depending on the need. The head of the marketing department reports to the head of the organization (Director), is constantly in the center of events and receives operational and other information from various channels from manufacturers and other sources and transfers it for use by enterprise specialists and service employees. One marketer of the department forms the pricing policy, and the other acts as a consultant on the correct and effective delivery of services to consumers for those marketers who work directly in the countryside. If necessary (illness, etc.), one replaces the other. The remaining marketers serve producers in their area (consisting of several settlements). Their work involves analyzing markets, customers, competitors, products, planning, and negotiations. They generate demand, ensure the purchase and transportation of agricultural products to processing plants and enterprises. Marketers provide services to commodity producers both with their own vehicles and other logistics and rented ones. The work of lower-level marketers is also based on the principle of interchangeability.

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

It is not economically viable to form a staff that is too large. If this happens, the principle of combining their functions in one person should be used to reduce the number of employees. That is, one employee should be entrusted with the tasks of several professions at once, for example, two (accountant-economist) or three (driver-loader-marketer). A large quantitative combination of professional tasks in one person does not make sense, as this will only lead to overload and, ultimately, job dissatisfaction.

Farms and farmers produce products in the planned and agreed quantities and terms of the highest possible quality. Marketers take the products from them on site. To do this, marketers decide on organizational issues (destination and others). Of course, they must be provided with resources to carry out their activities. If they do not have enough, they must have the financial resources in full in order to, for example, rent a vehicle if they do not have one, or solve other similar issues. The information obtained in the course of implementation is transferred to the head of the marketing department for analysis and then to processors to adjust production plans for the agricultural period, and the purchased raw materials are delivered to the receiving department of processing enterprises. Interaction between the consulting firm and processing companies regarding their core business is based on contractual relations.

Then, at the next meeting at the end of the period, marketers and agricultural producers finally agree on the volumes, terms and other parameters of production and sign (or not sign, if the partners have established close trusting relations and one of the parties is a private household) the necessary documents for the next period. The period of cooperation may be of different lengths for any producer of raw materials.

The variant of agromarketing organization proposed by us is presented in the flow chart of information, products and funds in the marketing services of small rural producers by processing enterprises, shown in Figure 1.

The work of employees involved in the production and sale of marketing services, i.e. the core staff, should be adequately paid. Since the effectiveness of their work depends not only on professional knowledge but also on luck, it makes no sense to rely only on the quantitative measure of its performance. Practice shows that the most effective system of remuneration will be a two-part system: basic and accumulative. The basic part of the salary should be constant and independent of the employee's performance and should be higher than the minimum subsistence level of the population in the region by 15-20%. The accumulative part of the salary will depend entirely on the employee's performance. As a result, the remuneration of key personnel should be higher than that of auxiliary personnel, and at the same time not exceed the discriminatory barrier. Such a principle of salary formation leads to a more complete stimulation of the employee. In addition, such a system attracts professional staff, as it allows the latter to use their knowledge and skills to the fullest extent and receive appropriate financial rewards for this.

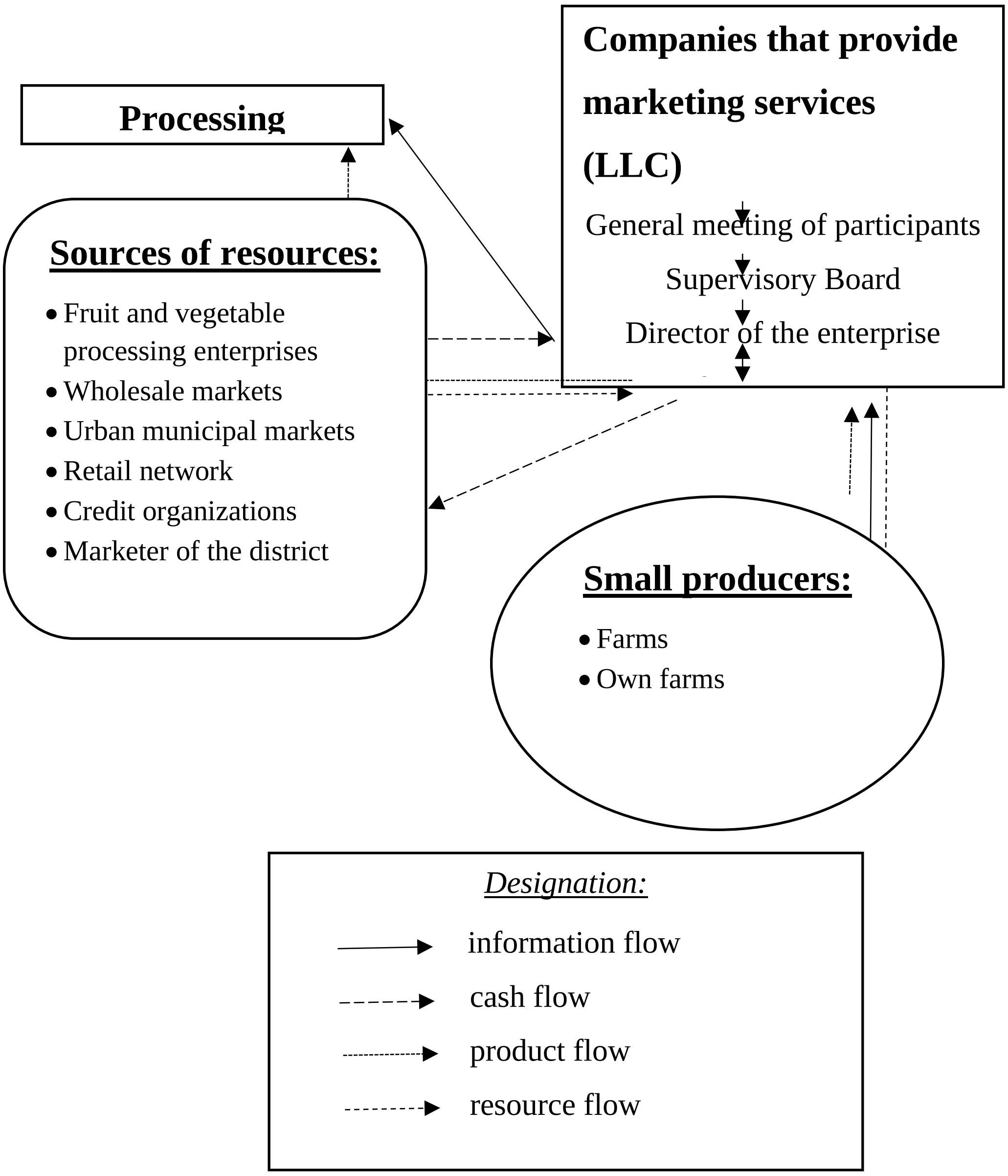

Figure 1. Flow diagram of information, products and funds in marketing services for small rural processing enterprises

In the proposed structure, in addition to the main staff, there are also service or auxiliary staff (e.g., accountants, lawyers, etc.) whose work must also be paid. Of course, the amount of wages here will depend on the effective work of the "core" staff. However, it should be noted that in order to motivate them to work, their salary should also consist of the two parts mentioned above. The basic part will be determined by the minimum subsistence level of the population in the region, and the accumulative part should vary depending on the success of the core staff.

Of course, the success and value of any organization lies in its personnel, so a special fund should be established to protect them from turnover. This fund will be used primarily for staff training, improvement of working conditions, social programs, and financing the basic part of salaries in the event that, for various reasons, the funds from the organization's performance are not enough (this may be due to the seasonality of raw materials harvesting). In addition to the above fund, it is advisable to create other specialized funds, such as savings. Their number and purpose may vary and depend on the organization's management.

So, to summarize, the organizational and legal forms, internal environment, and options for interaction of marketing formations based on the principles of cooperative efforts of processing enterprises may vary. It all depends on the specific interests, aspirations of the participants, their capabilities, as well as the conditions of the rural commodity market, which differs from region to region and even district to district. However, as the reality shows, having talked to the heads of agricultural and processing businesses in Vinnytsia region and neighboring regions, the proposed developments have the right to life, although not in all regions of the country without exception.

The problem of improving the efficiency of enterprise investment formation systems remains the most pressing. Despite the measures taken by the Government to improve the work of entities in this area of business, many of them in many regions still have mechanisms for its implementation that are not sufficiently cost-effective and efficient. Vinnytsia region is no exception.

Various proposals for improving the systems of accumulation of long-term investments of enterprises and organizations in the industry have been presented by both foreign and domestic scientists and experts [1, 6, 9, 11, 15, 19, 20].

The authors of these sources emphasize that the key to the successful fulfillment of this goal of processing enterprises is the coherence of the work of individual parts and links of the mechanism structure, as well as the method of accumulation, which is expressed in economic methods and actions that contribute to the success of investment activities. Many of them note that any activity associated with certain difficulties is one of the primary tasks of any construction of the mechanism of industry entities. We have no doubt that it is the optimal combination of the sufficiency of the volume created and the minimum costs that becomes one of the main factors in market conditions that ensure the need for production, break-even operation and competitive advantages of this mechanism of enterprises.

The mechanism of investment formation should be improved and meet certain criteria. It must be organizationally and theoretically simple, convenient and understandable to the user, focused, reliable, complete in terms of the possibility of solving its main issues, adaptive, flexible and easily improved in other respects. In addition, business practices in neighboring regions show that any mechanism, including the one we have developed, will be successfully organized only if the basic ideas behind its creation are unified.

To fully understand the behavior of this mechanism, it is necessary to know not only the content of the elements, but also the state and nature of the relationships between them. It is practically impossible to explore all potential ways of organizing connections in a system by searching through them. The number of connections of the resulting system can be reduced by combining its elements into groups based on homogeneous features with the formation of relatively independent and separate functional subsystems. At the same time, from the point of view of our design goal, the connections between subsystems become more important, while the connections between elements of different subsystems are ignored.

The functioning of the mechanism is carried out according to a certain scheme through the interaction of all elements of the subsystems of the organizational structure of the enterprise, which form a set of activities for the accumulation of long-term investments. But at the same time, the accumulation system, as a complex organism, is characterized by relative isolation in the enterprise's management system. The purpose of the mechanism as a type of activity is to ensure a holistic, targeted interconnectedness of the functioning of all components of its structure and the effective implementation of accumulation work. Management of the processes of accumulation of investment resources includes the following functions: management such as analysis and forecasting, strategic, current and operational planning, monitoring (control) and regulation of activities carried out in accordance with the investment strategy of the enterprise; creates conditions for the realization of the main goals, namely: ensuring the growth of the pace of economic development of the enterprise through the effective accumulation of capital, minimizing risks and maximizing income (profit) from investment activities in general, ensuring financial

The content of the mechanism of accumulation of long-term investments is revealed through the realization of its functions. They consist in supplying production activities with the necessary capital, organizational initiative of the reproduction process. However, the main purpose of the mechanism under consideration is the scale of attraction of monetary and other assets to the investment resources of the enterprise. The next stages of the reproductive process are based on the restoration and development of the organizational, technical and scientific potential of the enterprise, accumulation of funds for further development and expansion of the scale of economic activity, as well as ensuring economic growth. To realize this, the mechanism of investment accumulation is being improved at the early stages of development, designed to ensure the solution of the following tasks: balancing the required amount of capital investments with the financial resources available to the enterprise, finding funds for accumulation, ensuring the formation and optimization of the material and cost structure of fixed assets, providing an active influence on improving the efficiency of the use of investment funds, ensuring the financial stability of the enterprise in the long term.

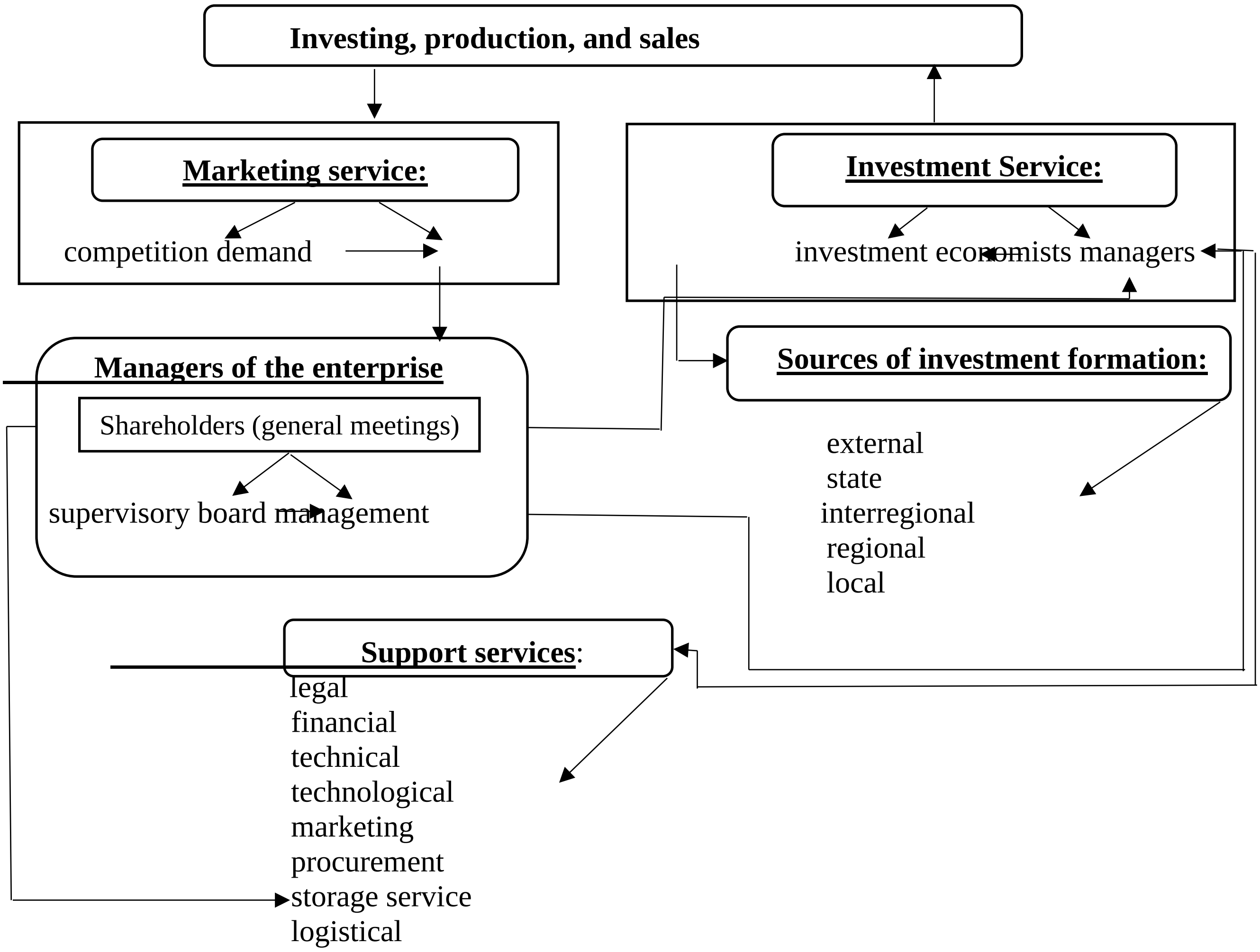

Figure 2. Interaction of various services of processing enterprises to attract investment

The content of the mechanism of accumulation of long-term investments is revealed through the realization of its functions. They consist in supplying production activities with the necessary capital, organizational initiative of the reproduction process. However, the main purpose of the mechanism under consideration is the scale of attraction of monetary and other assets to the investment resources of the enterprise. The next stages of the reproductive process are based on the restoration and development of the organizational, technical and scientific potential of the enterprise, accumulation of funds for further development and expansion of the scale of economic activity, as well as ensuring economic growth. To realize this, the mechanism of investment accumulation is being improved at the early stages of development, designed to ensure the solution of the following tasks: balancing the required amount of capital investments with the financial resources available to the enterprise, finding funds for accumulation, ensuring the formation and optimization of the material and cost structure of fixed assets, providing an active influence on improving the efficiency of the use of investment funds, ensuring the financial stability of the enterprise in the long term.

The mechanism is organized as a set of four parts:

- motivational (marketing service);
- guiding (company management);
- Manager (Investment Department);
- auxiliary (enterprise services).

The proposed expansion of its tasks transforms the structure and focus of management functions and their interrelationships. To account for these changes, we propose to use two management tools, which, in our opinion, are best characterized by their combination into a single management structure. The first tool is the form of distribution of powers and responsibilities of managers at all levels, clearly delineating the regulations of managerial capabilities, the implementation of which creates a clear system-wide management structure aimed at the required result.

The accumulation system works under the existing mechanisms of income generation and cost recovery. To move to a new production cycle, it is necessary to include a mechanism for converting income into capital, which can be implemented either as a cost recovery mechanism in a simple type of reproduction or as an investment mechanism in an extended one. The extended mechanism includes a mechanism for the formation of investment resources. The cost recovery mechanism is activated as soon as the demand for the enterprise's products begins to be met. Demand leads to profit generation and the possibility of accumulation, which activates the accumulation system. The mechanism will only work if the economic situation is sufficient, creating the company's attractiveness to external sources in the general sense of the word, and will not function in the absence of demand generation tools. A universal tool for stimulating the accumulation process is the mechanism of setting a price that equally satisfies the producer and the consumer. The demand created in this way and its change, controlled by the marketing service, is the motivational part of the mechanism that transmits the impulse to the guiding unit. It informs about the need for the enterprise to move from simple reproduction to its expanded type and to form capital from external and internal sources through the inclusion of the mechanism. The motivational mechanism is a kind of "engine" that transmits impulses, the energy of economic laws to the business entity. As shown in Fig. 8, the initial impulse of the mechanism is set by the market need, which creates the need for the marketing service to create competition, which is embodied through the presence or changes in demand for this type of product of the enterprise. The company is forced to respond to this by improving product quality, reducing costs, expanding production, and creating new products. It is the need that creates motivation, intensity and specific areas of investment activity of producers. And the capital accumulation system "transmits" the impulse from need to production. Part of the motivational block is incorporated directly into the economic mechanism of the enterprise, and part of it is beyond it and is part of the market and state regulation systems.

The motivational mechanism is capable:

- transform information of objective economic requirements into a form convenient for use in specific conditions and transmit the relevant impulses to all parts of the accumulation system;

- transmit the impulse quickly enough so that the moving and sensitive demand does not have time to change significantly. At the same time, production has the ability to meet a given need at any given time.

Any change and creation of demand for the company's products requires additional investment. Based on market research or in connection with changes in sales, a decision is made on the need to create a new or expand an existing production facility that is in demand.

Based on an assessment of the demand of the total number of participants (shareholders), a decision is made to form a portfolio of real investment projects. The decision is made collectively, with the advice of the investment service. The board develops a fundraising strategy based on specific key points (list of required equipment and materials, amount of funds, timeframe of the accumulation process, recommended lenders, maximum use of own funds, etc.) In addition to the accumulation strategy, the board develops a program to optimize the company's attractiveness to creditors, which is a plan for certain changes in its economy and organization. Some of the fundamental responsibilities for implementing the program are assigned to the company's management, while the management service is responsible for proving the company's attractiveness to specific investors. It should be noted that the investment service takes into account the wishes of strategic partners when optimizing attractiveness. In small enterprises, the strategy of accumulation and organization of attractiveness can be developed by the manager, but it is advisable to use the opinions of employees who will also be involved in attracting investments. Consultations of specialized organizations may be used in the development of strategies. Changes in the economic impact of the external and internal environment are adjusted and adopted collectively.

The information is then transferred to the management department (investment service). In order to effectively organize the process of capital accumulation by the management, this service is vested with management functions that extend to all other structural units of the enterprise, but within the framework of solving the tasks of achieving the goal of the mechanism. At the same time, management decisions are made based on the reasonableness and balance of the parties' views. This fundamentally new approach to the organization of management, based on its decentralization, is designed to speed up the work of attracting investments. The management subsystem, receiving the impetus for action, directly affects the auxiliary (financial, technical, technological and other services), and also establishes interaction with the capital market through the formation of economic regulators and instruments. To make the right management decisions, the support service cooperates with the investment service.

Cooperation between the investment department and support services takes place within the conditions set by them. Effective interaction of the Investment Department with support services and the external environment is impossible without a special staff of trained employees and their logistical support.

As practice has shown, the functioning of an investment department is impossible without appropriate equipment for the type of activity it performs and the salaries of its employees. Equipment does not mean the appropriate equipment of the employee's workplace, but the performance of their duties in general.

The level of staffing, equipment, and remuneration is the basis for forming cooperation with the external environment. But some researchers believe that this does not fully solve the problem. Effective cooperation with the capital market should be formed by a special department of the enterprise. However, effective interaction between the management unit and the external environment does not happen by itself. The absolute completeness of the connection is established between the sources whose objective strategic importance has been revealed at the moment and is seen in the future. Moreover, the strategic importance of sources means the amount and nature of funds invested in them. In addition, the adaptation of external relations is based on flexibility, the ability to quickly reflect business and economic changes in the state of the enterprise in cooperation with investment partners, as well as to adapt to the capital market.

Since the multi-channel system of forming long-term investments has the entire organizational structure of the enterprise, and also involves interaction with the external environment and the capital market, a certain center or department is needed to manage them in the required direction and represent the management association. As practice has shown, the staff of such a unit may well consist of 4-7 employees, depending on the scale and complexity of the involvement. One of them is a manager, the most qualified specialist, who is constantly in the center of events and manages the accumulation process from both external and internal sources. He is constantly in contact with the heads of other departments of the company to direct them towards the goal. Some employees process information received from other employees of the service and enterprise departments. The remaining staff is carefully selected (knowledge, communication skills, business qualities), as the success of finding and establishing contacts with capital market representatives depends on these employees; each of them is responsible for establishing interaction with 3-4 sources or more, depending on the time load on each of them. The executive structure of the management subsystem forecasts the needs for investment resources, studies the possibility of their formation through various sources, determines investment methods, and establishes the optimal structures and volume of sources of investment resources. In addition, the department determines the cost of the mechanism. Small enterprises may well be staffed with 1, 2 or 3 employees (a director plus 2 employees or the most qualified employee - a manager plus 2 less qualified employees).

The selected investment objects form the need for investment resources that can be predicted [2, 3, 4]. However, without denying the opinion of these scientists, we believe that this method is not rational enough, as it is most subject to constantly changing market conditions. Therefore, the selected enterprises use the modernization of these options, namely: the cost of one part of the structure of the required funds is determined and fixed, and for the rest - the maximum limits are set, which are determined based on the analysis of market conditions and contractors' requirements.

At the same time, the possibility of forming investment resources through various sources is studied and the procedure for their involvement in this activity is established, taking into account the economic capabilities of the enterprise and its efficiency. As is well known, all sources of investment financing are divided into own, attracted and borrowed. However, not all of them are available. There are various reasons for this: lack of attractiveness of the enterprise, high interest rates for their use, difficulties in securing loans, and others. Therefore, one of the most important things is to find the most profitable sources.

Researchers believe that attracting certain priority sources (own, borrowed or attracted) will have a positive impact on the company's economy and create the basis for the fastest and fullest launch of new or updated production and, consequently, the fastest growth. However, the reality shows that the processing industry in Vinnytsia region and other regions has not yet achieved such investment attractiveness. Therefore, we believe that it is necessary to establish a decision on priority and, first of all, it is necessary to determine the possibility of attracting investment resources from the cheapest own sources (profit, depreciation). Further, the procedure for identifying sources is as follows: investigate the potential for using the funds raised (primarily by corporatizing certain investment programs), analyze the situation in the money market (which is mostly determined by the lending rate) in order to determine the feasibility of raising credit funds. The identification of financing channels should be completed by selecting potential investors (financing organizations).

The selected sources of accumulation of long-term investments determine the investment methods (self-financing, equity, lending, leasing, mixed financing, etc.). On this basis, by detailing it by individual channels of attraction, it is possible to determine the optimal proportions in the structure and volume of sources of capital formation in terms of a rational ratio of own, borrowed and attracted funds.

A study of scientific papers and practical recommendations has allowed us to form a system of indicators that makes it possible to assess the effectiveness of investment activity and investment attractiveness [4].

Some of the main indicators that determine the level of investment attractiveness that we used in our work are the long-term investment coverage ratio; the capital concentration ratio; the ratio of borrowed and own funds; the autonomy ratio; cash flow; net/balance sheet profit; capital efficiency; capital intensity; profitability index; depreciation ratio of fixed assets; accounts receivable turnover ratio; accounts payable turnover ratio; profitability of fixed assets

1. The long-term investments coverage ratio characterizes the number of units of current assets per unit of current liabilities of the enterprise.
2. Concentration ratio of borrowed capital - the share of borrowed capital in the total value of capital at the disposal of the company.
3. The debt-to-equity ratio characterizes the structure of the company's financial resources. It is calculated as a proportion of the amount of borrowed funds divided by the amount of equity.
4. The autonomy ratio characterizes the share of funds invested by the owners of the enterprise in the total value of the property.
5. Cash flow is the amount of cash receipts and expenditures of an enterprise.
6. Net/balance sheet profit characterizes the final financial result of an

enterprise.

7. Return on equity is the amount of net income received from a unit of fixed assets.

8. Capital intensity is the amount of fixed assets required to generate a unit of net income.

9. Profitability index is the ratio of income and expenses from investment activities.

10. Depreciation ratio is the share of depreciated fixed assets in their total value.

11. Accounts receivable turnover ratio is an indicator of business activity that indicates the efficiency of managing debts of customers and other debtors.

12. The accounts payable turnover ratio indicates the number of times accounts payable turned over during the year.

13. Return on fixed assets is the amount of profit per unit of fixed assets used, %.

14. Return on sales is the amount of profit per unit of net income, %.

15. Net income (revenue) from sales of products characterizes the total income (revenue) from the sale of products (goods, works, services), net of VAT, excise duty and other deductions.

16. Financial stability ratio. The excess of equity over liabilities indicates a sufficient margin of financial stability and relative independence of the company from external sources of financial resources.

17. Payback period is the period during which an enterprise fully repays the funds invested in certain investment projects.

18. Diagnostics of the probability of an enterprise's bankruptcy characterizes the degree of risk of an enterprise's bankruptcy.

To analyze and evaluate the investment attractiveness of an enterprise, we will use the Delphi method of expert assessments.

Expert opinions are the main way to obtain and analyze quality information. A significant number of tasks use expert information to some extent, arising from solving problems of management, planning, forecasting, etc. This is due to the fact that it is necessary to take into account both qualitative and human factors that always appear in such tasks and have a significant impact on the effectiveness of their solution.

These factors play an important role in assessing the future. Experience, intuition, and a sense of perspective, combined with information, help professionals to identify more important goals and development directions, and to find the best solutions to complex scientific, technical, and socioeconomic problems in an environment where there is no information on how similar problems were solved in the past.

The Delphi method is one of the most common methods of expert assessment of the future, i.e. expert forecasting. This method was developed by the American research corporation REND and is used to determine and assess the probability of certain events. It is characterized by three features that distinguish it from conventional methods of group interaction between experts. These features include: the anonymity of experts; the use of the results of the previous round of the survey; and the statistical characterization of the group response.

Anonymity means that in the course of the procedure of expert evaluation of the predicted phenomenon or object, the members of the expert group are unknown to each other. In this case, the interaction of group members when filling out questionnaires is completely eliminated.

The use of the results of the previous round of the survey is as follows: since group interaction is carried out directly by answering the questionnaire, the specialist or organization conducting the Delphi research takes into account only the information that is relevant to the problem in question. A specialist forecaster takes into account the opinions of experts, all the pros and cons.

The statistical characteristic of a group response is that a group of experts makes a forecast that contains the opinion of only the majority of experts, i.e., a point of view with which the majority of the group could agree.

The organizer of the examination is usually the head of the organization, and only he or she will be able to resolve organizational and financial issues. He or she also determines the objectives of the study that should be achieved as a result of the implementation of the expert's recommendations.

A Delphi examination involves a number of stages:

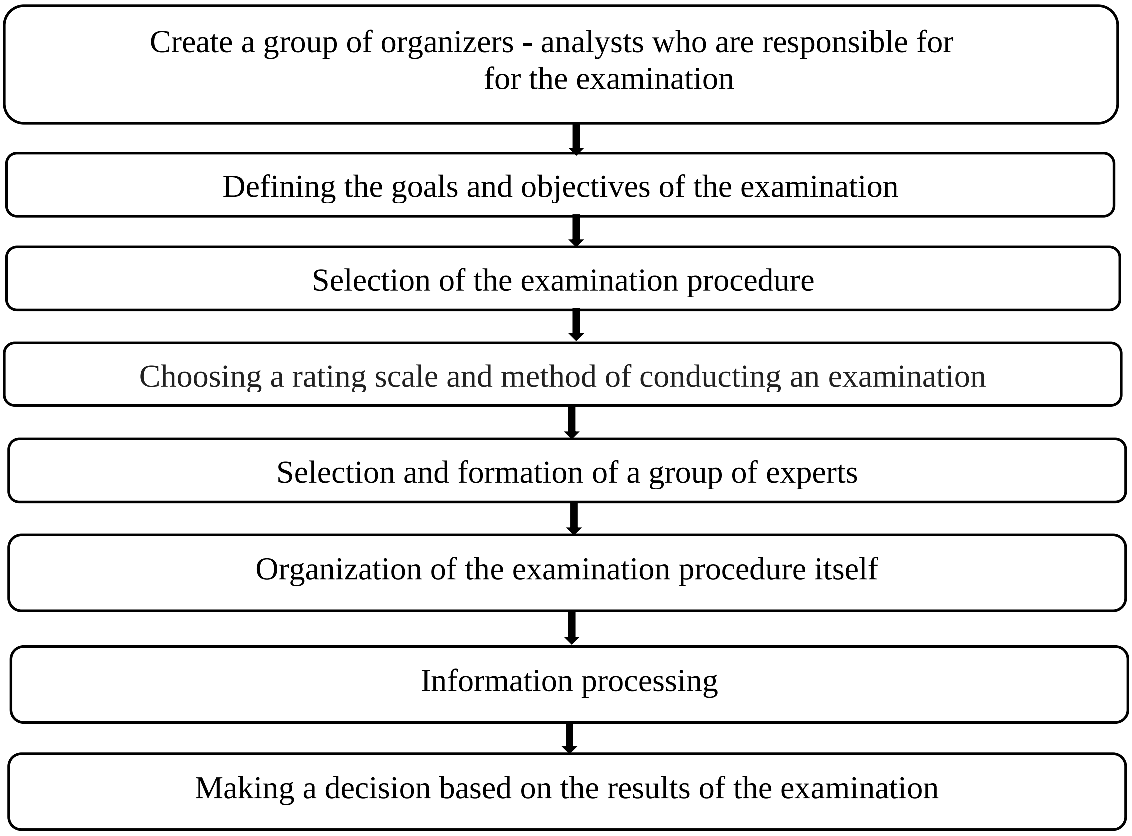

Figure 3 Organizational flowchart for conducting an expert assessment

To compare the importance of certain indicators, the group of experts included specialists who are well versed in the issues under study, defined by their professionalism, competence, and practical experience. The expert surveys were conducted in three rounds. The results of each round, after some statistical processing, were sent to each expert to familiarize them with the opinions of their colleagues. Anonymity is achieved by ensuring that the group members are unknown to each other. As a result, each expert, having read the opinions of his or her anonymous colleagues, can compare his or her answers with others and the generalized conclusions of the entire group of experts and, if desired, change his or her opinion without publicly stating it, and, accordingly, without losing reputation. Such feedback allows for a gradual increase in the degree of consistency of expert opinions.

Based on the above research in this section, the following conclusions can be drawn:

1. The conceptual provisions for improving the organizational and economic mechanism of functioning of enterprises in the fruit and vegetable industry are presented. A rational marketing structure of enterprises in this industry has been developed and implemented. Improvement of the mechanism for attracting investments of enterprises of the fruit and vegetable industry is proposed.

2. The organization of marketing and investment activities at processing enterprises has its own peculiarities, so it is necessary to know and apply them. This contributes to a more complete and timely consideration of market conditions.

3. The assessment and analysis of the state and trends of the agro-industrial complex processing industry shows that the industry faces many problems in the course of its economic growth. Ways to solve these problems are to implement various measures, including in the areas of marketing and investment.

4. It is proved that state regulation is an important factor in the functioning of the fruit and vegetable market.

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2. Green marketing: honesty vs. deception

Green marketing is important in the world because it contributes to the preservation of the environment and the reduction of emissions of harmful substances into the atmosphere. It stimulates the development and implementation of environmental technologies that contribute to sustainable development. Green marketing encourages companies to behave responsibly and produce ethically. This helps to attract new consumers who appreciate environmentally friendly products and services. This type of marketing contributes to raising public awareness of environmental problems and ways to solve them. It creates a competitive advantage for companies that actively demonstrate their environmental responsibility. Helps reduce resource and energy consumption, leading to economic benefits for business. It helps to create a positive brand image and increase consumer confidence. Green marketing reflects current trends in consumer demand and helps companies adapt to them. It is a necessary step in the direction of sustainable development and ensuring the viability of our planet.

Green marketing is when a company promotes environmentally friendly or sustainable products and/or business practices. For example, if your packaging is made from 100% recycled paper products, and you share this in your marketing or brand-building initiatives, this is green marketing.

Some examples of green marketing include substantiated claims:

- Products are manufactured locally.
- Raw materials are certified to be from sustainable sources.
- People are paid a fair wage and provided with ethical working conditions.
- The company donates a percentage of profits to rainforest rehabilitation initiatives.

Benefits of green marketing

Aside from the obvious environmental and social benefits, consumers love to buy from businesses that ethically care for the environment and community. Other benefits of green marketing include:

- **Attracting investors** – 33% of millennial investors invest exclusively in companies with strong environmental values and initiatives.
- **Attracts customers** – 35% of consumers choose sustainable products over non-sustainable when possible. They also avoid plastic when they can and are willing to pay more for locally produced or sustainably produced food items. [22]

Main trends of the green marketing market

The green marketing market is constantly growing, reflecting the growing interest of consumers in environmentally responsible products and services. Here are some key trends to note in the green marketing market:

1. Consumers pay attention to sustainability: Consumers are becoming more environmentally conscious and are balancing their purchases with environmental impact in mind. They look for products and brands that actively demonstrate their ability to reduce their environmental footprint.

2. Ecological certification: The popularity of products with ecological certificates is growing. This helps consumers to more easily identify environmentally friendly products among the wide range on the market.

3. Increasing demand for green technologies: Businesses that use green technologies in production and marketing have a competitive advantage. This covers everything from the use of renewable energy sources to the development of sustainable packaging.

4. Increasing Brand Responsibility: Companies are becoming more open about their production practices and environmental impact. They actively communicate their efforts to reduce their environmental footprint and take steps to improve their environmental performance.

5. Growing Popularity of Secondary Markets and Uses: Secondary markets and uses are becoming increasingly popular among consumers as they reduce waste and promote an interesting approach to consumption.

6. Digital initiatives and eco-awareness: With the development of Internet technologies, consumers are becoming more aware of environmental issues. They seek information on how to make their lives more sustainable and use digital channels to share knowledge and experiences.

These trends indicate that green marketing is becoming not only a strategic necessity for enterprises, but also an expectation of consumers who care more and more about the environment and health.

Despite many advantages, green marketing also has its disadvantages:

1. Greenwashing: One of the most serious drawbacks is the practice of greenwashing, where companies over-proclaim their green orientation without real efforts to improve environmental performance. This can lead to consumer confusion and undermine trust in the brand.

2. High costs: Implementing environmental initiatives and standards can be an expensive process for businesses. This may include spending on research and development of new environmental technologies, production of environmentally friendly products, certification and advertising campaigns.

3. Consumers' lack of knowledge: Consumers cannot always correctly assess the ecological claims of brands or understand exactly what a "green" product means. This can lead to confusion and uncertainty in the market.

4. Potential for negative feedback: If a brand claims to be green but doesn't meet standards, it can be severely criticized and exposed on social media and the media. This can cause serious damage to the company's reputation.

5. Conflicting standards: There are many different standards and organizations that define what makes a product environmentally friendly or green. This can create confusion and confusion among consumers and businesses.

6. The possibility of devaluation of the "green" concept: Due to the spread of green marketing, the term "green" may lose its value and become a meaningless marketing phrase for consumers.

These disadvantages are important to consider when developing and implementing green marketing strategies to maximize positive impacts and reduce potential negative impacts.

As we can see the main disadvantage of Green Marketing is Greenwashing

What is greenwashing?

The term "greenwashing" was proposed by the American ecologist Jay Westerveld. In 1986, in his essay, he described a case in which a hotel suggested that guests use towels more than once, as well as refuse to change bed linen daily. The owners of the hotel said that they want to reduce environmental damage and save coral reefs and oceans in this way. However, Westerveld was sure that the main goal of the company was to reduce the cost of washing, and the environmental motives were just a beautiful cover. At the same time, the environmentalist assured that the hotel harmed the environment, and the oceans in particular, in other ways. [23]

Greenwashing is when a company is (purposefully or is perceived to be) making false claims about its green and sustainability initiatives. Sadly, it doesn’t matter if greenwashing allegations are true or false. They can have devastating effects on your business. [24]

Green Technology and Sustainability Market size was valued at USD 14.3 billion in 2022 and is projected to register a CAGR of over 19.5% between 2023 and 2032. (Fig.1)

Fig. 1 Green technology and sustainability market global forecast to 2030

Green Marketing and Greenwashing are two approaches to business that focus on environmentally appropriate products and practices. However, there is **a significant difference** between them:

1. Green marketing:

➢ **Authenticity:** Green marketing reflects a company's real efforts to reduce environmental impact and create environmentally sustainable products. The company actively promotes its environmental initiative and often provides proof of its claims, such as certificates, sustainability reports, etc.

➢ **Honesty:** The company adheres to its statements and commitments regarding environmental protection, not using manipulative methods to attract customers.

➢ **Consistency:** Green marketing reflects a company's strategic approach to sustainability, which is reflected in all aspects of its business.

2. Greenwashing:

✓ **Deception:** Greenwashing occurs when a company tries to hide its negative impact on the environment or uses marketing gimmicks to create the illusion of environmental responsibility.

✓ **Inauthenticity:** A company may over-promote its "green" initiatives without real effort or use random elements to create the impression of environmental friendliness.

✓ **Lack of evidence:** In cases of greenwashing, the company does not provide sufficient evidence of its environmental responsibility or opportunities to verify their veracity.

So, the main difference is that green marketing is based on real environmental initiatives and environmental responsibility, while greenwashing is used to create a marketing image without actual sustainability efforts.

Companies often use Green Marketing to attract the attention of consumers and position their products as environmentally friendly. They may make inflated or unverified claims about the environmental friendliness of their goods or services to attract more customers. Often, companies use green marketing to distract attention from their own negative environmental activities. They may focus on only one positive aspect of their activities, avoiding the discussion of other problems. In addition, companies often use symbols, colors and images related to nature to reinforce the impression of environmental friendliness of their products. Implicit environmental claims, such as the use of "green" in marketing materials, can influence consumers without directly discussing environmental aspects. In addition, companies can try to appeal to the emotions of the audience to attract them to their environmentally oriented products. Drawing attention to charitable programs or initiatives can also be part of an environmental marketing strategy.

There are significant differences between Green Marketing and Greenwashing (table 1.)

Table 1. Key differences between Green Marketing and Greenwashing

Sign of difference	Green Marketing	Greenwashing
Authenticity and honesty	based on real environmental initiatives and environmental responsibility	consists of deceiving consumers to hide the negative impact on the environment
Consistency and duration	strategic approach to sustainability that is demonstrated in all aspects of business	can only be a temporary measure, not backed by real action
Evidence and validation	often accompanied by evidence of its environmental responsibility, such as sustainability certificates or environmental impact reports	may lack relevant evidence
Stability and meaningfulness	usually, stability and meaningfulness in its messages and actions	can be volatile and inconsistent

Continuation of table 1

Approaches to the problem	solves environmental problems by proactively developing and implementing environmental initiatives	only tries to create the illusion of being green without changing the actual practices of the company
Long-term implications	promotes sustainability and can have a positive impact on a company's long-term reputation	can lead to a loss of consumer trust and a negative impact on reputation
Openness and transparency	usually based on open communication with consumers and other stakeholders	can involve hidden and manipulative information
Environmental impact	actively aims to reduce a company's environmental impact	can even lead to an increase in negative impact
Internal cultural impact	can stimulate a company's internal culture that promotes real environmental change in its operations	may not have a corresponding impact on the company's internal culture
Reality of results	contributes to achieving real and concrete results in reducing the negative impact on the environment	can only remain at the level of promises without practical application

Green Marketing is the company's strategic approach to sustainable development and includes real efforts to reduce the negative impact on the environment. This requires honesty, vegetation and transparency in communication with consumers. Greenwashing, on the contrary, is a marketing strategy aimed at creating the illusion of environmental responsibility without real changes in the company's operations. This can include manipulative and non-transparent practices that can hide negative environmental impacts.

So, the main differences are the efficiency and component of the company's efforts, honesty and openness in communication with consumers and the real impact on the environment. While green marketing promotes sustainability and positive change, greenwashing can undermine consumer confidence and have a negative impact on a company's reputation.

Today, many companies in the United States are actively engaged in Green Marketing and implement various environmental initiatives. Some of the most well-known companies in this field include: [25]

1. **Apple**

When the company introduced the updated versions of the MacBook Mini and MacBook Air, they made it clear that these goods were produced using 100% recyclable aluminum. The slogan they used was: “Truly innovative products leave their mark on the world, but not on the planet”. This company is a true example of green marketing, as they are working towards making new items while decreasing the amount of electrical waste and rubbish produced. They also ensure that the components and chemicals they use in their products are not only safe for consumers, but also safe for the natural environment in which they are used.

By 2022, they were using around 20% recycled material, the largest implementation of recycled materials in history.

In its 2023 Environmental Progress Report, the corporation provided additional information regarding its progress and innovation initiatives in sustainable energy use and recycling practices.

2. Starbucks

Starbucks is among the most remarkable examples of green marketing companies. It has maintained its environmentally friendly practices. Here we highlight the use of solar energy and, consequently, low energy consumption. It has also used environmentally friendly building materials in its establishments and for the benefit of the city’s streets, a successful green marketing campaign was run on Facebook, the purpose of which was to encourage people to help by planting trees and painting the pavements. This was an example of green marketing that was acclaimed, and they are now trying to use recyclable cups to reduce the amount of litter generated.

The Greener Stores framework, developed in conjunction with the World Wide Fund for Nature (WWF) in 2018, aims to accelerate retail’s transition to lower impact shops by reducing carbon emissions, as well as water usage and landfill waste.

Starbucks began its journey into being eco-friendly in 1999 with its "Grounds for your Garden" campaign. As a part of this campaign, they gave leftover coffee grounds to people who wanted them for composting.

In 2009 they implemented a water-saving solution by replacing dipper wells with push button metered faucets for rinsing and this reportedly saved up to 150 U.S. gallons of water per day per store. In 2018 they Starbucks banned single-use plastic straws across all stores worldwide. In 2010 and since then Starbucks (branches in the U.S.) has donated leftover pastries to local food banks through a food collection service called Food Donation Connection.

All these initiatives have been announced publicly and through green marketing, they have created increased customer loyalty towards the brand.

3. Nike

Nike is one of the leading companies when it comes to protecting sport for future generations and is one of the leading green companies that has a clear vision for the future. It implemented the Move to Zero programme in which it set out to reduce waste as well as its environmental footprint. In all its operations, the corporation has also set out to achieve its goal of saving the environment by taking a global view of the natural world. It implements green business practices in which it enforces significant change using 100% renewable energy.

4. Tesla

Tesla is a leader in the field of electric vehicles and renewable energy. The company actively promotes its products as environmentally friendly alternatives to traditional options. Tesla's Green Marketing efforts are integral to its brand identity and differentiation strategy. By positioning itself as a champion of sustainability and clean energy, Tesla appeals to environmentally conscious consumers and cultivates a positive reputation in the market.

5. IKEA

IKEA makes significant efforts to use renewable materials in the production of its furniture and to use resources as efficiently as possible. IKEA's Green Marketing initiatives are an integral part of its business strategy, reflecting the company's commitment to sustainability, innovation, and responsible corporate citizenship. By prioritizing environmental stewardship and engaging stakeholders, IKEA aims to drive positive change and contribute to a more sustainable future for generations to come.

IKEA developed and adopted their Environmental Action Plan 1992 and as a part of it revamped their products to be more eco-friendly.

In 2000 they implemented a code of conduct for suppliers and since then audit every supplier to ensure everything being procured is as eco-friendly as possible. In 2008 IKEA launched GreenTech, a €50 million venture capital fund that is located in Lund, a university town in Sweden. The main focus of GreenTech is to invest in companies that will advance the sustainable energy field through alternative light sources, solar panels, efficient water-saving and purification, etc.

6. Timberland

Timberland LLC, a U.S.-based outdoors wear manufacturer and retailer, in early 2019 pledged to plant 50 million trees in various global locations by the year 2025. They are working with companies like Smallholder Farmers Alliance, GreenNetwork, TREE AID, the UN Convention to Combat Desertification, Connect4Climate - World Bank Group, Justdiggit, Las Lagunas Ecological Park, Trees for the Future, American Forests, and Treedom to achieve this.

They publicly announced this initiative on their website, through outreach programs like affiliate marketing, blogs, and through all their social media handles.

7. Johnson & Johnson

This company, which sells a variety of baby and children's products, has made efforts to develop environmentally friendly procedures internally. These include training staff to teach them to implement earth-friendly practices in their work environments. J&J's purchase of renewable electricity is in line with the organisation's broader climate action policy, as J&J believes there is a direct correlation between health and climate change. In this regard, Johnson & Johnson argues that climate change changes infectious disease patterns and raises concerns about drought and food shortages. As part of the Race to Zero/Business Ambition for 1.5 initiative, J&J has set some tentative targets, such as 100% of the world's energy to come from renewable sources by 2025. It also expects to achieve carbon neutral operations by 2030, exceeding the science-focused target of a 60% decrease in absolute Scope 1 and 2 emissions relative to 2016 levels.

8. The Body Shop

The Body Shop is a great example of green marketing. They have created a green ecosystem by running all processes - product testing, product development, product packaging, etc, through sustainable methods.

One of their initiatives is creating sustainable, zero-waste packaging. Another is minimizing the use of plastic across all of their stores.

In 2016, The Body Shop developed 'Enrich Not Exploit,' a sustainability framework that incorporated 14 specific CSR (corporate social responsibility) targets for 2020. Some of these goals were to ensure all of their natural ingredients are traceable and sustainably sourced, to reduce energy consumption within all stores by 10% per year, and to guarantee that 70% or more of their product packaging does not contain fossil fuels.

Some **agricultural companies in the United States are actively engaged in green marketing**, promoting their products and practices aimed at sustainability and environmental responsibility. Here are some examples of such companies:

1. **Organic Valley (Wisconsin):** This company produces organic dairy products, meat and other products. They actively use green marketing, emphasizing their commitment to sustainable production and environmental responsibility.

2. **Annie's Homegrown (Berkeley, California):** Annie's makes organic and natural products such as pasta, snacks and sauces. The company actively promotes its environmental values through its packaging and sponsorships.

3. **Stonyfield Farm (Londonderry, New Hampshire):** They produce organic dairy products such as yogurts and milk. Stonyfield is known for its initiatives to reduce environmental impact and increase production sustainability.

4. **Clif Bar & Company (Emeryville, California):** This company makes energy bars and other products for an active lifestyle. They actively promote themselves as an environmentally conscious company that cares about its consumers and the environment.

5. **Patagonia Provisions (Ventura, California):** Known for its outdoor clothing and outdoor gear, Patagonia also has a subsidiary, Patagonia Provisions, that makes sustainable food products like dried fruits and nuts.

These companies actively apply green marketing, emphasizing their efforts towards sustainable development and environmental responsibility in their products and operations.

Usually, companies that promote themselves as "environmentally friendly" or "green" but do not provide sufficient evidence of their environmental responsibility or actions can be criticized for greenwashing. However, specific examples may change over time and depending on the context.

There are various companies that have been criticized for greenwashing practices in the past. Some of them are making efforts to improve their practices, while others may continue to use marketing strategies that may be aimed at creating the illusion of environmental responsibility without actual changes in the company's operations. Here are some **examples of companies that have been criticized** or cited as examples of greenwashing in the past:

1. Volkswagen: In 2015, Volkswagen became the subject of a scandal due to the manipulation of diesel car emissions. The company actively promoted itself as an environmentally friendly car manufacturer, but in reality used software to cheat emissions tests.

2. BP: After the oil disaster in the Gulf of Mexico in 2010, BP (British Petroleum) was criticized for using marketing strategies that tried to calm down the threat to the environment and the environmental consequences.

3. Walmart: Walmart has been criticized for greenwashing practices in connection with its attempts to increase the environmental friendliness of its operations and products. A few years ago, the company was accused of not keeping enough promises to reduce carbon emissions and other environmental measures. Although Walmart actively promotes its energy efficiency and renewable energy programs, its environmental impact may be more complex given the scale of its manufacturing operations and logistics networks.

4. Nestlé: Nestlé has also been criticized for greenwashing practices in relation to the packaging of its products and water resources. Some critics point out that the company makes claims about its environmental responsibility but actually has a significant environmental footprint. For example, their products may claim renewable energy or use renewable resources on their packaging, but in reality this may only be part of their manufacturing process.

5. Nissan: In 2019, Nissan was accused of greenwashing after it was revealed that they could be mis-measuring the carbon emissions of their cars and convincing consumers that they were environmentally friendly.

6. Marlboro: Philip Morris International, the maker of Marlboro cigarettes, has been criticized for trying to launch its IQOS campaign as an environmentally friendly alternative to traditional smoking, although that may not be true.

These examples can serve as an illustration of how some companies can use marketing strategies to create the illusion of environmental responsibility without actually changing their operations. Manipulation of Green Marketing can occur in various industries and involve both large and smaller companies.

In greenwashing, companies use phraseological attempts to masquerade as green products to confuse the buyer and create the illusion that their goods or services are green, even when they are not. Here are some **examples of phraseological attempts at masking**:

1. "Eco-friendly" or "Green": These terms are often used by companies to describe their products, but without concrete evidence of environmental compliance.

2. "Natural" or "Organic": While these terms may have their own definition in product manufacturing, they are also often used without proper certification or evidence that the product is environmentally friendly.

3. “Biodegradable” or “Biodegradable”: These terms may be used to describe materials that break down in the natural environment, but in reality, they may break down very slowly or require special conditions to break down.

4. "Eco-friendly" or "Natural choice": These phrases can be used to encourage consumers to choose products that the company believes are better for the environment than other alternatives.

These terms and phrases can be used by companies to create a positive image of their products or services, but with no real effort to improve environmental responsibility. They can mask the shortcomings or insufficiency of the product's true environmental compliance to attract consumers. The use of phraseological attempts to disguise as eco products has certain **negative consequences**:

Consumer distrust: If consumers find that a company uses green marketing without real efforts in the area of sustainability, it can lead to a loss of consumer trust in the brand. Distrust can spread to other products of the company.

Moral damage: Using the disguise of eco products can create a false impression that the company really cares about the environment, while its actions may even be harmful to nature. This can affect the moral values of consumers and cause indignation.

Consumer confusion: When consumers discover that they are being misled about the sustainability of products, they may feel confused and disillusioned with the brand. This can lead to loss of loyalty and refusal to buy from this company.

Negative impact on the environment: If a company uses the guise of eco products without making real efforts in the area of sustainable production and consumption of resources, this can lead to a further increase of the company's ecological footprint and negative impact on the environment.

Therefore, not using green marketing honestly can have serious consequences for the company's reputation, relations with consumers and the environment.

Examples of companies that use phraseological attempts to disguise themselves as eco products:

H&M: H&M uses phrases like "Conscious Collection" to draw attention to its clothing line, which it claims is made with environmentally friendly standards. However, some environmental activists criticize the company for its lack of sustainable production efforts.

Tesla: Although Tesla produces electric cars that have lower carbon emissions compared to traditional diesel cars, some critics point out that the production of batteries for electric cars can also have a negative impact on the environment.

Nestlé: Nestlé uses the terms "natural", "organic" and "healthy food" to advertise its products. However, critics point out that some of their products may contain artificial additives and preservatives that are not in line with the idea of organic food.

These examples show how companies can use phraseological attempts to masquerade as eco products in order to draw consumers' attention to their products.

It is necessary to fight against companies that use greenwashing. Accordingly, it requires a comprehensive approach and joint efforts on the part of consumers, government and public organizations. Here are some ways to overcome this problem:

1. **Strict regulation and supervision:** Government bodies can set strict rules and standards for green marketing and enforce them through systems of supervision and sanctions for violators.

2. **Increased transparency:** Companies should be required to provide evidence of their claims regarding the environmental friendliness of their products and production processes. This may include publishing data on emissions, resource use and other indicators.

3. **Consumer education:** It is important to educate consumers to distinguish between real eco products and those that use greenwashing. This can be through educational campaigns, information resources and the media.

4. **Creation of independent ratings and certifications:** Public organizations and professional associations can create independent rating and certification systems for green products so that consumers can trust certain brands.

5. **Lawsuits and public pressure:** Civil society organizations can take legal action if companies violate green marketing laws. In addition, public pressure and campaigns can force companies to change their practices.

6. **Support of real eco-initiatives:** Consumers and investors can actively support companies that really make significant efforts in the field of sustainable development and environmental responsibility.

These measures can contribute to a more transparent and responsible market, where companies have incentives to act in an environmentally friendly and honest manner.

Based on the analysis, it is possible to conclude that the negative use of greenwashing can have serious consequences for companies, consumers and the environment. First, it can lead to a loss of trust among consumers when they discover that the brand is deceiving about the environmental aspects of its products. Loss of trust can negatively affect the company's reputation and affect its financial performance. In addition, not being honest enough about green marketing can lead to resource consumption without real improvements in sustainability. This can exacerbate environmental problems and lead to a further increase in the company's environmental footprint. Also, greenwashing can cause confusion and frustration among consumers who feel cheated after discovering the company's true motives. A lack of integrity in green marketing can also contribute to the overall deterioration of the environment, as it discourages companies from implementing valid environmental initiatives. Such practices can undermine the long-term success of the business and lead to the loss of competitive advantages in the market. In general, the negative use of greenwashing reflects shortcomings in the way companies perceive and use the concepts of sustainable development and environmental responsibility in their operations.

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3. Prerequisites for forming the company's price policy in a real and digital environment

3.1 Theoretical foundations of pricing

Price is a monetary expression of the value of a product, the amount of money paid or received for a unit of a product or service. At the same time, the price reflects the consumer properties (utility) of the product, the purchasing power of the monetary unit, the degree of rarity of the product, the strength of competition, state control, the economic behavior of market subjects and other subjective points. The economic essence of the price is manifested, first of all, through its performance of certain functions.

The price function is an external manifestation of its properties in a certain system of relations. Understanding and clearly defining the functions of the price makes it possible to better understand its role and significance in economic management, as well as outline the range of economic tasks that can be solved with the help of prices.

The following price functions are usually distinguished:

1. Accounting and measurement function. Prices show how much it costs society to satisfy a specific need for a particular product, that is, they measure the amount of labor, raw materials, materials, components, etc. spent on the production of the product.

Price also measures the amount of money a buyer must pay and a seller receive for a particular product. The price of labor determines the salary of employees at the enterprise. Knowing the prices of various goods allows you to divide them into expensive and cheap ones.

In marketing, the price accounting and measurement function allows you to measure costs and production results, assess the market situation, coordinate the assortment policy with the general price level of the enterprise, etc.

2. The regulatory function consists in balancing supply and demand and implies that prices are used to link production and consumption. With the help of prices, the

relationship between production and consumption, supply and demand is carried out. The essence of this function is that a change in price leads, on the one hand, to a change in consumption, and on the other hand, to a change in the production volume of a certain product.

Demand expresses the need for the product from the side the buyer if he has the opportunity to buy the goods. This is manifested in establishing an inverse relationship between demand and price. All other things being equal, the quantity of goods purchased by consumers depends on their price level: when the price increases, the quantity of goods purchased by the consumer decreases. As a result, the volume of production of these goods also decreases. When the price decreases, the reverse process occurs. And vice versa: when demand changes, for example when it increases, when there is a shortage of goods, their prices also increase. This, in turn, stimulates an increase in the production of these goods, that is, an increase in supply.

3. Stimulating function. Price encourages or restrains the production and consumption of various goods. The stimulating function means that with the help of the price system, the interests of all participants in extended reproduction and society in general are realized. Through the price system, the increase in the volume of production, the improvement of the quality parameters of goods, the renewal of the assortment, the improvement of the structure of consumption, the reduction of circulation time, the reduction of non- ¬national transportation, and the efficient use of vehicles are stimulated. The stimulating function plays an important role in solving social problems, when favorable conditions are created for the consumption of essential goods due to the minimum prices for them.

4. Distribution function. With the help of prices, the national income is distributed and redistributed between economic sectors, forms of ownership, regions, the accumulation fund and the consumption fund, and various social groups of the population.

This price function also involves taking into account in the budgets different levels of value-added tax, excise tax on certain groups of goods and other forms of centralized net income, which are included in the prices of enterprise products. As a result, social tasks of society are solved with the help of this price function.

As a means of redistribution, this function is manifested in state-regulated prices. The use of prices as a means of redistribution is justified when it is necessary to drastically change the proportions in the national economy. If the main task is to raise the standard of living of a certain part of the population, then a financial and credit system is used, which operates the monetary income of the population or tax rates.

Price functions are interdependent and form a single system, although their action largely overlaps with each other, which explains the difficulties of practical pricing.

The process of determining prices for goods or services, known as pricing methodology, is an important component of business strategy. This methodology is based on the analysis of various factors and takes into account the competitive environment, costs, consumer psychology and other factors that affect the price setting process.

The main approaches to pricing methodology include:

– Cost approach: Determination of prices based on the costs of production, development and delivery of the product or service, as well as the additional profit that the company seeks to obtain. This approach involves determining a "break-even" price that covers all costs and adding a margin to it.

– Competitive approach: Setting prices based on analysis of competitors' prices. This can be aimed at a lower level, a similar level, or even higher, depending on the company's strategy.

– Price differentiation: Setting different prices for different market segments, taking into account different levels of ability to pay or other characteristics of consumers.

– Top-down and bottom-up pricing strategy: In a top-down approach, the company first determines the desired price based on the product's benefits and uniqueness, and then develops production and cost. The bottom-up approach is to determine the price based on the cost of production, and then determine the branding strategy.

− Value-Based Pricing: Pricing based on how much a product or service is worth to the consumer. This approach involves analyzing consumer behavior and identifying how much consumers are willing to pay for a given product or service.

− Dynamic Pricing: Setting prices that can change based on demand, time, customer loyalty, etc.

Each approach has its advantages and disadvantages and can be used depending on the specific situation of the company and its strategy. Pricing methodology is a complex process that requires careful analysis of market conditions and consumer behavior to achieve optimal results.

The principles of pricing are the main provisions (rules, laws) that are constantly in force, characteristic of the entire price system and are contained in its basis. Pricing principles can be implemented only when developing and implementing appropriate methods.

The most important principles of market pricing are [26]:

1. The principle of scientific justification.
2. The principle of target direction.
3. The principle of continuous process.
4. The principle of the unity of the pricing process and price compliance control.
5. The principle of connection of pricing with the general policy of the enterprise and the market situation.

The principle of scientific justification of prices is based on the need to understand and use objective economic laws of market economy development, and above all, the law of value, laws of supply and demand, in pricing. Scientific price justification is based on a thorough analysis of market conditions, all market factors, etc. Therefore, the scientific nature of price justification largely depends on the completeness of information support for the price setting process and requires extensive and reliable information.

The principle of target direction means the need to clearly define the problems to be solved with the help of prices (e.g., problems of social protection of the population, orientation of prices towards the development of advanced products - for this purpose, high prices are assumed to be set for a certain period of time in order to obtain monopoly profits).

The principle of a continuous process of pricing - it is necessary to constantly make changes and additions to the current prices in connection with the withdrawal of obsolete goods from production and the development of new ones, with changes in tax legislation, etc. With the development of market relations and increased competition, this process becomes more dynamic.

The principle of the unity of the pricing process and price compliance control-government agencies are obliged to control the setting of prices primarily for the products of monopoly enterprises (gas, electricity, transportation services, etc.). The state also has to control free-priced goods to verify the correct application of the pricing principles established by law and common to all entities.

The principle of connection of pricing with the general policy of the enterprise and the market situation means that any decision regarding the setting of the price should not contradict either the strategic goal or the tactical goals of the company, and should also take into account the peculiarities of the current state of the market environment (behavior of competitors and suppliers, consumer requests, etc.).

The analyzed principles are the basis of price policy, because they emphasize the need to take into account both external factors and the internal state of the enterprise. As part of the marketing approach to pricing, it is necessary to adhere to the above principles, include any consistent combinations of them.

Pricing is different in real and virtual environments, as these two contexts have important differences that affect the ways goods and services are priced. Some key aspects of pricing in both environments are described below.

Real environment:

− Physical costs. In the real world, it is important to consider the physical costs of producing, transporting, storing and delivering goods. These costs can have a significant impact on pricing.

− Location and competition. The location of your business can affect prices due to the level of competition in the area. Competition may force you to adjust your prices to retain customers.

− Auxiliary services. In the real world, additional services such as consulting, after-sales service, warranties, etc. may be provided. The cost of these services may be reflected in the prices.

Virtual environment:

− Low costs. One of the key advantages of the virtual environment is the absence of physical costs associated with the storage and transportation of goods. This can allow for more flexible pricing.

− Global access. The Internet makes it possible to attract customers from different countries, which can affect pricing. You can set prices depending on the specifics of the markets of different countries.

− Dynamic pricing. The virtual environment allows more flexibility in changing prices in real time depending on demand and other factors.

− Personalization options. Since customer data is easier to collect and analyze in an online environment, it can help you offer customized offers and pricing.

Each of these environments has its own advantages and challenges that should be considered when pricing goods and services. It is important to adapt your pricing strategy to the specific conditions of your business and market realities.

3.2 Principles and features of pricing in electronic commerce

Characteristic features of electronic commerce also make pricing mechanisms for goods and services that are sold online more specific. After all, the market price is formed by the demand from Internet users who are interested in buying goods via the Internet, and the supply of goods (services) offered by online stores. Those enterprises are considered to be effective, where the price policy is correctly developed and implemented, which is adjusted in a timely manner depending on changes in the market.

Let's consider the essence of traditional commerce and compare it with e-commerce. A typical trading cycle has several stages. In order to meet the needs of the market, companies develop and produce new products (regardless of what they are - a thing, a service or information), enter the market with it, distribute it and provide after-sales support, creating for themselves sources of income throughout the chain.

Buyers first determine their need for products, then get acquainted with information about them, look for a place where they can make a purchase, compare all possible options (price, level of service, reputation of the manufacturer, etc.) and only then buy. The sales process may also include negotiating price, quantity, delivery time, or service delivery, but the sales cycle does not end there. Customer support brings additional benefits to both parties: the buyer receives what he needs for normal use of the product, and the supplier receives new information about market needs. Banks and other financial institutions move money between buyers and sellers, whether they are private individuals or large multinational corporations.

The development of e-business leads to significant changes in the economy, due to the use of new business methods. Table 1 shows the comparative characteristics of tools and methods of conducting traditional and electronic commercial activities.

Table 1

Tools and methods of commercial activity in the traditional and electronic environment

Traditional commerce	***E-commerce***
1	2
Paper document circulation	Electronic document management
Phone connection	Use of computer networks for communication
Use of local computers only in the field of accounting and document management	Computer equipment used in business activities is connected to the Internet through its own web and servers. This eliminates the influence of the geographical factor on obtaining information, managing financial, material and information flows

Cont. of table 1

Wet stamp and signature	An electronic digital signature that does not require the physical presence of parties of the transaction in one place when drawing up a purchase contract
Use of cash and traditional non-cash bank transfers	Use of Client-Bank, Internet-Bank, electronic money, electronic checks , etc. systems
Consumer segmentation, mass customer orientation	Orientation to the individual needs of each specific consumer
Union of employees within local offices, retail outlets	The use of mechanisms of electronic robots (responses to customer SMS, etc.), mobile commerce and the creation of virtual enterprises
Professional knowledge and experience	Continuous learning process
Reliance on security and stability	Mobility, willingness to take risks, tendency to continuous improvement
Orientation to preserve old jobs	Orientation to create new jobs
Implementation of all business processes within the enterprise	Outsourcing
Capital -, energy -, material intensity	Knowledge and intellectual capital, indicator - information capacity. Capital becomes more of a working tool, a factor of production
Traditional enterprises owning IT assets	Virtual enterprises that receive access (for example, on leases) to IT assets
The concept of "win-lose" (one of the parties gains more than the other from the transaction) and "zero balance" (both parties seek to reduce their losses to zero)	The concept of "win-win", when each party of the transaction receives a clear benefit from the transaction

Source: [27].

The analysis of the table demonstrates the advantages of e-business compared to traditional business. E-commerce allows you to respond more quickly to market demands and create a more convenient and comfortable business environment for both sides of the transaction

The effectiveness of methods and tools used in e-commerce is influenced by a number of factors (Table 2.).

Table 2

Cost reduction factors when using e-commerce

The direction of cost reduction	**Impact on e-commerce**
1	2
To receive marketing information	The Internet is the cheapest source of commercial information. To use such methods of marketing research as surveys, experiments, questionnaires, there is no need to personally meet respondents
For advertising	On the Internet, the cost of creating and maintaining advertising is much lower, and the audience of an advertising activity is usually much closer to the target audience than when using a traditional advertising medium
For internal communications	Saving working time and, accordingly, reducing labor costs due to reducing the number and duration of meetings, business trips, telephone conversations, as well as saving time for searching for the necessary information
For external communications	Automated collection and processing of orders, access through the website to information about the status of the order, terms of its fulfillment reduce the workload of office managers. By posting answers to standard questions on the website, and by offering to ask questions by e- mail, for example, companies reduce the need for telephone lines and service personnel. In the presence of regional offices or representatives of partners in other cities (countries), savings are made on long-distance (international) calls and trips
For rent of office spaces, organization of workplaces	Many employees can work remotely
For the workforce	Reducing costs by using the work of workers living in regions with lower wages
For the purchase of goods / services	The use of e-commerce makes it possible to conduct purchases in automatic or semi-automatic modes

Source: [27].

The development of e-commerce has a stabilizing effect on the development of economy for the following reasons:

– acceleration of the pace of creation of a single information space: mechanisms of information interaction of almost all subjects of the world market are being developed;

– decentralization of resources, stimulating independent development of market entities;

– acceleration of the turnover of monetary resources through the use of electronic payment systems;

– decrease in the volume of speculative capital (of intermediaries who are not producers) and, therefore, increase in the volume of investments in the production sphere;

– creation of conditions for open competition in the markets of goods and services; acceleration of the process of promoting new goods or services to the market and bringing them to the consumer in a convenient form.

E-commerce is a new virtual sales channel for goods and services that significantly reduces net trading costs. Attractive price policy and a wide range of services for the delivery of goods by trading companies change depending on the market situation. Thus, business entities that use electronic commerce focus on low prices, prices of competitors and set different prices for certain categories of consumers.

The use of a system of price discounts allows enterprise to actively influence the volume of sales of goods, use the positive and limit the negative consequences of fluctuations in demand, manage the speed of receipt of funds to the company's account and the volume of the formation of payables and receivables [28]. In the case when the number of electronic stores that sell the same goods is constantly growing, there is a need for differentiation and the creation of additional services to provide goods with greater value. In our opinion, in general, in the e-commerce market, this is due to advantages in the formation of demand and supply (Table 3).

Table 3

Advantages in the formation of supply and demand in the e-commerce market

No. z/p	Advantages of running an e-business	Benefits for consumers
1	Expands market boundaries. Even with a small capital, the company can serve customers on a global scale	Round-the-clock service at any time convenient for the consumer, without breaks or weekends
2	Reduces the cost of obtaining, processing and storing information, thereby reducing administrative costs	Expanding the selection of products, suppliers, prices, quality and other parameters
3	Allows companies to carry out narrow specialization	Ability to receive detailed and timely information
4	Allows to significantly reduce overhead costs due to the reduction of stocks	Ability to compare offers and exchange information with other consumers
5	Customization of e-business (customer orientation) makes production to order possible, thereby strengthening the company's competitive advantages	Electronic business has certain benefits for society as a whole: - the ability to work from home, to shop from home can reduce traffic flows and related problems; - the possibility of purchasing goods at lower prices increases the quality of life of citizens; - residents of remote areas have equal access to goods, services and information with residents of large cities; - e-business provides access to various public services, such as education
b	Acceleration of business processes allows to significantly increase the productivity of all company employees	
7	The possibility of real-time interactivity and interoperability	
8	Electronic business technologies make it possible to increase the efficiency of interaction with customers, provide the opportunity to work simultaneously with a large number of customers, as well as parallel communication with customers	
9	Expanding the possibility of partnerships , establishing long-term relationships with suppliers and customers, as well as access to information, etc.	

Source: [28].

The advantages of trade should also include new methods of interaction between producers, intermediaries, consumers, as well as innovative methods of promoting goods on the market, which at the same time does not negate the traditional forms of interaction of economic subjects and ways of movement of material goods and services, but complements them, although sometimes displaces them. This, in turn, forms the infrastructural environment that provides business processes.

Pricing in electronic commerce is a set of measures aimed at determining the optimal methods of pricing goods and services that are implemented by enterprises using Internet technologies and provide enterprises with an increase in sales potential in order to achieve their goals.

The rapid development of Internet technologies makes it urgent to study the peculiarities of pricing methods and principles in electronic commerce. Daniel Aymor offers some approaches to pricing in Internet trade (Table 4).

Table 4

Approaches to pricing in Internet trade according to D. Aymor

Approach	Essence
1. The price of the product is below the cost price	The approach is based on the fact that the company receives profit from additional services and therefore has the opportunity to sell goods at a price that may be lower than or equal to the cost price
2. Price varies depending on demand	The pricing approach is based on the fact that the price is set depending on demand, but not lower than its cost price
3. Transaction price	The approach is based on transaction cost. Some goods or services are quite expensive, and the need to use them does not arise so often that it is profitable for the consumer to buy this product

Source: [28].

Some researchers call these approaches principles, but, according to another opinion [28], it is not correct and the following pricing principles are the most acceptable for electronic trade:

– the principle of target orientation of the pricing process. Means a clear definition of the problem, in the solution of which prices should be taken into account;

– the principle of scientific substantiation of prices and adaptability. It is based on the expediency of comparing and justifying the price levels at which it is appropriate to sell goods or services under the influence of various factors;

– the principle of efficiency, i.e. the need to quickly make changes to the price policy;

– the principle of the sequence of pricing stages. We consider the following to be the main factors affecting consumers' price sensitivity: the value of the product or service for the consumer; the quality of the product (for the corresponding quality - the corresponding price) and the features of the product; comparability of prices for identical goods.

More fair and correct pricing requires reliable information. The importance of information for decision-making does not require any special justification. The degree of awareness can be characterized by the level of completeness, availability, reliability and availability of information. The greatest difficulty is characterized by the availability of information. Gaining access to information is associated with costs, the volume of which should be smaller than the benefits that can be provided by the possession of such information. It should be noted that benefits from possessing information may turn out to be significantly lower than expected due to unreliability of information. Reliability of information is determined by its reliability and relevance. It is worth noting that the development of information technologies and the intensification of globalization processes are significant catalysts for the loss of relevance and, therefore, value of information [28].

A number of parameters for goods are also distinguished in order for the goods to be acceptable for Internet trade:

– ease of delivery to the buyer;
– the price in a regular store is higher than in an online store;
– long shelf life and high transportability;
– a rich assortment of goods, which creates the possibility of choice;
– status significance for buyers;
– high frequency of purchases to replace the product with a new model;
– no need for an urgent purchase.

Communication on the Internet is two-way, occurs in real time and is ensured by the compatibility of information systems, which is fundamentally important for making marketing decisions. These properties allow the marketer to solve many problems (such as pricing) in real time.

At the same time, there are factors limiting the development of online trade, among them:

– the problem of confidentiality of information when making purchases;

– most buyers use online stores only to compare prices;

– there is a barrier of free access to the product, which affects the increase in price sensitivity of buyers [28].

Online trading is changing the perception of standard pricing strategies, making markets more competitive, giving buyers the ability to compare sellers' offers worldwide and receive real-time information. Differentiated pricing strategies are particularly attractive to sellers of all types of goods and services.

The factor of setting group prices deserves special attention. Many information goods (electronic versions of rare scientific journals, databases, etc.) are used by consumers irregularly, and often only a couple of times. And for this rare use, most consumers are not ready to pay the market price. Under such conditions, joint use of goods is relevant, when an institutional buyer acquires access to a large number of information resources, providing the opportunity for individual consumers to use these goods on a point-by-point basis. At the same time, the producer's profit not only does not decrease due to the switching of consumers to the use of goods through an institutional intermediary, but can also increase due to the rather high willingness of the latter to pay companies that buy software - as a rule, it is more profitable to purchase it at once for all employees [28].

The advent of e-commerce has brought some adjustments to pricing methodology. E-commerce has all the characteristics of entrepreneurial (commercial) activity with the caveat that it is conducted using the Internet or other networks. Electronic commerce has a number of advantages and disadvantages, but, taking into account the changes in the economic situation and the capabilities of business entities in the trade sphere, Internet trade should become an important element of the sales system, which will ensure the effective use of the potential of trade enterprises and maintain stable relations with existing buyers. In modern Internet trade, the emphasis is shifting from traditional methods of pricing to innovative ones. They cannot be called completely new, since they were also used in the traditional economy, but they are innovative in nature. There are also peculiarities in the formation of price mechanisms under the influence of factors of the online environment. The main influencing factor is information, its availability and price [28].

3.3 Stages of the pricing process in a traditional environment

Before proceeding to the analysis of the stages of the pricing process, it should be noted that the content and sequence of these stages depend, first of all, on the pricing model used by the enterprise. Cost and value approaches are considered among the most common [29].

In the expense approaches the starting point for pricing is the average costs for the production and sale of a unit of goods, to which the value of the desired (most often, normative) profit is added**.** The scheme of the cost approach to price setting is shown in fig. 1.

Production → Cost → Price → Value → Consumer

Fig. 1. Scheme of the cost approach to pricing

According to this approach, an enterprise that owns certain resources, at the request of design services and technologists, makes a decision on the production of a certain product. Next, the financial service of the enterprise estimates the total amount of expenses and necessary investments. Based on this information, the price of the product is formed. The true value of the product for the consumer is determined already after the product has gone on sale and the employees of the sales department have made an attempt to sell the product at the set price, convincing buyers that the offered price reflects the main properties and quality level of the product.

However, even if the company's product will be in demand, in the case of using this approach, there is a danger of not receiving a part of the profit in case of setting a price that is either too low or too high compared to the consumer value of the product.

Considering this, the cost model is recommended to be used in industries with stable demand and competition. In other cases, it can only be the basis for determining the base price, which allows you to understand whether it is worth going to the market with the product at all.

In the conditions of a market economy, the value approach is more suitable, which assumes that the basis of price setting is the perception of the product by the buyer (Fig. 2).

Consumer → Value → Price → Cost → Production

Fig. 2. Scheme of the value approach to price formation

The main advantage of the value approach is that the process of price formation does not start from the sphere of production, but from the sphere of circulation, that is, the price, first of all, reflects the needs, requests and preferences of the consumer. Accordingly, the price calculation process is also different from the cost approach.

Although companies approach the issue of pricing in different ways, the general algorithm of the price calculation method when using the value approach can be presented in the following sequence of actions:

1. Setting pricing goals.
2. Determination of demand and the price level acceptable to the consumer.
3. Cost estimation.
4. Analysis of competitors' prices and costs.
5. Choice of pricing strategy and method.
6. Setting the final price.

1. Setting pricing goals

First of all, the company must decide what goals it aims to achieve with the help of a specific product. There are a significant number of pricing policy goals, but the most common are:

- ensuring survival (existence of the firm in the markets) becomes the main goal of the firm in those cases when there are too many producers on the market and fierce competition prevails or the needs of customers change dramatically. In this case, the enterprise sets the minimum acceptable prices for its products;

- maximization of current profit. When implementing this goal (goals), they focus on the short-term expectation of profit and do not take into account the long-term perspective.

- optimal sales expansion. Optimum expansion of the sales volume, as a rule, leads to a decrease in costs per unit of production and an increase in profit. Focusing on market opportunities, companies set the lowest possible price, which contributes to increasing market share and, accordingly, reducing costs per product unit.

- leadership in quality. The company, which has a reputation as a leader in product quality, sets a high price that allows it to cover the costs of achieving high quality and conducting expensive research and development works.

2. Determination of demand and the price level acceptable to the consumer

In the conditions of a market economy, one of the main factors that determines the price of a product is demand. That is why one of the first stages of the pricing process is the assessment of demand for the product, which involves determining:

- dependencies between price and sales volume;
- elasticity of demand;
- tangible value of this product for the consumer;
- the maximum acceptable price that the consumer is willing to pay for the product.

The main characteristic of demand is its elasticity, that is, the sensitivity of consumers to price changes for this product. Demand is called elastic, if a percentage decrease in price causes the same percentage increase in the volume of sales of goods.

The general formula for calculating the coefficient of price elasticity of demand has the following form:

$$E_d = \frac{\Delta Q}{\Delta P};$$

where ΔQ is the change in sales volumes, %;

ΔP - price change, %.

Table 5

Variants of elasticity of demand

Value of elasticity of demand	Definition	Essence
$E_d \to \infty$	Absolutely elastic	The value of the elasticity coefficient goes to infinity. Even a small increase in price can cause any demand to disappear.
$E_d > 1$	Elastic	The percentage change in the sales volume of the product exceeds the percentage change in the price. If the price increases, the demand quickly decreases.
$E_d = 1$	Unit elasticity	The percentage change in the quantity of the product is equal to the percentage change in the price. A decrease in demand is directly proportional to an increase in price
$E_d < 1$	Inelastic	The percentage change in sales volume is less than the percentage change in price. Demand decreases more slowly than price increases
$E_d = 0$	Absolutely inelastic	The value of the price elasticity coefficient is zero. Demand does not change at any price.

Source: [29].

Due to the fact that demand decreases as prices rise, elasticity is measured by negative values. However, to simplify calculations, elasticity is most often defined in positive numbers.

The level of elasticity of demand for goods is influenced by the following factors:

- The number and availability of substitute goods, i.e. the possibility of choosing the cheapest among many similar goods;
- The importance and urgency of the need that this product satisfies;
- Availability of the necessary additions to the product (tennis rackets and balls, camera and memory card);
- Volumes of goods consumed;
- The level of monetary income and expenses of consumers;
- Presence of competitors;
- Use of sales promotion measures.

Knowledge of price elasticity of demand is very important in pricing and is used for [29]:

• detection of buyers' reactions to price changes;

• choosing the direction of influence on the price in order to increase sales revenue or profit;

• identification of trademarks that are sensitive or, conversely, not very sensitive to price increases;

• effective modification of prices within the assortment;

• forecasting the switching of demand from one brand to another.

Along with the price elasticity of demand, the economic value of the product for the consumer is an important guideline in pricing. The economic value of the product is the price of the best of the alternative products available to the buyer (the price of indifference) plus the value for him of those properties of this product that distinguish it from this better alternative. Therefore, in the process of forming the price of the product, it is necessary to clearly understand what is the economic value of the product for the consumer and what economic profit the consumer can get by making a purchase.

Considering the demand as a starting point in determining the price, it should be taken into account that, in addition to the price, it may be affected by other factors, for example, an increase in advertising or a change in consumer behavior.

So, depending on the orientation of purchases, consumers can be divided into four types:

• thrifty buyers who are highly sensitive to prices, quality and assortment of goods;

• personalized buyers who pay less attention to prices and react more sensitively to the "image" of the product, service and attitude of the seller;

• ethical buyers who are willing to sacrifice low prices and a wide - assortment to support small firms;

• apathetic buyers who pay the main attention to convenience, comfort regardless of prices.

All these features should be taken into account by the marketing service, which is engaged in determining market demand. The simplest way to determine the amount of demand is to multiply the number of possible consumers by the time of consumption of the product.

3. Cost estimation

The minimum price is determined by the firm's costs. The company strives not to set such a price for the product that would fully cover all costs of its production, distribution and sale, as well as allow obtaining the planned amount of profit. Therefore, in the process of developing a price policy, the process of forming the forecast value of the expendable part of the price becomes important. It is possible to simplify the implementation of this process by using the results of a strategic analysis of the cost of production. During such an analysis, each expense component of the cost price is forecasted, its forecast levels are analyzed, and measures are planned to reduce the company's costs for the production and sale of products in the forecast period.

The cost of production is a monetary expression of the costs of its production. The cost of production (works, services) of the enterprise consists of costs associated with the use in the production process of products, natural resources, raw materials, fuel, energy, fixed assets, as well as other costs.

A firm engaged in production activities determines production costs, and a firm engaged in sales, supply, trade and intermediary activities – circulation costs.

The specific composition of costs that can be attributed to the costs of production and circulation is regulated by law in almost all countries of the world.

The production cost of products (works, services) includes:

— direct material costs;
— direct labor costs;
— other direct costs;
— total expenditures.

According to the method of inclusion in the cost price, costs are divided into direct and indirect. Costs for the production of a specific type of product, which are directly included in its cost price on the basis of primary documents, are called direct.

Direct costs include those that can be directly attributed to a specific cost object, namely:

— raw materials and materials, purchased semi-finished products and -component products, other material costs;

— labor costs: wages and other payments to workers employed in the production of products, performance of works or provision of services;

— other production costs: deductions for social events, equipment rental, depreciation.

Indirect costs are production costs that cannot be attributed directly to a specific cost object in an economically expedient way and therefore need to be allocated.

General production costs are indirect and include production management costs, depreciation of fixed assets and intangible assets of general production purpose (shop, district, line); expenses for maintenance, repair, insurance, operating lease of fixed assets, other non-current assets of general production purpose; costs for improving technologies and production organization; for the maintenance of industrial premises; for maintenance of the production process; on labor protection, safety technology and environmental protection; losses due to defects, payment of downtime.

According to the degree of dependence on the volume of activity, costs are divided into variable and fixed. Variable costs change along with changes in production volume. Fixed costs are costs whose absolute value remains constant or changes with a decrease or increase in the volume of production of products that are produced in a small amount. Almost all direct costs are variable except for depreciation of special equipment, rent and some other direct costs.

3. Analysis of competitors' prices and products

The price that the company must set for its products is in the interval, the minimum limit of which is determined by the costs of its production, and the maximum limit is determined by the level of demand and the purchasing power of the consumer. The firm's establishment of the average range of prices in this interval is influenced by the prices and quality of competitors' goods and their market reactions. Therefore, in order to successfully determine the price of one's own product, it is necessary to know the prices and quality of the products of one's competitors. To carry out such an analysis, the company can use one of the following methods:

1) make comparative purchases in order to compare the prices and quality of goods among themselves;

2) analyze competitors' prices based on their price lists;

3) conduct a survey of buyers about how they perceive the prices and quality of competitors' goods;

4) in order to assess the structure of production costs, purchase competitors' models, disassemble them and evaluate them from the point of view of the costs incurred for the manufacture of individual components.

The implementation of this stage is essentially one of the elements of competitive benchmarking. Benchmarking is an activity of the enterprise regarding the research of technologies, technological processes and methods of organizing production and sales of products at the best enterprises of partners and competitors in order to improve the efficiency of one's own company. The result of benchmarking is the improvement of the company's activities, the reduction of production costs, the cost of labor and time, and, accordingly, the increase of opportunities in the management of the company's price policy.

Therefore, knowledge about the prices, costs and quality of competitors' goods is the starting point in setting prices for one's own goods. If the firm's products are similar to the main competitor's, then its prices will be close to the competitor's prices or even slightly lower if the firm has lower production and sales costs. That is, knowledge of market prices can be used to position one's own products. From the point of view of pricing policy, product positioning on the market is the determination of such a price for a product that will ensure its proper competitiveness, taking into account the quality and price of competitors' products.

4. Choice of pricing strategy and method

Knowing the demand, costs and prices of competitors, the company is ready to choose the price of its own product. The price will be roughly somewhere between too low, which does not provide a profit, and too high, which prevents the formation of demand.

The firm hopes that the chosen method allows for the correct calculation of a specific price. Therefore, the management of the company at this stage must decide which methods will be used in determining the price of the product – cost or marketing, and what exactly will be the decisive factor in setting the price – demand, competition, the life cycle of the product, the state policy of pricing in this market or its own costs.

The initial decision at this stage is the selection of a pricing strategy – that is, the selection of the possible dynamics of changes in the initial price of the product in market conditions, which would correspond to the company's goals.

The strategic goals of the price policy, which are focused on the profit from the sale of products, include profit maximization and achievement of the specified rate of return on invested capital.

One of the main strategies that allows to maximize profits is the “skimming strategy”. This type of strategy is used when it is necessary to bring a new product to the market and at the same time quickly achieve significant financial income. It involves setting the maximum possible price when introducing a new product to the market, and then gradually lowering it. Thus, the product, moving through the stages of its life cycle, passes through different segments of the market, and the company receives significant amounts of profit.

Certain prerequisites must exist for the application of this strategy:

- goods introduced to the market must be new and protected by patents;
- the product must have undeniable attractive features;
- market demand must significantly exceed supply;
- elasticity of demand should be low;
- the initial price should appear too high for competing firms;
- consumers should perceive a high price rather as a guarantee of high product quality.

A variant of premium pricing is the tiered premium strategy. The strategy of tiered premiums is the setting of prices with the value of the premium allowance, which gradually decreases, that makes it possible to ensure sales in market segments with high elasticity of demand. That is, first the firm sets a price with the highest possible premium for a segment with inelastic demand. Then, when the potential of this segment is exhausted, it reduces the value of the premium (and, accordingly, prices) to the level acceptable in the segment with higher elasticity of demand, etc.

Achieving a given rate of return on invested capital is possible when using a strategy of target prices or target profit, which involves receiving a certain amount of profit or a certain percentage of profit on invested capital.

Goals that involve increasing the volume of sales of products on the market are aimed at obtaining the maximum amount of sales or, most often, winning a significant share of the market. This can be achieved when there is a sufficient growth rate of sales. The market share increases as much as possible when the enterprise uses a lower price compared to the prices of competitors. At the same time, sales volumes are growing rapidly, thereby increasing the company's market share.

Achieving this goal is facilitated by the use of a penetration strategy. Its essence lies in the fact that an enterprise focused on expanding market share sets low prices when entering the market with a new product. This allows it to stimulate sales, eliminate competitors, expand production and stabilize the market share of sales. Later, when the intended share of the market is reached, the firm can raise the price of the product.

For the successful use of this strategy, the following prerequisites must exist:

- availability of the necessary amount of goods, which allows to achieve large volumes of turnover, that are sufficient to overcome the break-even point;
- high elasticity of demand;
- reduction of costs for the production and sale of goods by increasing the volume of production and sales;
- the unattractiveness of a low price for competitors.

The price strategy in the ratio "price — promotion of the product to the market" takes into account the dependence of the price on the costs associated with bringing new products to the market. At the same time, four varieties of this strategy are considered (Table 6) [29].

Table 6

The price strategy in the ratio "price — promotion of the product to the market"

Price	Promotional expenses	
	High level	Low level
High level	Quick skimming	Slow skimming
Low level	Fast penetration	Slow penetration

– In the case of “rapid skimming”, high prices are supported by high costs of promoting the product, thanks to which high consumer awareness of the new product is achieved.

– In the case of “slow skimming”, high costs are not considered absolutely necessary. This usually applies to new products of manufacturers of well-known prestigious brands. The expediency of a certain "restraint " in setting prices when introducing a new product is also explained by the fact that loud advertising can cause significant damage to the brand's image.

A low price level can also be accompanied by significant or, on the contrary, insignificant promotion costs.:

– In the first option, the goal of quickly gaining market share is achieved — the strategy of rapid penetration.

– In the case of using a slow penetration strategy the firm, on the one hand, takes into account the fact that there is a category of consumers on the market that is very sensitive to prices, and on the other hand, that demand is characterized by low elasticity with respect to advertising costs. Therefore, it is more reliable to attract consumers to the consumption of a new product at a low price. Sometimes, due to lack of funds for advertising, this strategy is forced.

Neutral pricing strategy involves setting prices at a level that the majority of buyers perceive as generally corresponding to the economic value of the product. That is, the product in terms of the "price - value" ratio corresponds to the majority of similar products available on the market. At the same time, the role of price as a tool of the company's marketing policy is reduced to a minimum, that is, the company does not use price policy to increase the captured market segment.

Quite common reasons for using a neutral pricing strategy are the following:

– the firm can achieve its goals with the help of other marketing tools, especially since it requires lower costs than the development and implementation of price manipulations;

– there are no conditions for the implementation of other strategies - a premium strategy or penetration strategy.

The strategic goals of the price policy, which are oriented towards competition, can be aimed at stabilizing the price level or at occupying a certain position by the enterprise in relation to competitors. It is important to take into account the characteristics of the competitive market when choosing the goals of the price strategy.

Among the competition-oriented strategies, the most common are:

- price leader strategy;
- the strategy of imitating the leader;
- prevailing pricing strategy.

Strategy of the price leader is a characteristic of oligopoly markets and assumes that one leading firm initiates price changes in the market (including price increases), and other firms follow it. Such a strategy becomes possible due to the position of the firm in the market or its size.

There are several types of leadership:

• leadership of the dominant firm holding the largest market share. In order to force other firms to accept the price set by them, the leader must be strong enough and strive to maintain a high price;

• anticipatory leadership, which consists in initiating the desired increase or decrease in price based on a change in the level of costs or on the evolution of demand;

• leadership by mutual consent, when one of the firms is recognized as the leader without any formal consent (which would be illegal). It can become, in particular, the most prominent firm, for example, a technological leader.

The strategy of imitating a leader assumes that the firm is guided by the price of the leader firm in determining the price. This strategy allows to get a "fair" return on invested capital. It is attractive enough to ensure stable activity of the firm on the market. But taking into account certain risks associated with the use of this strategy (an unsuccessfully chosen strategy by a competitor, an attempt by a competitor to change prices, misleading rivals, etc.), some firms consider a flexible pricing strategy, which involves changing the price depending on the buyer's bargaining power.

Preferential pricing strategy provides setting slightly lower prices for the product than competitors. This allows firms that are less well-known and have a smaller market share than their competitors to retain their customers and attract others for whom even such a small price difference is significant. The basis of the strategy is lower costs than those of competitors.

Enterprises that form a pricing strategy based on the "experience curve" get a certain advantage in the market due to lower costs than those of competitors. In this case, buyers who buy from a company with a lot of experience receive savings compared to buyers who buy from its competitors, whose experience is insignificant and costs, and therefore prices, are higher.

Sometimes, in order to capture a larger share of the market, manufacturers resort to price wars. In this case, the manufacturer tries to set the lowest price on the market. If a competitor lowers the price accordingly, the manufacturer enters into a price war in order not to lose customers.

Competitive pricing strategies can also include strategiy for signaling prices, which is based on the firm's use of the buyer's trust in the pricing mechanism created by competing firms. For example, if in a certain industry firms can produce goods of different quality levels at different prices within a certain range – then buyers will make purchase decisions based on this range. In such conditions, some firms can sell a low-quality product at high prices, assuming that there will be buyers who will not be able to accurately determine the quality.

Among price strategies in the "price-quality" ratio, this variant of price behavior corresponds to the "robbery" sub-strategy (Table 7) [29].

– substrategy No. 1 "Premium markups" is aimed at consumers with high incomes and involves "rewarding" the buyer with high quality, and the seller with a high price of the product;

– substrategy No. 2 "Deep penetration into the market", which makes it possible to interest consumers thanks to the high quality of the product and the average price;

– substrategy No. 3 "Increased value significance" – high quality at a low price for the product is extremely beneficial for the buyer and allows large enterprises to solve two problems: conquering the market, increasing market share;

Table 5

Price strategies in the "price-quality" ratio

Quality \ Price	High	Medium	Low
High	Premium markups	Deep penetration into the market	Increased value significance
Medium	Overpriced	Medium level	Good quality
Low	Robbery	Showy brilliance	Low value significance

– substrategy No. 4 "Showy brilliance" - average price for low-quality goods;

– substrategy No. 5 "Medium level", which provides for the establishment of average prices for goods of average quality;

– substrategy No. 6 "Good quality" (average quality), which involves determining the price taking into account the quality of the product and can be considered within the range of products and competitive strategies depending on the level of product quality compared to other models or similar competitive products;

– substrategy No. 7 "Robbery" – a high price for a low quality product. The sub-strategy carries the threat of losing consumer loyalty to the brand in the future.

– substrategy No. 8 "Overpriced" (average quality - high price), which allows the company to minimize costs at the implementation stage, but hides a certain risk (a high price can harm demand);

– substrategy No. 9 "Low value significance", which involves setting a low price for low-quality goods.

Other pricing strategies used by firms on the market can be focused on image, product quality, geographic factor, product range, product sales to different consumer segments, etc.

After choosing a pricing strategy, it is advisable to proceed to the selection of the appropriate pricing method in order to determine the base price level, which is adjusted at the next stage of the pricing process.

7. Setting the final price

The goal of all pricing methods is narrowing of the price range in which the final price of the product will be chosen. At the same time, the price established by the firm based on cost-, demand-, or competition-oriented pricing methods is subject to adjustment and clarification.

In order to adjust prices, the company can use one of the following price policy directions:

- pricing within the product range;
- setting prices according to the geographical principle;
- policy of unrounded prices;
- price promotion of sales;
- providing discounts;

When pricing within the product range the firm seeks to develop a pricing system that would ensure maximum profit for the entire range in general.

Setting prices according to the geographical principle involves making a decision about setting different prices by the firm for consumers located in different geographical points of the same country or abroad. That is, prices according to this principle are set taking into account the costs of transporting products.

The policy of unrounded prices takes into account the psychological characteristics of consumers when setting prices for goods. A price set below the rounded level is believed to be perceived by consumers as significantly lower (e.g., 4.95 instead of 5.00; 49.50 instead of 50.00, etc.) and, furthermore, gives the impression that it corresponds to the real costs of the manufacturer.

Price promotion of sales is manifested in the implementation of special measures to encourage intermediaries and end consumers to purchase the company's goods. Such measures include the provision of preferential lending rates, the creation of favorable warranty conditions, the establishment of temporary prices in connection with certain events, the establishment of decoy prices, the provision of bonuses, free samples, coupons, sales of goods, etc.

Discounts are provided by the company to its final consumers or intermediaries either when they perform certain stipulated actions (purchase of a certain amount of goods, making a purchase within a set period, payment in cash, etc.), or when the company carries out certain measures to stimulate sales (sale of goods during the period of absence demand for it, discounts on the last unit of the product, discounts during sales, etc.).

This stage completes the process of determining the price of a product or service. The price set in this way is further adjusted depending on the current situation on the market, the actions of competitors, changes in the cost structure or changes in the company's pricing goals.

3.4 Peculiarities of pricing in the digital environment

Today, digital technologies are rapidly changing business processes, and pricing is no exception. In the past, businesses relied on manual pricing processes. However, thanks to digital technology, companies can now automate pricing with data analytics and pricing models built into sales tools. This allows businesses to approach pricing more strategically and better understand its impact on profits.

Digital pricing solutions have a number of advantages over traditional methods. They can help reduce costs, speed up decision-making and improve accuracy. In addition, digital solutions offer greater flexibility and transparency, which can help build customer trust.

Pricing in Internet marketing differs from traditional pricing methods due to the peculiarities of the digital environment. Among the main features of pricing in online marketing, the following can be distinguished [30]:

— ability to quickly respond to changes in supply and demand. Automated systems allow you to dynamically adapt prices in real time, taking into account various factors;

— the possibility of setting prices according to the individual characteristics of customers, their purchase history and online behavior. This helps to increase the level of customer satisfaction and sales efficiency;

— using analytics and big data to forecast demand, competitiveness and effectiveness of different pricing strategies. The use of these tools allows enterprises to make informed decisions about pricing;

— high competition on the Internet requires constant study of competitors' prices and adaptation of own strategies. Customers can easily compare prices and find optimal offers, which forces businesses to be more flexible in pricing;

— using various electronic coupons, promotional codes and discounts to stimulate sales and attract new customers. This allows businesses to create flexible and dynamic price offers.

— the weight of reviews and ratings in the online environment. Negative reviews can significantly affect the perception of goods and services, so it is important to set adequate prices to avoid negative reactions from consumers.

These features make the company's pricing policy in Internet marketing a more complex and dynamic process compared to traditional forms of business. But the very process of price formation is subject to the same algorithm as in traditional marketing.

First of all, the goals of pricing should be defined. There can be a significant number of such goals, depending on which the company is aiming for in the process of setting the price: market penetration, increasing profitability, expanding market share, ensuring stable sales, gaining market leadership, maintaining the existing position, etc.

In general, there are three main groups of pricing objectives that a firm can focus on:

- profit-oriented (ensure maximum or satisfactory profit, investment income, quick cash flow);
- sales-oriented (ensure a certain volume of sales, increase market share);
- related to competition — to ensure stabilization of prices for competing goods, a significant fluctuation of which can provoke a negative reaction from consumers. Another goal of this group is product positioning in relation to competitors.

Setting the goal of their pricing policy to maximize current profit, enterprises, as a rule, do not analyze possible strategic consequences. They can arise as a result of well-thought-out appropriate actions of competitors, as well as the influence of other market factors. The goal of maximizing current profit is quite common in conditions when:

- the company offers unique products that are not available from competitors;
- the demand for certain goods significantly exceeds the supply. However, setting goals to maximize current profits without taking into account the likely reaction of the market can negatively affect the company's activities in the future.

In conditions of high market saturation, a situation may arise when the company will be interested in selling its goods at any price in order to maintain its position in the market. Under such a coincidence of circumstances, enterprises often do not consider the structure of their costs at all and in some cases sell goods even at a loss. However, this approach cannot be followed for a long time. It is necessary to carefully analyze the structure of costs and determine the goals of pricing so as to ensure not only the preservation of one's market position, but also the receipt of at least a small profit.

The goals of the new policy, designed to gain and maintain market leadership, are implemented at the earliest stages of the life cycle of new products. Based on an accurate calculation of the cost structure, such prices are calculated that allow the enterprise to work for a long time with a sufficient profit, are affordable to consumers and do not cause competitors to compete for the leading positions in the market.

Choosing the goals of pricing policy aimed at achieving leadership in product quality, enterprises strive to surpass competitors by maximizing the quality characteristics of products. An improvement in the quality of goods means an increase in their price. And if such an increase is considered by consumers as quite acceptable, then the company can successfully withdraw from the competition.

The analysis of demand factors involves an assessment of the consumer properties and quality of the product, the value of the product for the consumer, the level of demand and market capacity. An important characteristic of demand, which should also be carefully analyzed, is its price elasticity. At the same time, the sensitivity of the consumer to the price will be influenced by the uniqueness of the trade offer, awareness of the presence of substitutes, the possibility of comparing goods and their characteristics, the ratio of price and quality of goods [30].

In order to form a price strategy, in addition to the assessment of own costs and demand factors, an analysis of the competitive environment should also be carried out. First of all, the formation of price policy is influenced by the type of competitive structure of the market, its saturation, market shares of competitors, the price-quality ratio of their goods, the chosen price strategy and positioning.

Monitoring competitors' prices is one of the key tasks of business. Using software to monitor prices on competitors' websites allows online stores and offline companies to create the most attractive offers for customers and remain competitive. Price monitoring allows companies to conduct a flexible and dynamic pricing policy that responds to the smallest changes in market trends. Services with extended functionality, in addition to competitors' prices, also allow you to monitor other parameters, such as promotions, reviews, product descriptions or unique offers [30].

After a careful analysis of pricing factors and price risks, you can proceed to the formation of a price strategy. In internet marketing, there are a number of pricing strategies that businesses can use to achieve their business goals.

When making decisions on pricing, the management of the organization deliberately expands the functional areas of activity and conducts complex analytical work on the selection of the target market. At the same time, special attention is paid to the analysis of the reasons and motives for entering specific markets, the study of external and internal environmental factors, the study of the system of state regulation of economic activity, the development of strategic and tactical price programs, etc.

Pricing strategies on the Internet are almost identical to traditional pricing strategies in marketing. Let's consider their main options [30].

1. The "price skimming" strategy is focused on the fact that the market entity, using powerful advertising, achieves high financial results due to the sale of its goods at relatively high prices, significantly higher than the production prices. As a rule, this strategy is used for market novelty goods in conditions where the manufacturer is confident in the high purchasing power of the selected sales segment on the market. That is, it is the sale of new products at high prices in order to attract the most innovative part of users, which is the majority on the Internet. The price policy of "price skimming" has the advantage that the company gets the opportunity to recoup its marketing costs in the foreign market in a short period of time and, if possible, in the future to use the mechanism of price reduction for the well-thought-out stimulation of the sale of its products to partners (buyers).

2. The "penetration" strategy involves the company entering the market with a product at relatively low prices in order to capture a large share of the market in a fairly short period of time. This strategy is sometimes called a "breakout" strategy. It is typical for goods of wide use and products of industrial and technical purpose of simple technology. After a market breakthrough, the price usually rises to a normal level. The disadvantage of this strategy is that after entering the market, the company

has to make efforts to bring its own prices closer to the average market prices for a long time, since buyers have already managed to get used to the initial low prices.

3. The strategy "policy of crowding out" is often used by market participants and implies the use of extremely low prices, practically excluding the possibility of the appearance of similar goods from other sellers. Such a price strategy can be afforded by large industrial firms, companies that seek to sell modified mass-produced goods of fairly high quality. In its original form, this product is usually close to the end of its life cycle on the market.

4. The strategy of the price leader uses the pricing mechanism of the leading firm, the manufacturing company, that is, this strategy involves setting the lowest price for the product in this category.

5. The strategy of "differentiated prices". This strategy allows to stimulate or restrain the sale of different goods in different parts of the market at different prices. This strategy involves setting prices for a given segment, a given area or a given product and is attractive because it can take into account the peculiarities of the sale of so-called digitized goods and is easily implemented in online commerce. For example, software manufacturers use this strategy when selling their products to educational institutions. Thereby, they resist "piracy" and create loyalty to their products among future specialists. Companies that sell their goods both through traditional retail outlets and through electronic stores use this strategy, assigning them different prices.

6. Promotion pricing. This strategy is aimed at incentivizing a first purchase, incentivizing repeat purchases, or buying during a sale. Studies have shown that using this strategy on the Internet has its advantages: promotion can be clearly targeted at a specific segment of consumers, on the one hand, they are more receptive to innovations, and on the other hand, they are more loyal than traditional buyers in the real market. They are willing to continue to buy from a merchant they trust rather than give their credit card information to a new merchant.

7. Contract pricing. In many countries, you can trade not only in markets, but also in stores. Online auctions provide buyers with a great opportunity to bargain. In the B2B market, contractual prices and auction trade make it possible to get rid of

excess goods at the market price.

8. Dynamic pricing. XML and other technologies make dynamic web page maintenance possible. Marketers can quickly update databases as new products appear, their improvements or price changes. Dynamic pricing means that users receive new pricing information with each request. This information may change depending on the time of the request or the username. For example, some transport companies vary the prices of their services depending on the volume of transportation, so each user receives his price for his individual request.

9. Blended pricing, or pricing for product bundles and subscriptions. Bundle pricing is setting a single price for several different items packaged together. The components of the set can be sold separately from the set. Such a strategy is called mixed. For example, Microsoft uses this strategy when selling its programs Word, Excel, PowerPoint, Outlook separately or in the Microsoft Office suite. If a set consists of several units of the same product and the price of the set differs from the price of one unit multiplied by the number of units, this pricing is called quantity pricing. This is how computer disks, video, audio disks, etc. are sold. Due to the fact that electronic commerce technologies allow consumers to choose any number of goods or services, the use of set pricing becomes unprofitable for some consumers.

Subscription is used in various mass media, including their Internet counterparts, as well as in means of communication. Often, the subscription price is fixed, and there is no control over the use of the product. Subscription pricing is generally preferred by consumers over hourly billing if they cannot plan how often they will use the product or service.

When choosing a price strategy, other forms are taken into account, including those aimed at forming the price policy of competitors, the instability of the market situation, etc.

When entering the market, it is interesting to implement such a strategy as price discrimination, which implies the simultaneous establishment of different selling prices for the same product (service), regardless of the total costs of production and circulation. Implementation of this price policy is possible when the seller has the opportunity to divide the market into separate groups of buyers who have different price elasticity of demand. Under these conditions, the seller assigns a higher price to those buyers who consider it acceptable for themselves, and a lower price to those who do not agree to buy the product at a higher price. At the same time, it is desirable to implement a set of measures to isolate groups of relevant buyers operating in different market segments from each other. At the same time, it is very important that the seller knows how to identify and use effective methods of limiting competition.

Some of the specific pricing strategies in internet marketing include [30]:

— Fixed price. Setting a fixed price for a product or service. This can be effective when supply and demand are stable and competition is not very high.

— Dynamic pricing. Real-time price changes based on a variety of factors such as demand, time of day, weather, competition, and more. This can improve competitiveness and ensure optimal levels of income.

— Systems of discounts and promotions. Use of various forms of discounts, promotional codes, promotions and special offers to attract new customers, increase sales and maintain consumer loyalty.

— Free model (Freemium). Providing basic services or products for free, but charging for additional features or premium versions. This strategy is often used in software, online services and games.

— Differentiated pricing. Setting different prices for different market segments or groups of customers based on their characteristics, demand and willingness to pay.

— Dynamic auction model. Sale of goods or services through auctions with the possibility of competition between buyers for the best price. This is often used on e-commerce platforms and online auctions.

— Subscription system (Subscription Model). Establishing a monthly or annual fee for access to a product or service. This allows businesses to stabilize revenue streams and ensure customer loyalty.

— Pricing based on consumer data. Using personalized customer data for personalized pricing based on their purchases, preferences and brand interaction history.

— Group purchases. Providing discounts or special conditions to customers if they buy a product or service together with other users or share the offer on social networks.

— Pricing based on partnership. Collaborating with other companies to create joint offers and packages that can effectively reduce overall costs.

The choice of a pricing strategy depends on the specifics of business, the target audience, the competitive environment and the strategic goals of the enterprise. The chosen price strategy is specified in the form of pricing methods, calculation of the base price and its adaptation and adjustment depending on market conditions.

The formation of the price policy of enterprises in modern conditions is largely influenced by the development of technologies. Technological innovation in internet marketing pricing is evolving rapidly, allowing businesses to use a variety of tools and techniques to optimize their pricing strategies.

One of the key recent trends is the use of artificial intelligence and machine learning to forecast demand, optimize prices in real time, personalize pricing and determine optimal strategies.

AI-based pricing means using artificial intelligence algorithms to analyze large volumes of data and make pricing decisions based on that analysis. This type of pricing uses data-driven statistics and predictive analytics to determine the best price for products or services. The goal of AI-based pricing is to maximize revenue and profitability while taking into account factors such as customer behavior, market trends, and competition [30]. Let's consider the main areas of involvement of artificial intelligence in the pricing process:

— Dynamic pricing using predictive analytics based on artificial intelligence involves real-time price adjustments based on market demand, product supply levels, competitor prices, substitute product prices, inventory levels, logistics and marketing costs, and other factors. This approach ensures that brands are always aware of changes in the market and can quickly adjust prices to optimize profits. Using dynamic pricing, brands can offer discounts during periods of low demand or raise prices when demand is high, maximizing their profits.

Dynamic pricing is successfully used in such areas as e-commerce, hotel business and tourism, entertainment industry, purchase of air tickets, taxi services. At the same time, different variants of dynamic pricing can be used: segmented pricing – different prices are offered for different market segments; pricing taking into account the urgency of the purchase - the more urgent the purchase and service, the higher the price; pricing taking into account conjunctural reactivity – the price changes depending on changes in the conjuncture; pricing based on consumption in peak periods – price change depending on a point surge of excessive demand [30].

The implementation of dynamic pricing requires the existence of certain prerequisites: the availability of technological capabilities, information systems with artificial intelligence, which allow the creation of personalized offers in real time; forming a client base based on consumer data flows; formation of clients' beliefs that the price offered on the basis of dynamic pricing is fair, that is, adequate to the expected value [30].

— Price optimization involves the use of algorithms that analyze real-time market data, competitor prices, and customer behavior to determine the best pricing strategy. With the help of artificial intelligence algorithms, companies can process large amounts of data to determine the most appropriate price for their products or services at any given moment.

Retail brands can use AI algorithms to optimize prices for popular items based on real-time market data and competitor pricing. Software companies can use AI algorithms to optimize the pricing of their products based on real-time market data and customer behavior, ensuring they offer the best prices.

— Personalized pricing involves offering individual prices to each customer based on their preferences, needs, consumer habits and purchasing power. AI-powered analytics can help brands analyze customer data such as purchase history, demographics and online behavior to create a personalized pricing strategy for each customer. This approach can increase customer loyalty and increase sales by offering prices that meet each customer's unique needs and willingness to pay. Using AI-powered analytics, brands can build stronger relationships with customers and increase customer satisfaction.

For example, e-commerce companies can use AI-based analytics to analyze customer data and offer personalized pricing based on individual consumer preferences and habits. They can use artificial intelligence to analyze a customer's browsing history and offer personalized discounts on products they've previously been interested in.

CPQ solutions (configure-price-quote) have recently gained significant popularity for companies that sell digital or other complex products. CPQ allows the sales force to create customized offers for different products based on customer needs and preferences. This leads to more accurate quotations and fewer errors in pricing [30]. CPQ also provides powerful features for discounts and promotions. It allows to easily set up different discount levels based on the number of customers or other criteria, offer bulk discounts or targeted promotions.

For CPQ software to be effective, it usually works in integration with CRM, ERP, billing platforms, payment solutions, where each component is responsible for its own task. With close integration, such systems provide automation of the entire process, starting with the search for potential customers, turning them into real consumers, and ending with tracking the balance, bills and payments. In this way, all processes are organized and tracked - from the creation of a commercial proposal to the execution of orders, receiving payments and recording income, which greatly simplifies the work of the sales department.

So, in the digital environment, where the speed of change exceeds the ability of enterprises to adapt, pricing policy becomes a key element of success. The ability to effectively manage pricing with these changes in mind determines competitiveness, customer acquisition and maintaining profitability.

Analyzing the highly dynamic nature of the market and the growing role of digital marketing, several key conclusions can be drawn. First, pricing strategies become more flexible and effective, taking into account the interests of both enterprises and consumers, and real-time demand analysis is an integral part of successful pricing policy. Second, personalizing prices based on customer behavior and preferences is becoming increasingly important to ensure a personalized approach and increase profitability. Thirdly, the development of artificial intelligence and machine learning makes it possible to analyze large volumes of data and make effective management decisions in the field of price policy.

However, there are also certain challenges that require attention. Thus, a change in the competitive environment, the instability of consumer preferences or negative feedback from consumers in the network can negatively affect the implementation of even the best strategies. Addressing these challenges and being flexible in pricing is key to sustainable success in the digital environment.

Therefore, the price policy in digital marketing is a powerful strategic tool that determines the interaction of the enterprise with the market and consumers. Only an understanding and effective consideration of all factors can ensure sustainable success for businesses in the digital era of marketing.

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4. Marketing communications: theoretical and practical aspects

4.1 The essence and tasks of marketing communications of the enterprise

Along with the growing popularity of marketing in today's environment, the role of marketing communications has greatly increased. Marketing communications are part of the marketing-mix system and are the final component of the marketing mix. Marketing communications ensure the relationship between producers and consumers of goods and services in the process of exchange. Marketing communications unites participants, distribution channels and communication techniques of various enterprises and organizations. Marketing communications is an opportunity to influence consumer behavior using various methods and technologies. Also, marketing communications play an important role in retaining existing customers, entering new markets for the sale of goods or services, and ensuring stable market positions.

Marketing communications is constantly in the process of changes and transformations. New communication tools and Internet technologies open significant dynamic opportunities for market actors. The modern market is characterized by a great saturation of information, the growth of its significance and value. In these conditions, the processes of forming demand and preferences of consumers, and the implementation of marketing influence on them are significantly complicated. Effective marketing communications should provide the consumer with the necessary knowledge about the characteristics and quality of goods, the terms of concluding agreements, the features of a competitive offer, arouse the loyalty of buyers to the enterprise and its goods and services, create an atmosphere of emotional mutual understanding, goodwill and trust in manufacturers and their goods or services.

Marketing communications are the basis for all spheres of market activity - enterprises, communities, organizations, individuals, whose goal is to achieve success, high efficiency and effectiveness in the process of meeting the needs of consumers and society as a whole. Marketing communications are used as an important marketing tool in the implementation of relations with society in the commercial sphere; are used as an effective marketing tool to convey the necessary information to consumers; are considered as the process of managing the movement of goods or services at all stages of reproduction - at the time of placing the goods/services on the market, before sale, during the act of sale and at the end of the consumption of the goods; affect the final result of the economic activity of any enterprise [41, p. 240]. American scientists T. Duncan and S. Moriarty believe that relationships important to the enterprise with target audiences can be created or destroyed depending on communications before, during and after the transaction (purchase/sale of goods or services) [32].

Marketing communications take place at all stages of reproduction and affect the results of activities, and their support is mandatory for business entities of the market. Marketing communications is the systematic combined use of a set of information links - from the search for market information, the choice of the company's mission, market segment, sales channels, determining the optimal conditions for the sale of products to own advertising and creating a positive image of the company and its activities [36, p. 50]. It should be noted that in the scientific literature, marketing communications as a socio-economic phenomenon is given a significant number of definitions. Since marketing communications can be used in different contexts, most foreign and domestic scientists give them their own definition (Table 1).

French scientist J.-J. Lamben understands marketing communications as "all types of signals and messages developed by the company for various audiences: consumers, intermediaries, suppliers, shareholders and authorities, as well as for its own personnel" [39, p. 376]. Scientists J. Burnet and S. Moriarty believe that "goods", "target audience", "information" are basic in determining the essence of marketing communications. They note that "marketing communications is the process of transmitting information about the product to the target audience" [32, p. 589]. Such an approach is followed by the scientist Peter Dol, who defines marketing communications as "the process of transferring an appeal from the manufacturer to the consumer with the aim of presenting the company's goods in an attractive form for the target audience" [31, p. 28].

Table 1

The most common definitions of the concept of "marketing communications"

Author	Definition of the concept
Vojchak A.V.	Marketing communications is a set of measures used by a company to inform, persuade or remind consumers about its goods (services).
Harkavenko S.S.	Marketing communications is a promising course of action of the company, aimed at ensuring interaction with all subjects of the marketing system in order to satisfy the needs of consumers and obtain profit.
Golubkova O.M.	Marketing communications are communications through any element of the marketing mix.
Egorshyn O.P.	Marketing communications is a specially designed and managed process of information exchange between various market actors with the aim of achieving understanding.
Philip Kotler	Marketing communications is maintaining relationships (with consumers and various contact audiences) with simultaneous feedback.
Lukyanets T.I.	Marketing communications are any form of communication that a business uses to inform or remind the public about its products and public activities, or to influence that public.
Moroz L.A., Chukhrai N.I.	The marketing communications system is an enterprise activity aimed at informing, persuading and reminding consumers about their products, stimulating their sales and creating a positive image of the enterprise in the public.
Noritsina N.I.	Marketing communications is a set of signals emanating from the enterprise to various audiences: intermediaries, competitors, consumers, suppliers, shareholders, state administration bodies, and own personnel.
Primak T.O.	Marketing communications is a communicative process between market entities using the marketing mechanism for their rational functioning.
Romat E.V.	The marketing communications system is a single complex that combines participants, channels, methods of communication of the organization, aimed at establishing and maintaining certain, planned relationships with the addressees of communications within the framework of achieving the goals of the organization.

Source: generated by the author

American scientists G. Armstrong and F. Kotler believe that marketing communications is "a complex of information activities aimed at persuading the consumer to look for and buy the company's products, to stimulate his purchasing activity" [38, p. 432].

Ukrainian scientist and researcher in the field of marketing communications T.I. Lukyanets believes that marketing communications "represent a type of social activity to satisfy needs for goods, services and ideas in the process of exchange at the stage of establishing connections between consumers and traders, who can be manufacturers and intermediaries" [40]. Another well-known domestic scientist - E.V. Romat believes that marketing communication is "the provision of relationships with buyers, intermediaries and other market participants in order to establish planned relationships with them" [50, p. 286]. This, in turn, according to the scientist, should help the initiator of marketing communications (that is, the company) to achieve its marketing goals [50, p. 287].

The very term "communication" comes from Latin. communico, which means "making common, connecting, communicating." In explanatory dictionaries, the term is interpreted as a message, communication, transfer of information from person to person. Scientists E. Rogers, R. Agawala-Rogers define communication as "a process by which a certain idea is transmitted from a source to a recipient with the aim of changing the behavior of this recipient." American specialist in social psychology T. Shibutani notes: "Communication is, first of all, a type of activity that facilitates mutual adaptation of people's behavior. Different movements and sounds become communicative when they are used in interactional situations". Other scientists believe that communication is "the transfer of information between two autonomous systems, which are two people".

Therefore, based on the systematization and critical analysis of the definitions of "marketing communications" presented in the economic literature, it is possible to propose a more relevant definition of this term, according to which marketing communications are mechanisms for producing and conveying the information necessary for the enterprise to its target audience. The ultimate goal of marketing communications is the formation and dynamic support of a certain positive image of a brand, a manufacturing company, its trademarks, and encouraging the target audience to make purchases. At the enterprise level, communications represent a dynamic process that includes not only information flows, but also the entire range of psychological interaction both within the workforce and with external business partners [41, p. 240]. Thus, marketing communications can be considered as a tool for coordinating the interests of the producer and consumers; as a process of interaction between the subjects of the marketing system regarding coordination and adoption of tactical and strategic decisions regarding marketing activities [41, p. 241]. The main purpose of marketing communications is to provide consumers with information about the possibility of choosing the offered products.

Some of the given and considered definitions of the essence of marketing communications are based on the diagnosis of the functions performed by the marketing communications system in the marketing activities of enterprises. The main functions of marketing communications are listed in Table 2.

Table 2

The main functions of marketing communications

Authors	Functions of marketing communications
Primak T.O.	Informative; interactive (stimulating); expressive
Romat E.V.	Informational; expressive; pragmatic
Lukyanets T.I.	Informational and communicative; regulatory and communicative; affective and communicative.
Sinyaeva I.M., Zemlyak S.V.	Organizational and technological; consultative; prestigious; barrier; humanistic
Osovska G.V	Achieving social community while preserving the individuality of each of its elements; administrative; informative; emotional (emotional); factual
Prokhorova T.P., Hron O.V.	Emotional (emotions); connotative (incitement to action, attracting attention); referential (concentration on the object, topic, content); poetic (aesthetic); factual (as establishing and maintaining contact); metalinguistic (focusing on message codes).
Larina Y.S., Ryabchyk A.V. etc.	Informative; belief; image creation; support; personal experience of buyers and their reviews about the product

Source: generated by the author

The functions of marketing communications depend on the chosen means of marketing communications and the tasks that the enterprise sets for itself. The main functions of the marketing policy of communications can be considered:

- informing function – providing information to the target audience about goods/services, properties, quality of goods, services, methods of their use, place of purchase, prices, promotions, about the manufacturer, its activities, etc.;

- the function of persuasion (convincing) – convincing the target audience of the high quality of goods or services, of their advantages over competitors, of the need to purchase these goods or services, to make a purchase immediately, to choose a place of purchase, etc.;

- forming function – formation of the target audience's image, image of the company, trademark, product, service, loyalty, positive opinion about the given company, goods or services, interest, prestige, pleasant atmosphere, etc.;

- reminder function – reminding the target audience about the presence of these goods, services, their quality, properties, characteristics, methods of application, places of purchase, prices, activities of the enterprise, firm, etc.;

- stimulation function – stimulation of the target audience to take a certain action: trying the product, making a purchase, purchasing these goods and services, visiting a given outlet, buying goods or services at this particular time, etc.;

- function of provision – provision of flow, movement of communication messages and appeals to the target audience, provision of feedback from the target audience to the enterprise, customer service, provision of necessary information, etc.

Marketing communication policy is one of the components of the enterprise's marketing complex. An attractive product offer of the manufacturer, spreading through an extensive sales system, only then finds the consumer and satisfies his needs, when it is supported by an appropriate communication program and activities.

Therefore, marketing communication policy includes any form of actions used by the enterprise to inform, persuade and remind about its products, services, images, ideas, social activities or influence on society. Marketing communications policy is a set of measures used by an enterprise to inform, persuade or remind consumers about its goods or services. Quite often in the scientific literature, this block of marketing elements is called "promotion", but it is far from the same thing [33, p. 56]. The identification of communication policy with product promotion leads to a misunderstanding of its essence and, as a result, irrational use of the potential of marketing communications in the market activity of enterprises.

Promotion should be understood as a set of marketing mix measures aimed at combining the efforts of manufacturers and intermediaries in adapting the product characteristics to the requirements and needs of consumers in order to effectively transfer ownership of the product from the manufacturer to the end user [49]. Some researchers are convinced that the term "promotion" is much broader than marketing communications. This opinion is supported by the domestic scientist T.O. Primak [48, p. 375]. The main idea of this position is that "promotion of goods" is a more general concept than marketing communications, and includes the use of all elements of the marketing complex, including marketing communications to move goods on the market. Marketing communications are the activities of the enterprise aimed at informing, persuading and reminding the target audience about its products, stimulating their sales, creating a positive image of the enterprise in society and establishing close mutually beneficial partnership relations between the enterprise and the public, as well as evaluating the market situation through the reverse information flow in order to adapt the goals of the enterprise to the situation that has developed [49, p. 15].

Systematization of research allows us to distinguish several approaches to the concept of "marketing communication policy". According to the first approach, the communication policy is a perspective course of action of the enterprise and the presence of a well-founded strategy for the use of a complex of communication tools and the organization of interaction with all subjects of the marketing system, which ensures stable and effective activity in the formation of demand and promotion of goods and services to the market with with the aim of meeting the needs of customers and making a profit [40, 43, 44]. The second approach allows us to interpret communication policy as "the development of a stimulation complex, that is, measures to ensure effective interaction of business partners, organization of advertising, sales promotion methods, public relations and personal sales" [39, p. 94]. The third approach to the definition of communication policy defines it as "a purposeful activity of a firm to regulate the movement of information messages and flows, which carries out planning and interaction with all subjects of the marketing system based on a justified strategy of using a complex of communication elements" [31, p. 109]. According to another approach, the marketing policy of communications is "a science that considers the system of general instructions, criteria and guidelines in the sphere of relations between the enterprise and organizations - on the one hand, and their customers, on the other, with the aim of achieving marketing goals." A number of other scientists note that the marketing policy of communications is "a set of measures used by the enterprise to inform, persuade, remind and shape the consumer's views on the product and image of the enterprise" [41, p. 239]. The goal of the company's communication policy is to create competitive advantages, consisting of production and consumer (competitive positions) advantages [45, p. 111]. The main tasks of marketing communication policy are [41, p. 247]:

- creating a prestigious image of the manufacturer and its products;
- creation of conditions for informing potential consumers about goods, prices, features of use of goods, etc.;
- informing about the competitive advantages of the goods offered by the manufacturer over the goods of its competitors;
- offering new goods, services, ideas on behalf of the manufacturer;
- maintaining the popularity of products that are already on the market;
- provision of information on conditions for promoting the sale of goods;
- development of marketing communication measures that would convince consumers to buy goods of this particular manufacturer;
- providing feedback to the consumer to determine the attitude towards the manufacturer and his goods and others.

In the conditions of competition, in order to achieve the expected result, expand product sales markets, and create a positive image, enterprises use the communication model proposed by the American scientist F. Kotler, which forces one to abandon passive adaptation to market conditions and switch to a policy of influencing the market in order to actively form demand for products offered on the market [41, p. 240]. The communication model reflects the process of marketing communication (Figure 1). All communication involves an exchange of signals between a sender and a receiver, and the use of a coding and decoding system through which messages are created and interpreted.

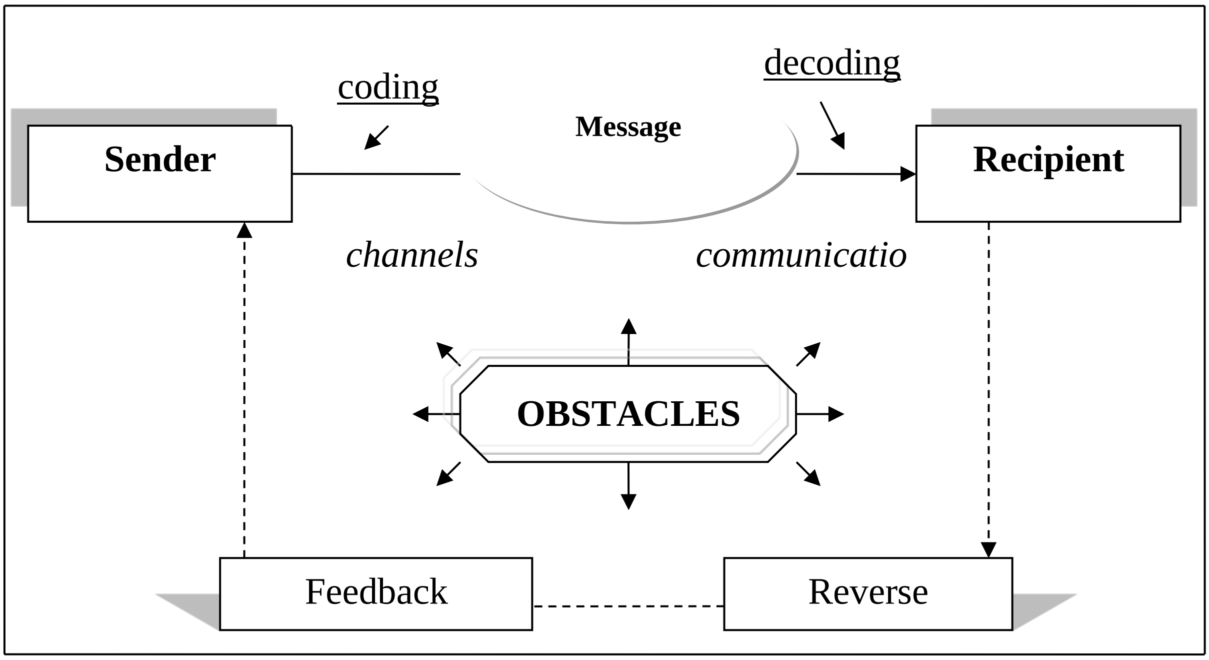

Figure 1. Modern communication model in the marketing system

Source: defined and constructed by the author

The sender (or communicator) is the party that sends the relevant information to the recipient, at the same time defines the target audience and the goals of the communication. Coding (the form of the image of the message) is the transformation of the idea of communication into a form that is convenient for the consumer and effective from the point of view of communication tasks: texts, symbols, images, signs, etc. Appeal (message) is the main means of the communication process; information that is transmitted by the sender to the recipient in the form of words, images, sounds, symbols, etc. Decoding is the process of deciphering a message, as a result of which the symbols received through communication channels acquire a specific meaning for the consumer. The recipient (or communicator) is the party that receives the appeal and the information it contains, i.e. the target audience. Feedback - feedback from consumers, their actions as a result of receiving a request. Feedback is a part of the feedback that the receiver brings to the attention of the sender in the form of specific actions or communicative attitudes. Obstacles (barriers, noise) are unconsidered and unwanted interventions in the process of marketing communication, obstacles in the way of message transmission. Most often, obstacles arise due to the fact that consumers have selective attention (the consumer pays attention to what catches the eye - a headline, an attractive illustration, a concise and small text, etc.), some distortion or twisting of the message (the consumer perceives the appeal the way he wants to hear it, which corresponds to his principles, views), selective memorization (a limited amount of information remains in a person's memory for a long time). Obstacles can be: physical (damage to communication media), psychological (ambiguous perception of certain codes), cultural (different meaning and perception of media and codes) [41, p. 241].

The importance of communication policy for enterprises is determined by the realities and features of the state [37, p. 28]: high saturation of the market, the demand of which is largely determined by the need to replace the consumed product; problems with creating fundamentally new products; high standards for goods that make it difficult to differentiate products due to quality or price. Therefore, the modern market is characterized by increasingly saturated market space with information, its significance and value are growing. In these conditions, the processes of forming consumer demand and preferences, and the implementation of marketing influence on them, are significantly complicated. In this regard, the importance of marketing communication policy can be noted recently.

The given communication model reveals the key conditions for the effectiveness of marketing communication, which involves complex development and management decision-making in the field of marketing communications. The effectiveness of marketing communications significantly depends on the personal characteristics of each of the subjects of the marketing system, as well as on the means of marketing communications used and the methods of their implementation. The basis of the effectiveness of marketing communication solutions is the following functional components:

- information – the enterprise informs target groups of audiences about the existence of certain goods or services and explains their purpose, which is especially important for new goods;

- persuasion is especially relevant for the purposes of forming a favorable attitude, the attitude of the target audience towards the enterprise and its trademarks, making purchases;
- image creation - sometimes in the markets, the image of the enterprise created through marketing communications is the main difference between trademarks and the only way to differentiate trademarks on the market;
- reinforcement - the main part of the appeal, aimed not so much at attracting new buyers, but at convincing existing consumers that by purchasing the product of this manufacturer, they made the right choice;
- personal experience of buyers and their feedback about the product/service is the main component that is crucial for feedback.

The marketing policy of communications serves all components of marketing activity: work with goods, price policy, distribution channels of goods. The product, its quality, properties, specific characteristics, design, packaging, as well as the level of prices, the competence and friendliness of the sales staff, the level of service - all this carries a powerful informational and emotional signal, which the manufacturer or seller of the product conveys to consumers using the means of marketing communications . Therefore, information about goods, services, ideas, the manufacturing enterprises and trade organizations are the basis of all activities of the enterprise in the marketing policy of communications. Information should influence consumers and bring additional benefits to businesses.

Thus, the communication policy is one of the most important elements of the marketing complex, which allows you to determine the target audience, develop a product promotion strategy, provide information to consumers in the form of advertising about the product or service, which ultimately, with the correct use of the communication policy, leads to obtaining the maximum profit An effective communication policy is designed to provide the consumer with the necessary knowledge about the characteristics and quality of goods and services, the terms of concluding agreements, the features of a competitive offer, to arouse the affection of buyers, to create an atmosphere of emotional mutual understanding, goodwill, and trust between producers, consumers, and society. The key to effective management of the company's marketing communications is orientation to long-term programs that are implemented on the basis of a systematic approach.

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4.2 The structure and tools of the marketing communications complex

According to the definition of domestic scientists, the complex of marketing communications is "a system of measures of information activity aimed at persuading the consumer to look for and buy the company's products and to stimulate his purchasing activity" [41, p. 244]. All means of marketing communications are closely related to each other and have a common goal - to accelerate the promotion of goods in target markets, to encourage buyers to take active actions. They help to achieve a common goal in different ways and play different roles in the implementation of marketing tasks. In order to achieve success, communication activities must be complex in nature, carried out regularly, which will contribute to the establishment in the minds of consumers and the formation of their positive perception of information.

The complex of marketing communications is a complete set of managed communication elements, manipulating which the company has the opportunity to present a product or service in an attractive way for target audiences. The communication element as an integral part of the promotion complex ensures the achievement of the necessary level of communication in the relationship and interaction with other communication elements. But despite the fact that the use of marketing communications is necessary for every enterprise, quite often a communication element acquires specific features, and while its goals remain unchanged, the content of a communication element can change both in terms of the number and nature of the types of activities included in it [53, p. 6].

In the scientific literature on marketing, there are other definitions of the complex of marketing communications, in particular: the complex of marketing communications is "a set of methods and techniques of transmitting information about a company or a product for the purpose of promotion on the market" [53] According to the national scientist E.V. Romata, the communication complex is "the interconnection of the four main elements of marketing communications", and the marketing communications system is "one of the elements of the marketing complex, the purpose of which is to ensure communication with buyers, intermediaries and other participants in market activity, as well as the formation demand and stimulation of sales of the firm's goods" [50, p. 195]. It should be noted that some domestic scientists do not define the complex of marketing communications in their scientific works. They indicate only the ingredients, means and tools that it includes.

The research results showed that the complex of marketing communications includes various elements or means of marketing communications. According to many scientists, the main elements that make up the complex of marketing communications are: advertising, public relations, means of sales promotion and personal sales [34, p. 178]. Also, for the modern conditions of market development, eight main communication components are distinguished: public relations, advertising, sales promotion, personal sales, telemarketing, fair and exhibition activities, interactive marketing and packaging [53, p. 16]. Other scientists name PR, advertising, sales promotion, specialized exhibitions and personal sales as the main means of marketing communications. Scientists often include the following communication elements in the complex of marketing communications: advertising, sales promotion, personal selling and publicity.

American scientists Henry Assel and F. Kotler include four main elements in the complex of marketing communications, namely: advertising, sales promotion, personal selling and publicity [31, 38]. According to Klaus Moser, the complex of marketing communications includes advertising, personal selling, sales promotion and public relations [42]. According to other American scientists, the complex of marketing communications includes six main means (tools), namely [51]: 1) Advertising - advertising; 2) Direct marketing - direct marketing; 3) Interactive/Internet marketing – interactive/Internet marketing; 4) Sales promotion – sales promotion; 5) PR/publicity – public relations, publicity; 6) Personal selling. Scientists M. Levy and B.A. Weitz distinguish the following means of communication: advertising, sales promotion, public relations, store atmosphere and personal selling [47, 48].

On the official website of the American Marketing Association, the classification of marketing communication tools is based on their goals and the following classification is made: advertising, personal selling, sales promotion, public relations and relationships with consumers [56]. In scientific works on marketing by Western scientists, it is noted that the complex of marketing communications includes four directions [37]: 1) advertising in mass media; 2) sales promotion – sales stimulation; 3) public relations - relations with the public; 4) direct marketing – personal advertising offers for identified consumers. Domestic scientist Primak T.O. identifies six main tools of marketing communications [48]:

- advertising — any paid non-personalized form of informational influence on the consumer with the aim of forming motives for purchasing goods;

- personal selling - any paid form of oral presentation of the product in the process of a conversation with one or more potential buyers during its sale in order to form motives for buying a certain product and partners with the aim of possible concluding agreements on further cooperation;

- sales promotion — short-term paid coercive measures to encourage the target audience to purchase goods and fruitful cooperation;

- propaganda - any free, voluntary personal form of information influence on the public with the aim of informing them about the company, its activities and the products it produces;

- public relations — any paid form of personal or non-personal information influence on the public with the aim of forming a positive attitude towards the company, its activities and the goods it produces, with the help of mass media;

- direct marketing — a paid form of personal information influence on consumers and partners through targeted appeals with the aim of forming motives for purchasing certain goods, long-term mutually beneficial partnership relations and involving them in a dialogue mode.

Each of the components of the marketing communications system has its own characteristics, but they all complement each other, creating a single complex. Directing its communication efforts to the addressees, the company hopes for the desired reaction, namely: from consumers - the purchase of the company's goods; from suppliers and marketing intermediaries — cooperation on mutually beneficial terms; from the contact audience — if not support, then lack of opposition; from state administration bodies — formation of the regime of the greatest assistance [47, 48]. Each of these groups of means of influence is characterized by specific methods of communication: exhibitions, fairs, product demonstrations, displays at points of sale, etc. Also, communication tools can include product design, packaging, the smile of a salesperson-consultant, thanks for purchasing a product or service [47, 48].

So, after analyzing literary sources, we established that the main tools of marketing communications include advertising, sales promotion, direct marketing, public relations, and personal selling. However, the structure of marketing communications can be different. In particular, Ukrainian scientists rarely refer Direct Marketing to the main tools of marketing communications. Other main tools are present in almost all authors [35, p. 2.28]. It should also be noted that marketing communication tools often include propaganda, exhibitions and fairs, less often the Internet, sponsorship, patronage [35, p. 2.29].

In European literature, the main instruments are quite stable, so it is difficult to determine that some of them are less common than others. Synthetic tools of marketing communications are very diverse. Most often, among the tools of marketing communications, you can find the Internet, exhibitions, packaging, corporate style. Marketing communication tools rarely include seminars, presentations, product demonstrations. It should be noted that the environment in the store is also classified as a marketing communication tool. With the development of technology, marketing communication tools began to include SMS, MMS, etc. Therefore, an extremely wide range of measures is attributed to marketing communication tools, since all the listed means and tools really affect the buyer (consumer) and correspond to the goals and objectives of marketing communications.

In the American scientific literature, scientists note that sales promotion and personal selling are also tools of marketing communications, but they are used less often than advertising. However, in practice, the opposite situation can be observed - there is a rejection of advertising designed for an impersonal audience, as it is more effective to give preference to personal selling, where the consumer is personified. This discrepancy between theory and practice is explained by the fact that some of the American publications are highly specialized, that is, dedicated to a specific direction (in particular, advertising). Thus, if a scientist does not speak directly about marketing communications, it is difficult to determine what else, apart from advertising, he refers to as tools of marketing communications. As for the synthetic tools that American scientists attribute to communications, the most common are the Internet, corporate identity, exhibitions, packaging, fairs, and sponsorship. Less common tools of marketing communications are propaganda, seminars, presentations, social events, store design, service [35, p. 2.30].

Summarizing the above approaches to the classification of marketing communication tools, communication elements are: advertising, public relations, sales promotion, direct marketing, personal selling, exhibitions, fairs, packaging, sponsorship, branding, advertising at the point of sale, product placement, rumors, social events. It is these means that reflect the goals and methods of influencing the buyer at all stages of making a purchase decision and ensure the repetition of this process in the future (Figure 2). So, the composition of marketing communication tools has already gone beyond the five main tools. Product packaging, product demonstration process, store environment, service, i.e., direct interaction between the buyer and the company representative also act as means of marketing communications [35, p. 2.31].

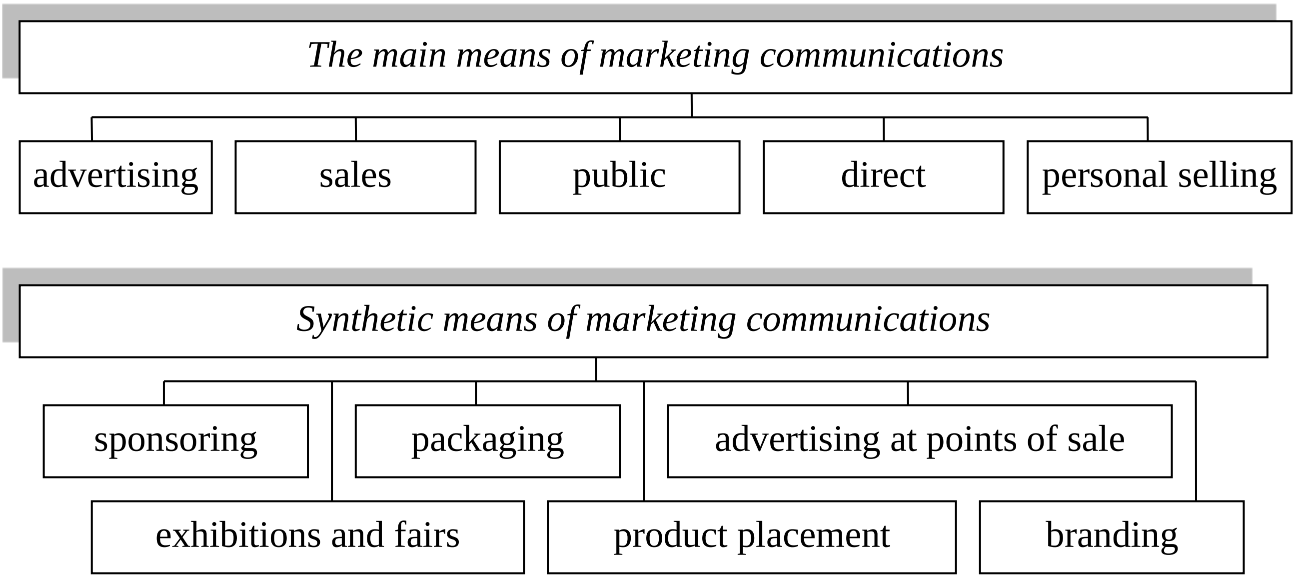

Figure 2. Complex of marketing communications

Source: defined and constructed by the author

All tools of marketing communications are closely related to each other and have a common goal - to accelerate the promotion of goods in target markets. The characteristics of the main means of marketing communications are given in Table 3. The most common synthetic tools of marketing communications are:

- exhibitions and fairs — a form of organization of relationships between producers and consumers (buyers) in places where their goods are displayed at specially organized demonstrations;
- branding — an area of the marketing communications system that deals with the development of a brand name, style, its elements, the formation of a unique image of the company and its promotion on the market;

- sponsoring — sponsoring activity of the company, carried out on the principle of reciprocity; form of relations using advertising, sales promotion, public relations, personal selling;

Table 3

Advantages and disadvantages of means of marketing communications

Marketing communications	Advantages	Disadvantages
Advertising	Coverage of a territorially large market; quick informing of consumers; the possibility of multiple repetitions for the same audience; effective, expressive presentation of information; the ability to adjust messages over time; small average costs (per potential contact).	High total cost of its production and presentation; impossibility of dialogue with the audience; high percentage of useless audience; impossibility of implementation an individualized approach to each consumer.
Stimulation sales	Focuses the attention of consumers on a specific product; uses the profit motive and encourages the consumer to make a purchase by offering something; directs to immediate purchase; implemented in a short period of time, without particular difficulties.	It is used for a short time and not on a permanent basis; sometimes is the most expensive means; hinders the formation of consumer loyalty, which reduces the number of regular customers.
Personal selling	Provides personal contact with the buyer, the possibility of "buyer-seller" dialogue; concentrates on clearly defined target markets; immediately reveals the negative reaction of potential buyers.	High costs during one contact; the need for specialized professional training of trade representatives; inability to cover a large territorial market.
Public relations	Provides consumers and society with reliable, objective information; forms a truer perception of information in the consumer, establishes trusting relations between the enterprise and society; covers a wide range of consumers; will form a positive image of the company for a long time.	Impossibility of complete control by the enterprise on informing the society; lack of guarantees of positive perception of information; long-term formation of positive public opinion or the impossibility of quickly obtaining a result.
Direct marketing	Enables buyers to save time, quickly and conveniently conclude deals; to receive goods at a convenient time and in a convenient place.	High risk in the purchase process; the need for a customer database and their constant updating.

Source: determined and created by the author

- product placement — a form of product promotion, which is carried out due to the effective integration of advertising functions with the product and/or service in the media program in order to improve the product's position and its success on the market;

- advertising at the points of sale is a complex method of marketing communications, which includes elements and methods of advertising, sales promotion, personal selling, public relations, merchandising and other communication measures directly at the points of sale of goods or services;
- packaging is one of the most effective means of communications, the mission of packaging is the organization of relations between the manufacturer and the consumer by forming a general impression of the product by using the properties and capabilities of the product's material shell.

Therefore, at the current stage of competition in the markets, professional communication support is necessary, which actively affects the internal environment of the enterprise (personnel) and the entire market infrastructure: commercial intermediaries, sales staff, buyers. The main object of influence of the complex of marketing communications is the consumer, his behavior and the modification of this behavior in the interests of the enterprise while taking into account the interests of the consumer. According to this, the content of the complex of marketing communications is constantly expanding with the help of synthetic tools of marketing communications. An increasing number of marketing communication tools, which are currently used more often than others, and which are the most effective, should be designed for direct interaction with the buyer (consumer). It is also necessary to pay attention to modern communication tools, which are associated with the development of the informatization of society, the emergence of new forms of trade, focusing on a specific consumer, precisely on his requests and needs.

It should be noted that one of the most effective methods of using marketing communications in conditions of intensified competition is integrated marketing communications, which enable enterprises to successfully convey information to the target audience, develop a clear and convincing perception of consumers about their products, develop loyalty, form the necessary image of the enterprise, increase sales volume, market share, get planned profits, etc. [52, p. 307]. Integrated marketing communications can be considered as "optimal combination and application of a set of interconnected and coordinated various means of marketing communications for the promotion of goods on the market in order to maximize the effect of their action and achieve the communication goals of the enterprise". As noted by domestic scientists, integrated marketing communications is a two-way process that provides influence on target and other audiences and helps to obtain counter-information about the reaction of these audiences to the influence exerted by the enterprise. These components are equally important because, ultimately, their unity helps to increase the economic performance of the enterprise [52, p. 309].

Therefore, integrated marketing communications is the optimal combination and use of various means of marketing communications agreed upon in the aggregate in order to maximize the effectiveness of the promotion of goods and services on the market. The synergistic effect or the effect of synergism consists in the fact that the optimal combination and combined use of separate means of the marketing communications complex significantly exceeds the communication and economic effect of each separate means of marketing communications in the form of their simple sum. In other words, the simultaneous use of several tools of the marketing communications complex makes it possible to obtain a greater effect than the use of each of them separately.

Integrated marketing communications in foreign countries are gaining more and more popularity every year. The use of integrated marketing communications enables foreign companies to successfully convey information to the target audience, develop a clear and convincing perception of consumers about their goods and services, develop loyalty, create demand for goods or services, increase sales volumes, market share, receive planned profits, etc. Integrated marketing communications are also strategically important for domestic enterprises, as their application is one of the easiest and simplest ways to maximize the return on investment in marketing and promotion of products and services on the market. In addition, the implementation of integrated marketing communications allows you to simultaneously solve two important problems: 1) promotion of goods and services on the market using various tools of the marketing communications complex, which are coordinated among themselves and do not contradict each other; 2) achieving the maximum effectiveness of promoting goods/services due to the optimal combination of various means of the marketing communications complex. Advantages of integrated marketing communications:

- powerful action of mutually agreed communication means;
- a higher level of coverage of the target audience compared to the use of each means of marketing communications separately;
- stronger influence on the target audience;
- achieving the purity of the communication process as a result of breaking through barriers and obstacles;
- avoidance of duplication of means of marketing communications;
- cost savings due to the exclusion of elements of parallelism;
- adaptation of manufacturers to the changing marketing environment.

The practical use of integrated marketing communications is effective both for large companies and for medium and small firms, enterprises, consumer and industrial organizations, as well as for the service sector. Integrated marketing communications should be aimed at changing the behavior of existing and potential consumers in order to make them purchase the offered product, ensure competitive advantages and stable positions in the market.

Every enterprise faces the question of which means of marketing communication, which combination of them is appropriate to use. All means of marketing communications differ in their versatility, nature of impact on the target audience, and complexity. Most effectively, the problem of choosing the means of marketing communications should be solved comprehensively. When developing the structure of the marketing communications complex, a number of factors should be taken into account (Figure 3) [49, p. 22]:

- the main goals of the enterprise for the nearest period and perspective;
- the use of marketing to achieve the set goals and the place of the marketing communications system in it;
- characteristics of product consumers;
- characteristics of the market;
- characteristics of the product or service;

- traditions of the enterprise regarding communication policy and competitors.

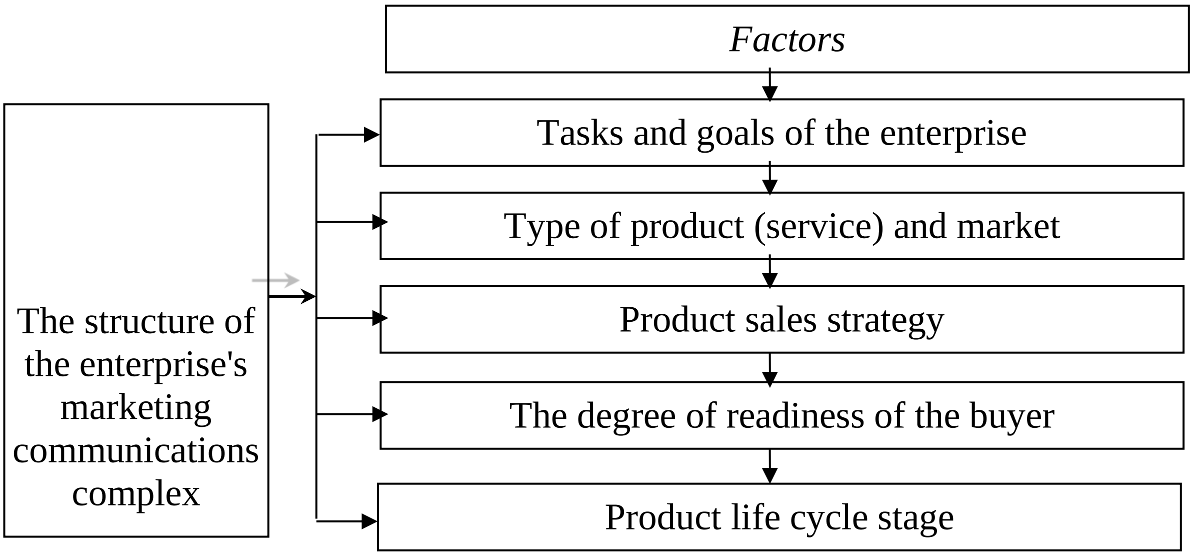

Figure 3. Factors affecting the formation of the structure of the enterprise's marketing communications complex

Source: determined and created by the author

The purpose and goals of the enterprise: the choice of means of marketing communications and their structure depend on the purpose and goals of the enterprise, which may be: increasing the sales volume of goods/services, entering new markets, improving, maintaining or changing the image of the enterprise, positioning or repositioning of goods.

Type of goods and market: depending on the type of goods that are produced, as well as the type of market in which these goods are sold, the choice and structure of marketing communication tools changes. For different types of products and types of markets, the effectiveness of using each marketing communication tool will also be different. In particular, advertising, sales promotion, and direct marketing will be effective for the consumer market and consumer goods; for goods of individual consumption - direct marketing; for industrial goods and the industrial market, personal sales, industrial exhibitions and fairs will be effective.

Purchasing status of consumers and the target audience: depending on the purchasing readiness of consumers, the choice of means of marketing communications and their effectiveness changes. In particular, at the stage of consumer awareness of products, advertising and public relations are the most effective, at the stage of consumer persuasion, the effectiveness of sales promotion tools increases, at the stage of making a purchase, personal selling is more effective.

Product sales strategy: the structure of the means of marketing communications depends on the product sales strategy (Figure 4), which is guided by the enterprise in its activities to achieve the set goals: the strategy of promoting products (personal selling is considered more effective) or the strategy of attracting (engaging) consumers (effective there is advertising).

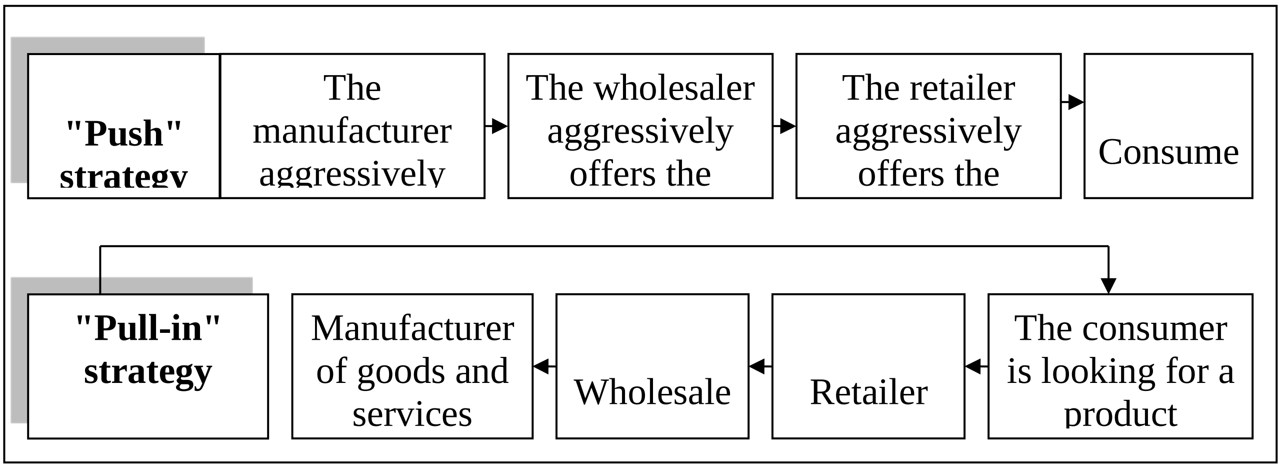

Figure 4. Strategies for selling goods on the market

Source: determined and created by the author

All means of marketing communications are interchangeable. Therefore, coordination of work on marketing communications should be carried out by the marketing department. Thanks to this, there is an opportunity to quickly make changes to the company's communication policy. Therefore, when planning marketing communications, it is necessary to analyze the following factors [49, p. 22-26]: external environment of the enterprise; the ability of the target audience to accept appeals and communicative measures; the nature of the influence of the mass media on the target audience, the ability of the company's own personnel to develop such a marketing communications plan that would be favorably perceived by the audience and provide profit to the manufacturer.

There are other approaches and views of scientists and practitioners regarding the structure of means of the marketing communication complex. In particular, the choice of means of marketing communications can be different, based on the stage of the product life cycle. Any product (goods) in its development goes through the following four stages: introduction, growth, maturity, decline. Accordingly, each stage of the life cycle needs its own specific combination of means of a complex of marketing communications (Figure 5).

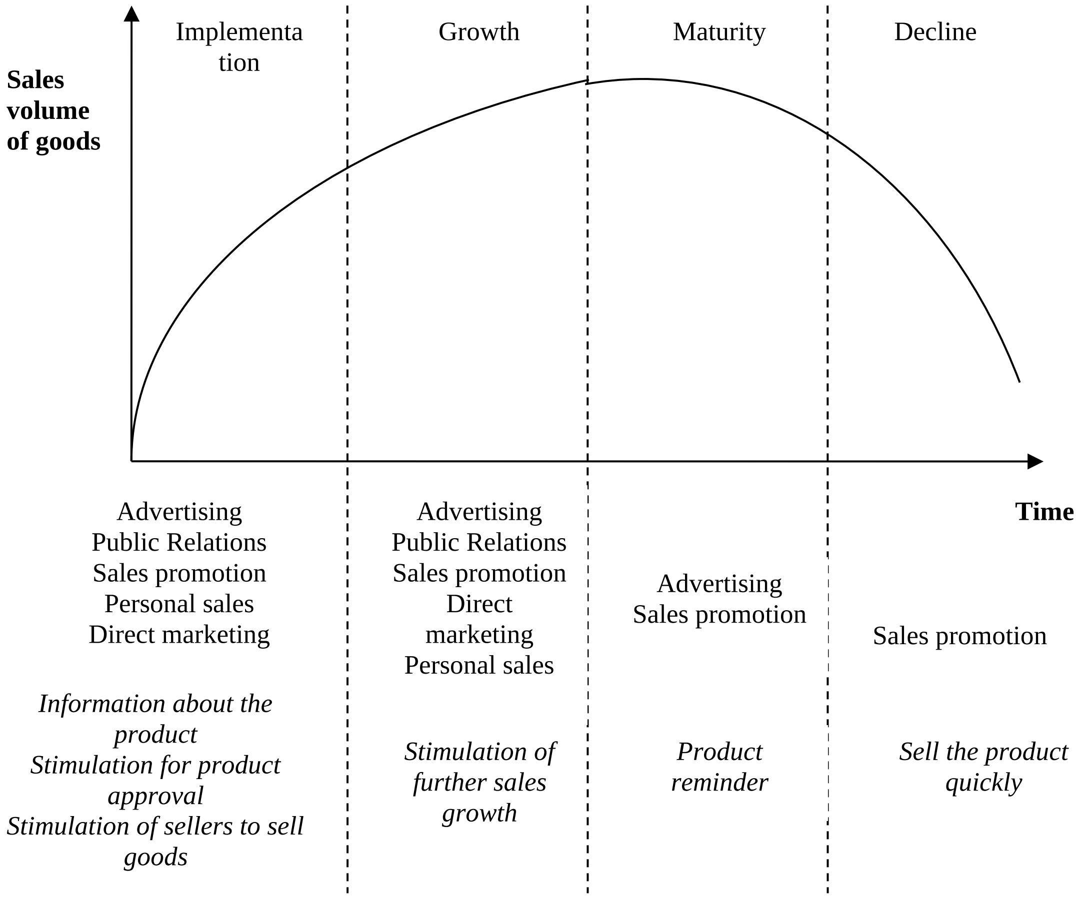

Figure 5. Stages of the product life cycle and the choice of means of marketing communications

Source: determined and created by the author

In the practical activity of enterprises, the choice of means of marketing communications and their structure, in addition to the listed factors, can be influenced by other factors, in particular: the amount of means and funds allocated to marketing communications; size, location and geography of the market; degree of consumer concentration; type of target audience; cultural and personal characteristics of consumers; rules, laws, traditions of different countries; level of competition; saturation of the market with goods; place and methods of sale of goods; the role and importance of mass media in the country, etc.

4.3 The process of planning marketing communications at the enterprise

The marketing communication policy of the enterprise is impossible without the planning of means of marketing communications. The process of development and planning of marketing communications, according to many domestic and foreign scientists, consists of six stages (Figure 6) [41, c. 248]. It should be noted that the planning, formation and effective implementation of marketing communications in modern conditions is one of the main tasks of the market activity of the enterprise and an effective tool in the competition. A number of measures must be taken to form marketing communications at the enterprise.

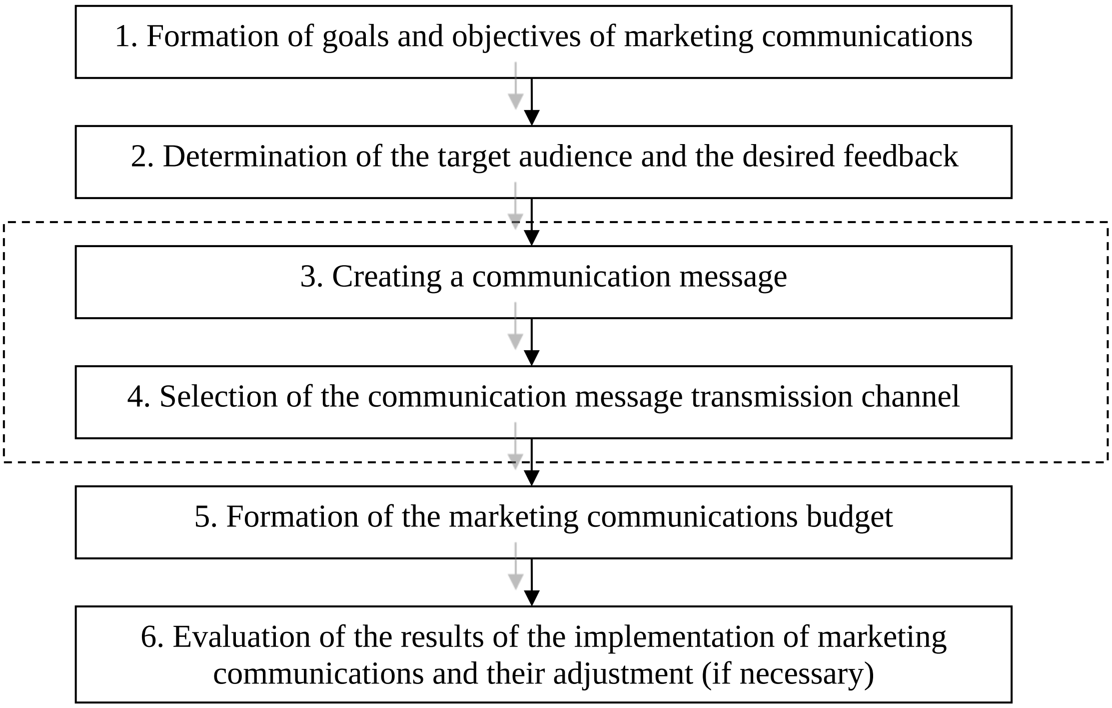

Figure 6. The process of planning marketing communications at the enterprise

Source: determined and created by the author

The first stage. The starting point for the development and planning of marketing communication tools is the definition of their purpose and task. The impact on consumer behavior, the feedback of the target audience, the content and structure of the communication message (appeal), the choice of communication channel, the structure of the means of marketing communication, as well as the effectiveness of the communication policy and marketing activities of the enterprise as a whole depend significantly on the set goal and tasks of marketing communications. General goals and objectives include:

- increase in sales volume of goods/services, market share;
- increasing the level of profit from the sale of goods/services;
- stimulation and activation of demand for goods/services;
- informing consumers about goods/services or the company;
- convincing consumers of the correctness of the choice or advantages of the product/service, trademark;
- forming a favorable attitude of consumers towards goods/services;
- improvement of opinion about the enterprise, its goods/services;
- ensuring the release of goods/services, trademarks to the market, etc.

When determining the purpose and tasks of marketing communications, it is necessary to focus on the available means, financial opportunities, take into account the level of competition, possible obstacles and the real state of the target audience. This requires an analysis of the market situation, that is, the conditions, factors, subjects and forces that surround the enterprise and affect its activities. The purpose and tasks must be defined clearly and concretely, which will make it possible to monitor their implementation, to make appropriate adjustments in the event of certain complications. At each stage of the product's life cycle, the goal and objectives of marketing communications change. At the implementation stage, most measures are aimed at drawing consumers' attention to the product/service. The next stage of the life cycle focuses on the transfer of information about the characteristics of the product, its conformity to the tastes and needs of consumers in order to identify the attachment of consumers to this product (service) or trademark, increase, activation of the purchase and sale of the product. At the maturity stage, the manufacturer only reminds consumers of the existence of this product or brand.

When forming the purpose and tasks of marketing communication tools, there is also a need to shape the behavior of consumers before, during the purchase and consumption of goods. There are three most common hierarchical models of appropriate behavior and response. The first model: "know - feel - do" - is most suitable in the case when consumers want to choose one product from a large number of offered models. The second model: "do-feel-recognize" - is used when the target audience is interested in the product, but does not feel the difference in product categories or brands. The third model: "recognize-do-feel" - is used when the target audience has little interest in the product, and also does not understand the differences between its categories or brands.

The next stage of planning involves determining the target audience, i.e. the company researches the market and determines the circle of its potential and real consumers. The target contact audience includes:

- potential buyers of the company's products;
- existing consumers of the company's goods;
- persons who make purchase decisions;
- factors that influence purchase decisions.

It is the target audience that the company will address in the communication process. The sender's decision about what, when, where and how to address the target contact audience is determined by its specific features. In this regard, it is necessary to know as much as possible about the target audience: its behavior, value system, habits, lifestyle, characteristics, etc. This will make it possible to properly direct information and get the desired feedback [41, p. 250]. At the same time, it is necessary to take into account the fact that the target audience can be in one of six states of purchase readiness (Table 4). Depending on the choice of the target audience, the company will plan a system of marketing communications. At this stage, the desired reverse reaction is revealed. Knowing the target audience, its condition, awareness of the product, degree of readiness to make a purchase, etc., the process of marketing communication is directed to a specific, possible result in a given situation [41, p. 251-252].

Table 4

Six states of consumer readiness to by

Consumer status	Characteristics, explanation
knowledge	if most of the audience is not informed about the product, then the task of the sender is to convey the necessary information to the target audience (using simple appeals, repetition)
awareness	if the audience knows only about the existence of the enterprise or product, then it is necessary to expand the appeal, make it more informative
predisposition	the task is to determine the attitude of the audience to the product, which was previously informed about this product
advantage	if the audience likes the product, but does not give it preferences, then it is necessary to form a new system of preferences (emphasis on the quality of the product, its value, efficiency, etc.)
conviction	if the target audience prefers a certain product, but has not yet decided to buy it, then consumer beliefs are formed that the purchase of this product is the best choice
purchase	if part of the target audience is loyal to the product, but for certain reasons refuses to make a purchase, then in this case the task is to bring the audience to a final decision (price reduction, offer to try the product, etc.)

Source: determined and created by the author

At this stage, the desired reverse reaction is also determined. Knowing the target audience, its condition, awareness of the product, attitude towards it, degree of readiness to make a purchase, as well as personal characteristics of consumers, lifestyle, etc., the process of planning and implementation of marketing communication is directed to a specific, possible in this situation final result.

One of the main elements of the marketing communications process is the appeal. In an ideal case, the appeal attracts attention, arouses interest, desire and stimulates action. The use of the scheme "attention-interest-desire-action" helps the enterprise to achieve the desired result even when influencing individual stages of the buyer's decision to purchase [41, p. 250]. The process of creating an appeal involves answering four questions: what to say to the target audience (the content of the appeal), how to logically organize the appeal (the structure of the appeal), how to convey it with symbols (the design of the appeal) and from whom it will come (the source of the appeal). The following levels of influence on consumer behavior are distinguished:

- cognitive - transfer of information about product quality and properties;
- affective – formation of a certain attitude to the product;

- suggestive – suggestion that is carried out using both rational and psychological arguments;
- conative - definition of consumer behavior, "pushing" the consumer to certain actions (for example, buying a product).

A communicative message (appeal) should also include a certain motivation of the target audience. The desired reverse reaction of the target audience is possible only if the motive embedded in the communicative appeal coincides with the wishes and needs of the target audience. There are three groups of motives [41, p. 251]:

- rational motives - economy, health, convenience, reliability;
- emotional motives - self-realization, significance, pride, love, joy, freedom, interest in novelty, patriotism, fear;
- social motives - justice, decency, law and order, etc.
- lo address.

In the process of creating an appeal, the content, structure, form and source are determined. When determining the content of an appeal, three types of appeals can be used: 1) based on rational arguments; 2) emotion-based and 3) moral-based appeals. A rational appeal is designed for the interests of the audience and shows that the product has the stated advantages: appeals that demonstrate the quality of the product, its properties, economy, value or effectiveness. An emotional appeal is designed to evoke negative or positive emotions that motivate consumers to purchase a given product. The moral appeal has a social character and is aimed at "reaching" the feelings of the consumer [50, p. 138].

In the process of developing the structure of the communication message, it is necessary to determine the following: - it is necessary to make a clear conclusion in the message or to give the opportunity to do so to the target audience (respectively, a hard or soft structure of the advertising appeal); - present arguments only "for", that is, name only the advantages of the product in the message (appeal), or provide arguments both "for" and "against", that is, name both the advantages and disadvantages of the product; - it is necessary to determine when to give the most valid and effective arguments - at the beginning, in the middle or at the end of the communication message.

The marketer must give his appeal the appropriate form, which depends on the channel and medium of marketing communication and is characterized by considerable diversity. Example:

- when placing an ad in the press (print advertisement), the sender must think through the title, text, illustration and color design;
- if the message will be heard on the radio, it is necessary to choose the right words, characteristics, sounds, voices, melody;
- if the appeal is broadcast on television or in person, then, in addition to all the above-mentioned elements, the persons presenting the product must follow their facial expressions, gestures, clothes, hairstyles;
- if the appeal is transmitted using the product itself or its packaging, the sender must pay considerable attention to the color, texture, smell, size and shape, etc.

The appeal must be delivered to consumers in a timely and effective manner, so the next stage of planning is the selection of means of information dissemination (appeal source). For this, firstly, appropriate channels of communication are chosen - personal (experts, consumers, personal sellers, retailers, etc.) or impersonal (mass media system, public events, exhibitions, fairs, etc.), and secondly - information carriers, taking into account such features that make the information carrier authoritative, worthy of attention and trust from the target audience. Such traits can be decency, honesty, professionalism, attractiveness.

When choosing a source of appeal, the following factors can be taken into account: competence, probability and sympathy factor [56, c. 11]. Competence – special knowledge of the sender of the message. Doctors, teachers, scientists, athletes, etc., are considered competent in their field, depending on the type and type of product offered. Credibility – objectivity and honesty of the source of the communication message. Consumers, first of all, trust their friends, relatives, colleagues, acquaintances, and not random persons. The sympathy factor describes the attractiveness of the source of the communication message to the target audience: sincerity, sense of humor, naturalness, frankness, etc.

Personal marketing communication channels are direct communication between two or more people for the purpose of familiarization, discussion and promotion of a product, service or idea. Communication can take place in the form of a dialogue, an address of one person to another or to an audience, a telephone conversation, a presentation, etc. Personal communication channels are effective for small businesses due to limited funds; with a high concentration of the target audience; when selling expensive goods, unique goods, high-risk goods and goods that require demonstration of them in action; if necessary, taking into account the customer's personal, specific or individual requirements, etc.

Impersonal communication channels transmit a communication message (address) without personal participation in it. These include:

- mass media, which consist of: printing media - newspapers, magazines, direct mail; broadcasting media - radio, television; electronic means - the Internet; means of outdoor advertising - announcements, signs, posters, billboards, etc.;
- interiors (atmosphere) is an "environmental tool" that prompts a potential consumer to purchase a product or strengthens his intentions to make such a decision;
- measures (events) are specially organized actions aimed at conveying certain communication messages, appeals to the contact audience.

Most of the communication messages that are transmitted through non-personal communication channels are carried out on a paid basis and are considered less effective compared to personal communication channels. At the same time, impersonal communication channels provide a much larger number of contacts, compared to personal communication channels, cover a wider audience, etc.

Implementation of the marketing communications process requires significant costs. In this connection, the determination of the necessary budget, i.e., the funds needed for marketing communications, becomes particularly relevant. In the scientific literature, there are several most common approaches to calculating the budget of marketing communications [37, p. 29]. The most progressive is the calculation of the budget based on the purpose and tasks of the enterprise. Its progressiveness lies in the fact that in the process of marketing communications such amount of money is invested, which is necessary for the implementation of all planned activities. However, this is not always possible given the company's available resources. Also known is the method of "preliminary allocations for marketing communications, increased by a certain percentage" [37, p. 29]. This approach is used in the case when the company aims to strengthen its activity on the market (increase in market share, product sales, etc.). This method is not applicable at the last stages of the product life cycle, as well as when the company intends to exit this business [37, p. 29].

The method of calculating the budget of marketing communications from available funds (residual method) is the allocation of the amount of funds for marketing communications that, according to the company's specialists, they can afford, based on the company's available funds. That is, first the total income of the enterprise is determined, from which constant and variable costs are subtracted, then a certain amount of funds is allocated from the balance for communication activities. The disadvantage of this method is the residual principle: due to limited funds, communication measures may not fulfill their purpose. The method of calculating the marketing communications budget as a percentage of the sales volume: the marketing communications budget is calculated as a certain percentage of the revenue of the current or forecasted year. This method is quite popular, since the basis of calculation is clearly defined, in addition, the method is based on the results of the company's activity in the past and the sales forecast in the future. The disadvantages of this method are: exaggeration of the role of intuition; the communications budget may have little to do with other marketing activities.

The method of competitive parity: the budget for communication activities in the enterprise is formed on the basis of the corresponding costs of competitors. Proponents of this method put forward two arguments: the costs of competitors reflect the experience accumulated by the industry; keeping a proportion of marketing communications budgets protects the industry from "communication wars". However, it is doubtful that the competitor knows the "magic number" of the optimal budget for marketing communications. Disadvantages of the method: there is no comprehensive information on the costs of competitors; there are no two identical enterprises (they differ in popularity, customer loyalty to the brand, certain characteristics of the product), and the method is based on the assumption that the image of competing enterprises and competing products is equal to each other.

The method of calculating the budget depending on the goals and tasks: involves the formation of the budget of marketing communications through the definition of the communication goals that must be achieved and the communication tasks that must be solved. The sum of these costs will make up the communication budget. In other words, such amount of funds is allocated for marketing communications, which is necessary to achieve the goals of communications and to solve all the tasks of marketing communications.

This method is considered the most accurate and effective, because clearly defined goals are reinforced with the necessary funds and are easily controlled. The main question is what place belongs to communication in general communication measures, as well as communications in general means of marketing-mix (in relation to improving product quality, reducing prices, increasing the level of service provision, etc.). The method of determining the budget per product unit: a certain amount of funds is allocated to the marketing communications budget from each product unit relative to its price. The use of this method is appropriate in the case when the structure of the company's product range and the indicators of product sales are stable for a long time [41, 37, p. 29].

Evaluating the results is a rather difficult matter if the marketing structure includes a significant number of factors affecting sales volumes. Evaluation of the communication and economic efficiency of marketing communication is carried out on the basis of feedback from consumers. Means of feedback accounting are: - surveying consumers regarding receiving a communication message, its level of perception, memorization, evoking certain emotions, influence on consumer behavior, attitude to the product, etc.; - collection of statistical data on changes in the volume of product sales, number of purchases of the product by one consumer, attitude towards the product.

In the process of evaluating the effectiveness of marketing communication, an analysis of the economic (for example, the difference between the income from a communication event and its costs) and socio-psychological (for example, consumer awareness, loyalty to a brand) consequences of the implementation of marketing communication is carried out, taking into account the costs of its implementation.

The economic efficiency of marketing communications is determined in most cases using evaluation, comparative and calculation methods. Usually, to determine economic efficiency, the following is carried out:

1) assessment of changes in sales volumes before, during and after marketing communications;

2) assessment of the correlation of marketing communications costs and product sales volumes;

3) assessment and analysis of experimental sales of goods without and with marketing communications and others.

The effectiveness of marketing communication means always involves measuring the result from the use of marketing communication and the costs of its use in monetary terms. That is, the effectiveness of marketing communications can be determined by comparing the company's income from the volume of sales of goods before and after the use of marketing communications tools, taking into account the costs of marketing communications. If the sales revenue after the implementation of marketing communications significantly exceeds the level of revenue before the implementation of marketing communications, then the marketing communications have worked effectively.

The socio-psychological (communication) effectiveness of marketing communications as a whole allows to determine the level of transmission of the communication message to the target audience and the level of formation of the company's desired views, opinions of consumers and consumer behavior. The most common methods of determining the socio-psychological effectiveness of marketing communication are survey and testing methods, which are carried out before, during and after the implementation of marketing communication.

It should be noted that the use of marketing communications, on the one hand, is reflected in the results of economic activity, and on the other hand, it leads to the need for investments, the implementation of current costs for maintaining the marketing communications system at the appropriate level. Striving for the maximum impact of marketing communications on the results of economic activity determines the need to integrate marketing tools into a certain configuration, which should be optimal from the point of view of ensuring the effectiveness of marketing communications.

4.4 Methodology for evaluating the effectiveness of marketing communications

Ensuring efficiency is one of the components when making managerial decisions of various levels regarding marketing communications. The effectiveness of marketing communications can be determined by the following parameters: acquisition of a certain image, reputation, loyalty; increase in the degree of product promotion activity; additional involvement of customers in consumption; increase in repeat purchases by regular customers; correct use of marketing communication tools depending on the life cycle of the product; obtaining additional profit due to creativity, quality, new communication technologies, etc. The concept of the effectiveness of marketing communications always implies a comparison of the result obtained from the use of marketing communications with the amount of costs in monetary terms. And if these expenses were expressed in an increase in the volume of sales, then, of course, this marketing communication is effective. In the process of monitoring the effectiveness of the marketing communications complex at the enterprise, absolute and relative indicators are calculated, communicative and economic efficiency is determined.

Absolute effectiveness is determined by comparing the results of testing communication activities with current standards or samples of the effectiveness of marketing communications. The communication status of the target audience is also evaluated before and after the communication campaign. The relative effectiveness of the application of marketing communication measures is calculated, firstly, through the ratio of the volumes of concluded agreements for the sale of goods/services before and after the implementation of the communication campaign and the funds spent on it, and secondly, through the change in the percentage of awareness of the given target audience about the consumer enterprise, its goods and services and conditions of their purchase.

Evaluation of the effectiveness of marketing communication is carried out on the basis of feedback from consumers. The socio-psychological (consumer awareness, brand loyalty) and economic (difference between the income from the communication event and its costs) consequences of the implementation of the communication event are analyzed [56]. As a result of the general assessment of marketing communications, the following are determined [56]: to what extent the message turned out to be adequate to the purpose and task of communication; whether the target audience is chosen correctly; whether the target audience remembers the appeal; how many times the target audience saw (heard) the advertisement, what moments were remembered and what impression it left; whether the means of marketing communications are correctly chosen to influence the target audience; what is the consumer's relationship to the product before and after seeing the advertisement; what specific actions did the message cause: how many people bought the product, talked about it with others, visited the store; whether the volume of product sales has increased, etc.

The main parameters by which the overall effectiveness of marketing communications is determined are: the level of image of goods and enterprises, their reputation on the market, attitude, loyalty of consumers, the level of attachment of consumers to goods; degree of activity of promotion and sale of goods/services; volumes of repeated purchases by regular customers; degree of attraction of new customers; the level of coverage of the target audience; obtaining additional income from the use of marketing communications due to creativity, quality of implementation of marketing communications, etc.

Studying the existing system of indicators for evaluating the effectiveness of marketing communications, we note that there is a significant number of scientific works on this issue by domestic and foreign scientists. Such scientists include: A.P.

Yehorshyn, T. I. Lukyanets, N. I. Noritsynu, V. P. Pelishenko, T. O. Primak, and others. They pay some attention not only to the development of these indicators, but also to the methodology of evaluating the effectiveness of the communication complex. Thus, according to these scientists, the method of evaluating the effectiveness of marketing communications consists of three stages:

- first stage: assessment of the effectiveness of the enterprise's communication activities as a whole. The degree of awareness of the company's goods and services before and after the events should be studied;
- second stage: evaluation of the effectiveness and popularity of individual communication tools for different target audiences;
- third stage: evaluation of the effectiveness of individual communication tools of the enterprise that are used.

Regarding the determination of economic efficiency, according to the domestic scientist T. O. Primak, methods are proposed that are based on determining the dependence of the economic indicators of the enterprise on the use of marketing communication measures: superimposing the effect of the use of combinations of different communication means on the increase in the volume of sales of goods (or services), economic and statistical methods of modeling the market reaction to the use of marketing communications, a model of dependence between income from communication activities and the success of the sale of goods (services), a normative model of relations, etc..

Scientist N.I. Noritsina offers a methodology for evaluating the effectiveness of marketing communications, which involves the implementation of four stages [44]:

Stage 1: determining the effectiveness and popularity of communication tools and the carriers of these tools;

Stage 2: determining the effectiveness of the company's communication activities by studying the degree of consumer awareness of goods/services before and after the communication campaign;

Stage 3: evaluation of the effectiveness of individual communication campaigns - with the help of their comparative evaluation, the reaction of the target audience;

Stage 4: evaluation of the synergistic effect of the joint use with a communication purpose of several mass media.

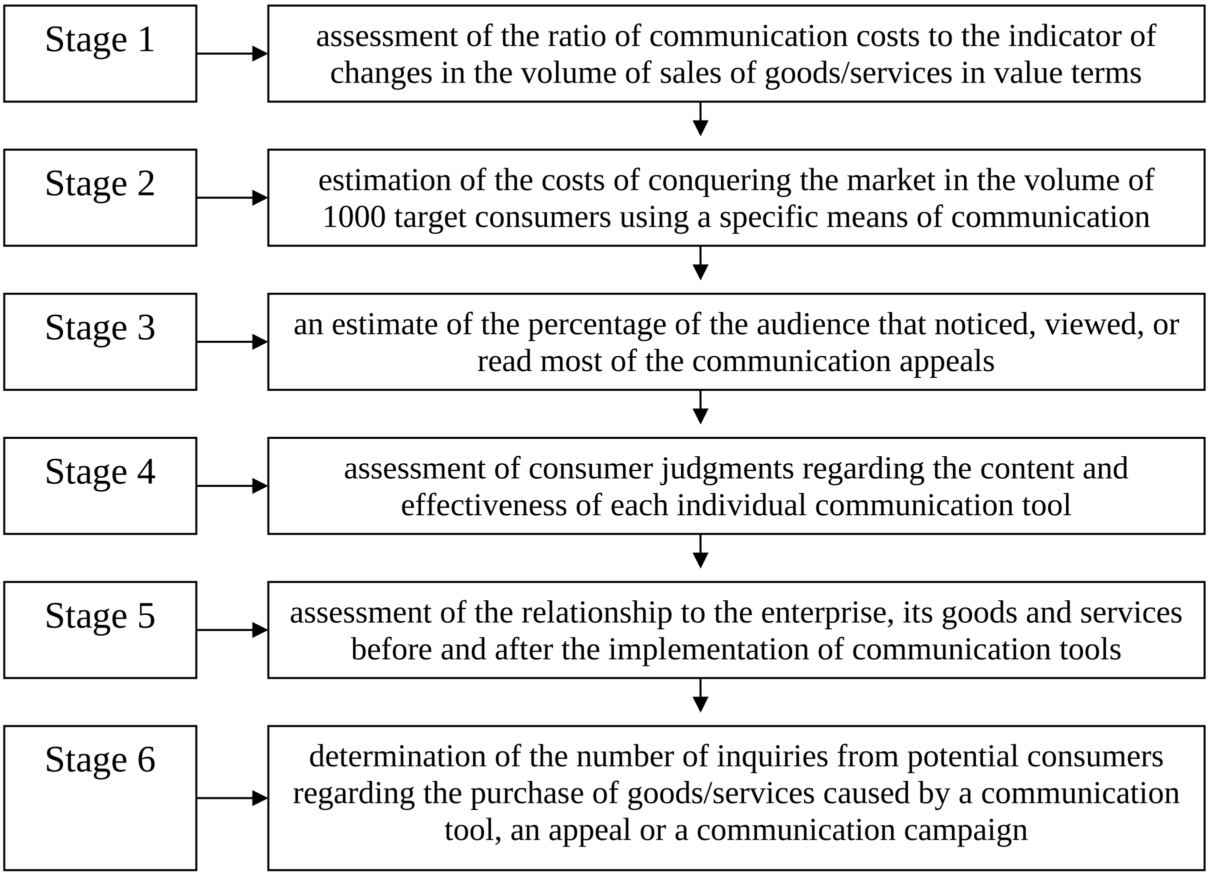

Figure 7. Methods of evaluating the effectiveness of marketing communication tools

Source: determined and created by the author

The methodology for evaluating the effectiveness of marketing communications is shown in Figure 7. In our opinion, the theoretical and practical developments of the domestic scientist T.I. Lukyanets are also quite important for practical application at enterprises. on evaluating the effectiveness of marketing communications [40]. The system of indicators for evaluating the effectiveness of the use of marketing communication tools, based on the views of the above-mentioned scientists, is given in Table 5.

Table 5

Criteria for the effectiveness of the company's marketing communications

Marketing communication activity of the enterprise		**Marketing communication campaign**	
Criteria for the enterprise	**Criteria for consumers**	**Criteria for the enterprise**	**Criteria for consumers**
• Increasing competitiveness; • Formation of a positive image; Establishing two-way communication with the public and the target audience	• Obtaining goods/services in the desired volume, place, time and at an acceptable price and settlement terms; • Maintaining two-way communication with the enterprise	• Public recognition of the enterprise; • Increase in sales volumes of goods/services; • Analysis of the relationship between the costs of communication activities and the increase in the volume of sales of goods/services; • The ratio of the number of persons familiar with the company's activities before the "event" and "after" it; • Comparison of the results of communication activities with similar activities of competitors	• Sufficient awareness of the company's activities; • Acquaintance with the list of goods and services, terms of their purchase; • Conviction regarding the authenticity of the purchase of goods/services from a specific enterprise

Source: determined and created by the author

The main point in the formation of the system for evaluating the effectiveness of marketing communications is the determination of the goals of their formation. In turn, the goal determines the subject, method and model of assessment. When determining the goals of marketing communication formation in the economic literature, two aspects are distinguished - economic and communication. The economic goals of the formation of marketing communications are connected and determined by the economic goals of the development of the business entity. In terms of product promotion, as a rule, two main groups of economic goals are distinguished:

1) goals related to income growth;

2) goals aimed at reducing costs.

The first group of goals is related to expanding the company's market share, finding and filling new market niches, improving the level of service, and diversifying activities. The second group includes such economic goals of marketing communications as demand management in time, aimed at weakening or eliminating sales fluctuations, as well as rationalization of sales. Communication goals include a different direction of the task of promoting a product or service and are related to the psychological characteristics of the perception and actions of various groups of consumers. As the main goals of communication orientation in the economic literature, the following are distinguished: awareness, knowledge, attitude, provision of preferences and persuasion of consumers [56].

To build a system for evaluating the effectiveness of marketing communications, it is also necessary to determine the "horizon of goals." Using the main provisions of marketing theory, economic literature identifies strategic, tactical and operational goals of marketing communications [56]. The communication and economic objectives of marketing communications can be presented taking into account the time horizon. Awareness can be recognized as the goal of the current period, the formation of knowledge and intentions to purchase a certain product - the goal of the medium term, and the maintenance of beliefs and stability of preferences - in the long term. The economic goals of marketing communications can be presented as basic indicators in the following sequence: growth in sales volume - in the short term, ensuring profit for development - in the medium term, and expanding market share - in the long term.

Highlighting two basic aspects in determining the goals of the formation and implementation of marketing communications, economic goals can be defined as leading, and psychological goals can be considered as providing and supporting the main, main - economic goal of enterprise development. So, if we consider the sequence of formation of means of communication from the point of view of goals, then they can be presented in the form of a sequential chain from communication to economic goals with a step-by-step breakdown by certain periods of time (Figure 8).

	Operational goals	Tactical objectives	Strategic goals
Communication goals	awareness	knowledge and intentions	belief support stability of benefits
Economic goals	growth of turnover profit growth	growth of turnover profit growth increase in market value.	growth of turnover market share profit growth increase in market value, etc.
General objectives of marketing	Creating value for the consumer, ensuring the competitive advantages of the enterprise		

Figure 8. Communication and economic goals of the formation of marketing communications of the enterprise

Source: determined and created by the author

The subject of measurement of product promotion results can be, and in principle should be, each of the clearly defined goals of marketing communications, both in real and time dimensions [55]. The subject of measurement, which reflects the absolute quantitative parameters of the enterprise's economic goals in relation to marketing communications, is the enterprise's economic results, namely: sales volume, profit volume, expenses, income, financial result. These indicators (in various combinations) are used to evaluate the economic result of marketing communications in both the short and long term. As for the quantitative evaluation of the communication effect, the subject of measurement can be the knowledge of consumers about the product, their behavior, as well as the degree of loyalty and the stability of the provision of benefits.

A comprehensive mechanism for evaluating the effectiveness of marketing communications, taking into account two areas of control - economic and social-psychological, is shown in Figure 9 [53].

The first block is aimed at a comprehensive analysis of the market environment. At this stage, the forecasted reactions of the market are modeled, in which various patterns of behavior of the participants of marketing interaction are determined during the implementation of the marketing communications strategy. With the help of marketing research methods, a set of controlled and uncontrolled factors of the market environment is revealed. A macroeconomic assessment of the enterprise's market management is given here. Changes in cash flow, investments, strengthening or weakening of tax policy due to changes in the national currency and other forms are also evaluated.

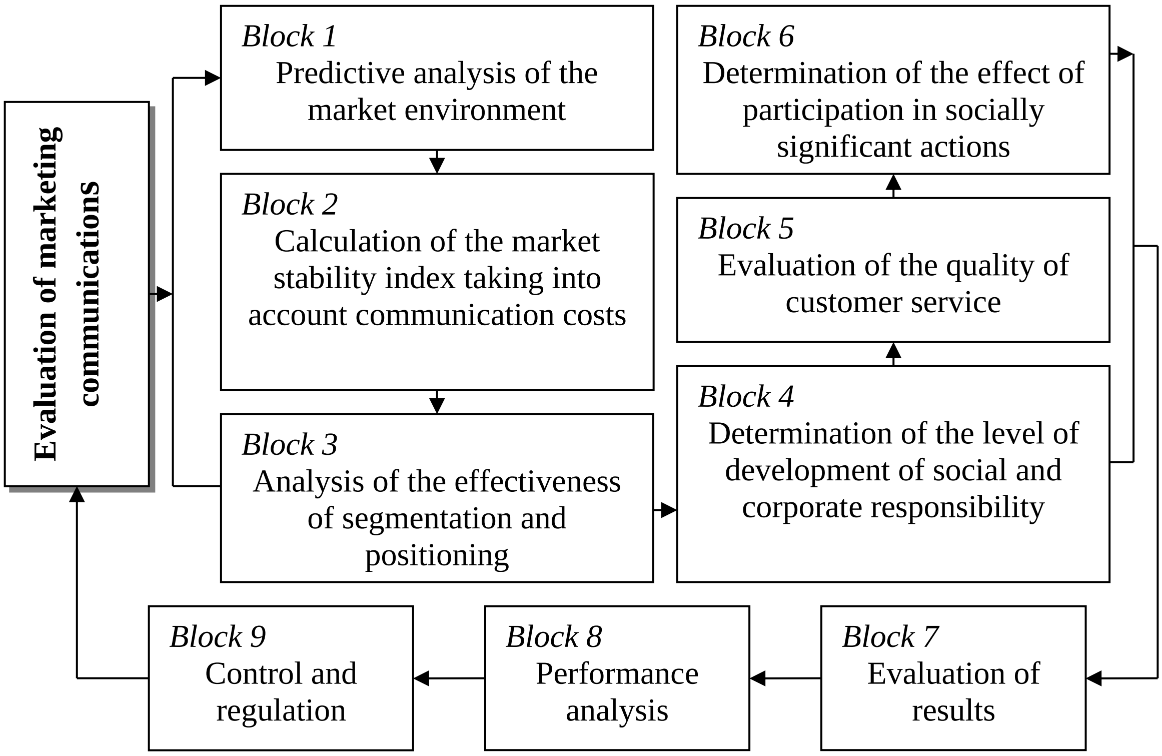

Figure 9. The mechanism for evaluating the effectiveness of the company's marketing communications

Source: determined and created by the author

The second block - the monitoring unit - is used to obtain a full assessment of the enterprise's market business, its true economic condition on the market of goods and services, taking into account communication costs. When evaluating the effectiveness of communications, it is advisable to use the methodology of determining the market efficiency index of a communications operation, for the entire period of its existence (t) [53]:

$$I_e = \frac{\sum_{t=1}^{T} D_t}{100\sum_{t=1}^{T}(R_t + P_t)} \quad (1)$$

where, D - total income from the communication operation;

R - total costs for communication operations (placing advertising and PR materials in mass media, participation in fairs, exhibitions, organization of presentations, etc.);

P - the expected aggregate of market losses during communications;

t=1,2...T - duration of the calculation period for the implementation of a specific communication operation in years, months.

The third block gives a description of communication work from the standpoint of the results of segmentation and positioning of the enterprise. At this stage, parts of the market are identified, as well as objects to which the enterprise's communication activities are directed. Segmentation allows you to maximize consumer satisfaction while simultaneously minimizing the company's costs for planning and implementing communication operations due to the correct appeal to the target audience.

The fourth block includes an assessment of the level of social and corporate responsibility. The main rules of which are: respect for individualism, orientation to the person, his creative possibilities, education of pride for the work done, development of corporate culture with its traditions, ethnic values, responsibility for environmental protection.

The fifth block is intended for the analysis of the quality of customer service. Within this block, a generalized indicator of the quality of consumer service is analyzed, namely [53]:

$$K = \frac{\sum X_1 + \sum X_2 - \sum X_3}{\sum X_1 + \sum X_2 + \sum X_3 + \sum X_4} \quad (2)$$

where: K is the service quality assessment factor;

X1 – grade "excellent";

X2 - "good" rating;

X3 – "satisfactory" rating;

X4 – rating "unsatisfactory".

If K is in the range of 0.8-1 - this is an excellent quality of service;

if 0.7-0.8 is a high quality of service;

If 0.6-0.7 — satisfactory quality of service;

if 0-0.6 - unsatisfactory quality of service.

The sixth block reflects the company's participation in socially significant actions. Among all areas of the company's activity, the most effective from a social point of view are PR campaigns related to philanthropy and sponsorship. For these areas, as a rule, the management of the company develops a PR campaign program. Calculation of the coefficient of participation in socially significant actions is calculated according to the formula:

$$C = \frac{P}{E} \times 100\ \% \quad (3)$$

where, C - coefficient of participation in socially significant actions;

P - profit from sales of products and provision of services;

E - expenses for socially significant actions in the field of sponsorship, patronage.

The higher the company's participation rate in socially significant actions, the higher its reputation among customers, social groups, and business circles.

The seventh block - evaluation of results. The main goal of this stage is to achieve the maximization of the economic and social consequences of the integrated use of the marketing communications system, progressive communication technologies, and the creation of the "image" of the enterprise in the eyes of the public. This stage involves substantiating the feasibility of implementing the main areas of communication policy using an integrated approach.

The eighth block - analysis of the effectiveness of the communication program. This block allows you to characterize the organization of the functioning of the communication system, as well as performance indicators. This stage characterizes the complex expenses for socially significant actions, for ensuring the recognition of the product, and the formation of the company's culture.

The ninth block of the mechanism for evaluating the effectiveness of the company's marketing communications is control and regulation. It assumes a clear functioning of the mechanisms of control over the total costs of measures for the formation of demand and sales stimulation, the effectiveness of each stage of the model. Special importance is attached to corrective actions through feedback [53].

In the scientific literature, there is also an approach that involves three main levels of work in the direction of organizing the evaluation of the effectiveness of marketing communications:

1) general assessment of marketing communications;

2) research of causal relationships between marketing communications and their results;

3) forecasting the results of marketing communications. The overall assessment of individual communications and marketing communications as a whole is a basic point in the overall marketing communications management system of any enterprise.

This level of work involves the substantiation of indicators of the effectiveness of communications and the study of their dynamics. Indicators of the dynamics of the number of consumers (before and after the communication tool), changes in the volume of sales of goods, costs for marketing communications, and financial results for the enterprise as a whole can be used as the main indicators. From the group of relative indicators that reflect the effectiveness of marketing communications, in the economic literature, the indicator of the degree of penetration of the means of appeal, the degree of attraction of consumers to the means of communication, the effectiveness of the publication of advertisements, appeals, catalogs, the profitability of the marketing operation and others are distinguished.

The next level of tasks for evaluating the effectiveness of communications is related to determining the cause-and-effect relationships between the marketing operation and its results. Experiments with different groups of consumers are necessary to prove the power of the influence of marketing communications on sales volumes.

This is the only way to determine the influence of communication components on consumer demand and exclude the influence of other factors of the external and internal environment of the enterprise.

The third level of problems in researching the effectiveness of marketing communications is related to forecasting the results of marketing communications. For this, functions are used that most accurately reflect the relationship between the budget and the dynamics of product sales. Dynamic models are also formed, regression equations are constructed - the dependence of sales volumes on the budget of marketing communications. Accordingly, enterprises dealing with tasks of this level must have the necessary opportunities and resources (material, financial, informational, intellectual) for the correct decision.

It should be noted that in the practical activity of enterprises, the economic efficiency of marketing communication activities as a whole and communication means separately is usually determined by the ratio between the enterprise's costs for advertising and the result obtained from advertising for a certain period of time, as well as advertising income (the change in the volume of sales of goods, determined advertising). The communication effectiveness of marketing communication activity reflects the quality of the transmission of the necessary information to the target audience and forms a positive attitude towards the company and the product.

So, marketing communications is a whole set of managed communication elements, tools and means, combining which, manipulating which the company has the opportunity to present a product or service in an attractive way for the target audience. The choice of methods and methods of implementation of marketing communications depends on a significant number of factors, both internal and external marketing environment of the enterprise. In modern conditions, the effective implementation of marketing communications is one of the main tasks of the enterprise's market activity, an effective means of competitive struggle, achieving competitive advantages and ensuring stable positions on the market.

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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.).

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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, an d 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).

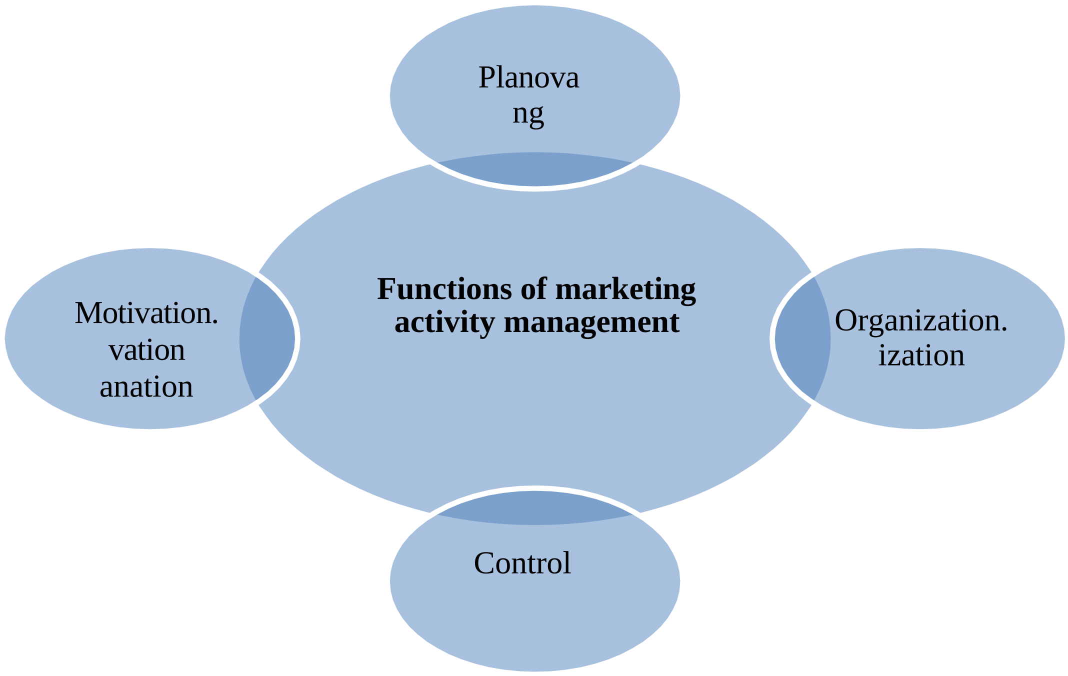

Figure 1.2 - **Functions of marketing management**
Source: based on [68].

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.

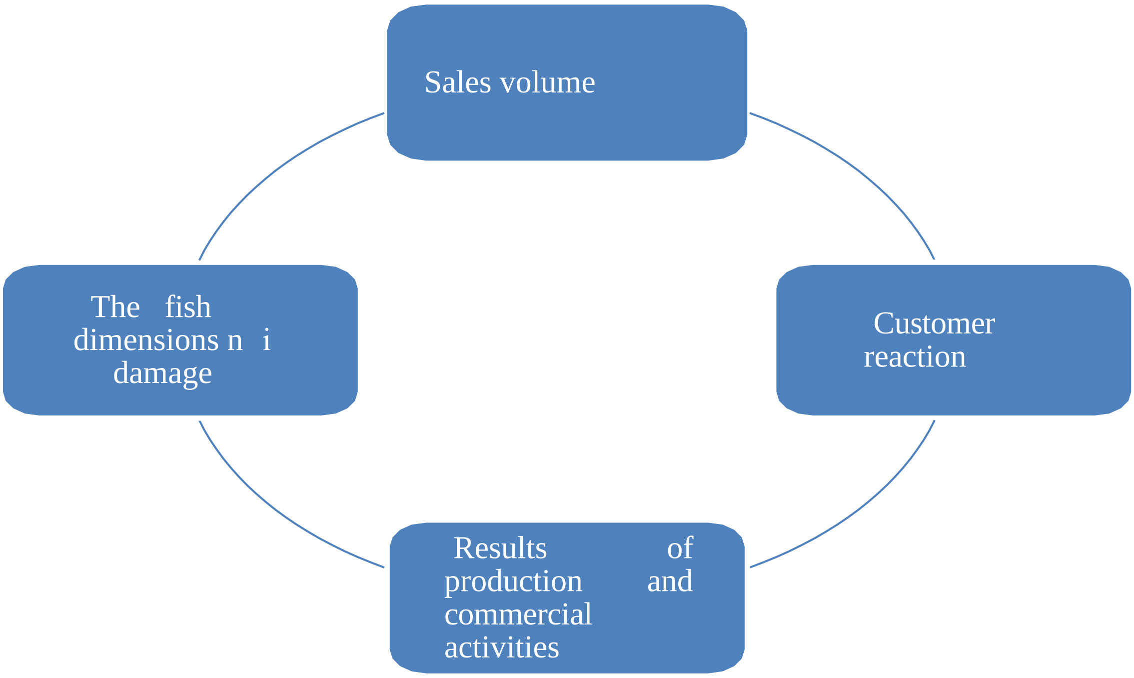

Figure 1.3 - **Scheme of objects of the control function of managing the marketing activities of the enterprise**

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 ; nature of the publication positive , neutral, negative; 5) number of publications; 6) cost of publication; 7) 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
Khrutskyi 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	ıcluding. Arable land	per farm, ha		grains	sunflower seeds	vegetables
				gricultural land	arable land			
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).

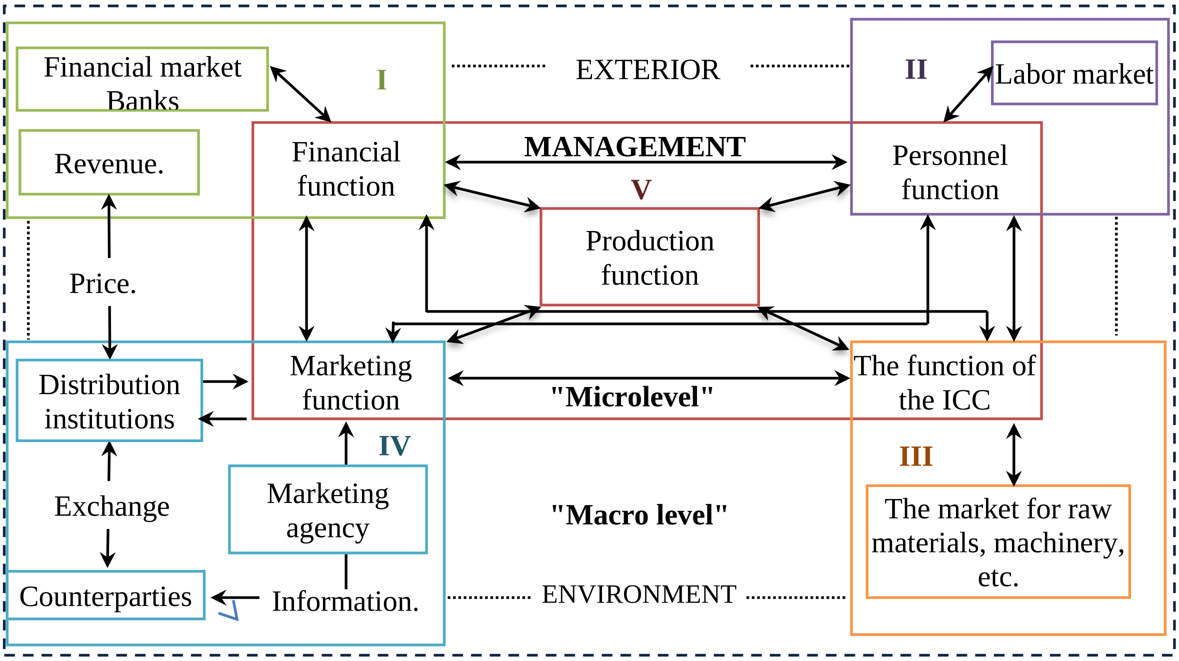

Figure 1 - **Farm management model** [58].

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.

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6. Marketing support of commodity producers in the pumpkin seed market

PREFACE

The most important task of Ukraine's agro-industrial complex is to provide the population with nutritious and high-quality food. The melon industry plays a significant role in this task, as its products are not only consumed fresh, but can also be used to make a variety of delicious dishes. Pumpkins are one of the most productive and profitable gourds, and they have recently become increasingly popular among consumers.

But pumpkin gives us another extremely useful product **- pumpkin** seed oil (pumpkin seed oil). "Green" or "black" gold **is how pumpkin seed oil is** called in European countries, not only because pumpkin seed oil is extremely healthy, but also because of the exceptional qualities of this product. Almost all pumpkin seeds collected in Ukraine are exported to Austria for further processing. A ton of "naked" seeds fetches about $1 thousand.

Today, Ukraine is among the top countries that grow Styrian pumpkins.

World pumpkin production in 2021 (including zucchini), mln **tons**

Production	**Including.**			
of all	**China**	**Ukraine**	**USA**	**Other countries**
23,4	7,4	1,3	1,1	13,6

Source: Production of squash, gourds and pumpkins in 2021, Crops/Regions/World list/Production Quantity (pick lists). UN Food and Agriculture Organization, Corporate Statistical Database (FAOSTAT). 2023.

The table shows that in 2021, the global production of pumpkins (including zucchini) amounted to 23.4 million tons, with China leading the way with 32% of the total. Ukraine, Russia and the USA were secondary producers.

Over the past 10 years, pumpkin cultivation has been ranging from 700-1170 thousand tons. The highest level of harvest was collected in 2021 - 1300 thousand tons, the lowest - in 2000 - 401.5 thousand tons, which is associated with a drop in yield to

160 centners per 1 hectare. By the way, pumpkin seeds are the only raw material that oilseed producers need - all pumpkin pulp remains on the field, where it is turned into fertilizer.

Therefore, the marketing support of the pumpkin seed production enterprise should be aimed at maintaining constant compliance of the defined goals with the available resources and organic interaction of raw materials, production, logistics, and service chains, which, in fact, is formed by marketing management tools. This statement highlights the general directions of marketing support for enterprises. Of course, each branch of agriculture, including pumpkin seed production, has its own specific features of production and consumption.

Marketing activities of agricultural producers of pumpkin seeds consist of a number of components: 1. Providing the company with quality and affordable raw materials. 2. Identification of existing and potential demand for products through a comprehensive study of the market and its development prospects. 3. Planning of product policy, assortment management, taking into account market needs and the company's potential.
4. Development of pricing policy. 5. A realistic assessment by the enterprise of its production, sales, export capabilities and advantages in comparison with competitors. 6. Development of containers and packaging, selection of special methods of advertising and sales promotion. 7. Planning of product distribution channels. 8. Management of the customer service process. 9. Formation of a marketing strategy.

However, the main unchanged elements and directions of marketing activities in the production of pumpkin seeds are: product, price, promotion and sales.

Recently, experts and researchers have been using the term "marketing support" quite often when characterizing marketing activities. There are many definitions and interpretations of this concept. We believe that the concept of "marketing support" is a set of all types of resources (both tangible and intangible) that comprehensively ensure the maintenance of the adequacy of the marketing system and process. From the point of view of a comprehensive approach, the marketing support system is a functional subsystem of enterprise management, and, in turn, includes a number of subsystems:

information, organizational, economic, legal, technical, social, software, mathematical, methodological, econometric, linguistic and other types of support.

Analytical data shows that the main reasons that complicate the creation of an effective system of marketing support for the activities of pumpkin seed producers are underestimation of the role and opportunities of marketing in improving the efficiency of this business; conducting marketing research without taking into account the specifics of the pumpkin seed market; insufficient use of software products to optimize the process of marketing management in this area.

This publication contains the results of our own research. The use of ideas, results, and texts of other authors is referenced to the appropriate source.

The marketing support system is necessary for the normal (qualitative and uninterrupted) functioning of the process of development and decision-making in the network of relationships between business structures involved in the process of exchange of values (goods and services) on a commercial or non-commercial basis. The marketing support system includes a number of subsystems, the main of which are information, organizational, legal, economic, technical, social and security subsystems. Based on this approach to marketing support, it should be noted that the current state of marketing at domestic enterprises is characterized by the following:

- Lack of market impact research methods developed with due regard to the specifics of the Ukrainian, regional and sectoral markets;
- reliance on intuitive rather than scientific methods.

Consideration of the concept of "marketing support" as a system makes it possible to determine the role and essence of the marketing category, designed to neutralize risk factors and threats to the implementation of the vision (strategy), to define the content and structure. The system of marketing support, as a subsystem of socially significant exchange relations (given that marketing is interdisciplinary in nature), is formed taking into account functional development and is a functional subsystem of management.

Thus, based on the key purpose and features of marketing (target orientation, gratitude), there is every reason to believe that it is necessary to ensure the implementation of this direction, which is actually the basis for the formation of the scientific category "marketing support" with its functional characteristics and place in the structure of scientific knowledge.

At the same time, marketing support, although determined by certain market relations, is based on certain approaches. The concept is based on the fact that marketing support develops in the process of overcoming contradictions between external conditions and internal capabilities of the enterprise. If marketing support allows for a correct assessment of the objective market environment and is based on its scientific analysis, does not ignore the peculiarities of production development related to the production of competitive products, it can effectively influence the process of forming needs. The process of marketing support unfolds in the unity of interconnections, interdependencies of the objective and subjective, market and internal. At the same time, it can be analyzed from different angles. First of all, it is necessary to distinguish between: the main directions and objectives of marketing support; subjects of marketing support; the means used; the most effective ways, methods and forms of its implementation.

Marketing support is necessary, first of all, to shape the process of development and decision-making in the system of interaction between business structures involved in the marketing process of exchanging services and goods on a commercial basis.

The main tasks of marketing support are:

- training related to the possibility of using marketing tools in conducting market research;
- Developing principles and programs of marketing activities based on knowledge and market practice;
- constructive implementation of the marketing philosophy and tools in economic relations;
- support and development of innovative activities.

Marketing activity as the most important function in the field of entrepreneurship should ensure a stable, competitive position of the subject of the marketing system in the market of goods and services, taking into account the state of the internal and external environment.

Marketing research has shown that there are a large number of unresolved problems. Marketing support for the activities of an economic entity is one of the main priorities for their successful development. However, it should be noted that each enterprise has its own characteristics, so the mechanism of formation of marketing support for their activities depends on many socio-economic, organizational, technical and legal factors, and is based on a group of critically important, controllable factors. At the same time, the main role is assigned to the use of marketing tools in the study of market processes both for enterprises producing products and intermediary structures related to their promotion to the market.

INTRODUCTION

Relevance of the topic. The issues of marketing support for the activities of enterprises are now gaining considerable relevance and attracting the attention of both scientists and practitioners. The authors pay attention to the study of theoretical aspects of the concept of marketing support of an economic entity in the pumpkin seed market. Marketing support is considered to be the main function in the field of market relations development, which is designed to ensure a high competitive position of a business entity, taking into account the external and internal environment. The article analyzes the current practice of marketing support and issues related to the adoption of marketing management decisions by pumpkin seed producers.

This is what made this study necessary.

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 marketing support for commodity producers in the pumpkin seed market, substantiated the principles of effective preparation of management decisions to optimize the means and channels of sales of pumpkin seeds and its processed products.

Purpose and objectives of the study. The purpose of this paper is to analyze the theoretical and methodological foundations of marketing support for the activities of economic entities and to develop practical recommendations on the mechanism of its formation.

Achieving this goal necessitated the following tasks:

to disclose the essence of marketing support and its main features for the implementation of marketing activities in the pumpkin seed market;

to consider the problems of information support of enterprises;

to actualize the need for marketing support of business entities to improve efficiency and competitiveness;

to propose a mechanism for marketing support of activities in modern conditions and a scientific approach to determining the place and function of marketing support;

characterize the main tasks of marketing in modern conditions.

to analyze the specific features of marketing activities in Ukraine and to consider the directions of increasing the efficiency of marketing support for pumpkin seed producers in modern conditions;

to substantiate the key models of organization of marketing support activities depending on the specifics of pumpkin seed producers.

Object of research. The object of the study is the processes of formation and functioning of marketing support for commodity producers in the markets of pumpkin seeds and its processed products.

The subject of research. The subject of the study is a set of theoretical, methodological and applied approaches to marketing support of enterprises in the pumpkin seed market of Ukraine.

Research methods. To achieve the goal and solve the tasks, the following methods were used in the work: abstract and logical (for theoretical generalization of the essence and content of the regional pumpkin seed market); monographic (for studying the practice of marketing activities in the market of pumpkin seeds and its processed products); graphical (for visual representation of the components of the pumpkin market and the economic efficiency of production and sale of seed products);

index (for a summary characterization of changes in the volume of production and sales of pumpkin products in the

The research is based *on the* legislative and regulatory acts of Ukraine, official data of the ministries and departments of Ukraine, the State Statistics Service of Ukraine, statistical and financial statements of enterprises, scientific developments, monographs and publications of domestic and foreign researchers, analytical and logical generalizations and observations of the author, and information resources of the Internet.

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 (5.63 d.a.).

SECTION I "Marketing research of the market of sunflower seeds and products of its processing" in the monograph Marketing research. edited by Professor V. K. Zbarsky. Kyiv. CP "COMPRINT". 572 **c.**

Chapter 10. "Formation of marketing support for the activities of commodity producers in the market of pumpkin seeds" 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.

1. Avramenko R.F. Marketing principles of sunflower market development and its processing products in Ukraine. Visnyk of Cherkasy National University named after B. Khmelnytsky. Series "Economic Sciences". T.27. №1-2. C. 139-148.

2. Avramenko RF Formation and development of marketing in the market of pumpkin seeds. Visnyk of Cherkasy National University named after B. Khmelnytsky. Series "Economic Sciences". T.27. №3-4. C. 138-146.

6.1 THEORETICAL AND METHODOLOGICAL BASES OF MARKETING SUPPORT OF AGRICULTURAL ENTERPRISES

6.1.1. Methodological principles for ensuring the development of marketing activities of agri-food enterprises

In today's economic environment, one of the main trends in the global economy in general and national economies, in particular the economy of Ukraine, is the ever-growing dynamism of changes in the external environment of enterprises, including agricultural ones. Changes in the external environment constantly create both opportunities and threats to their stable functioning. Therefore, for the successful functioning and development of enterprises, there is an objective need for continuous and high-quality management to ensure the efficiency of activities, including marketing.

In the theory and practice of marketing, the term "marketing support" is used by researchers and specialists in a variety of contexts when describing marketing activities, but, nevertheless, it can hardly be said that it carries a very specific, consistent, more or less clearly perceived by all the same meaning. Based on the substantive analysis of the term "provision", it is quite natural to try to define the term "marketing provision" derived from it, based on the principle of analogies. If we consider marketing as a philosophy of business and entrepreneurship, then the main importance in marketing support will belong to scientific and methodological knowledge, the basis of which is the conceptual and theoretical doctrine that substantiates the role of marketing in the system of socially significant exchange relations, which gives it a social orientation and gives marketing a special mission in the field of socio-economic and political initiatives.

A significant contribution to the development of the problem of the functioning of enterprises according to the concept of marketing, competitiveness of enterprises and goods was made by scientists Armstrong G., Wong V., Golubkov E., Jobber D., Kotler F., Porter M., Romanov A., Fathudinov A., but their works do not take into account the market environment and peculiarities of the development of the domestic agricultural market. In the scientific works of domestic scientists Balabanova L., Voichak A., Gerasymchuk V., Goncharova N., Kardash V., Kredisov A., Krykavskyi E., Kudenko N., Kuzmin O., Oklander M., Pavlenko A., Skybinskyi S., Sologub O., Starostina A., theoretical and applied problems of marketing at enterprises of certain industries, sectors of the economy and product groups are considered. At the same time, the problems of ensuring the competitiveness of enterprises engaged in the production of pumpkin seeds remained outside their attention.

If we turn to the scientific interpretation of the term "provision", it can be argued that this concept is capable of effective application in explaining fundamental market phenomena and processes, which requires application in the conceptual framework of marketing science, since marketing provision involves the organization of a creative process that takes into account many external and internal factors: 1) the main directions of development of marketing support in the market; 2) trends and the state of development of marketing relations between business entities; 3) the level of relations between business entities.

Taking into account the results of the analysis of literature sources and theoretical and methodological studies of the experience of enterprises, Fig. 1.1 shows the mechanism of formation of marketing support for the activities (functioning) of enterprises.

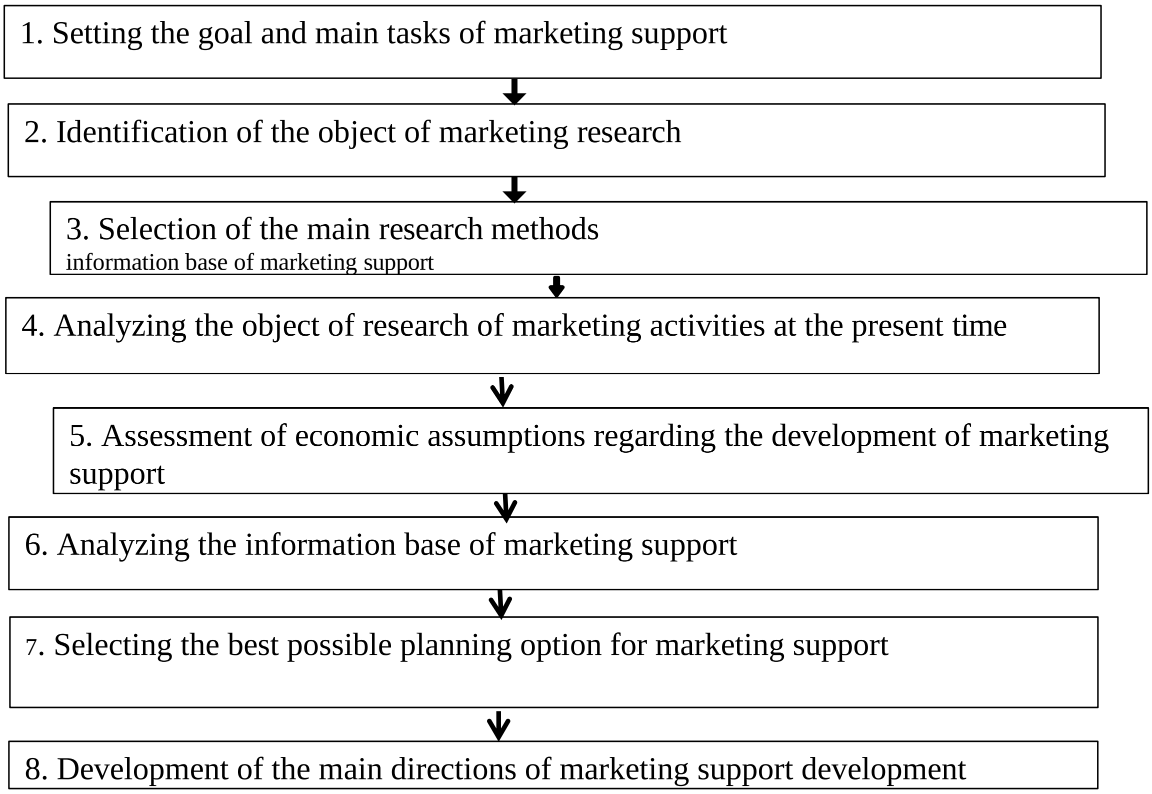

*Fig. 1.*1 **Mechanism of formation of marketing support for business entities**

As can be seen from Fig. 1.1, the toolkit of the mechanism of forming marketing support for activities consists of eight stages. Based on the results of consistent and correct implementation of each of these stages, it is possible to:

– obtain reliable information about the product market;

– to calculate the number of consumers of products and to be able to predict their further number using the trend;

– identify the main factors that influence the number of such consumers;

choose methods to determine how to occupy a certain niche in the market, etc.

If we think of marketing mainly in operational terms, i.e. as a system of actions or operations, then among the components of marketing support, the following forms of it come to the fore: information, technological, methodological, organizational, econometric (ensuring adequate measurement of marketing indicators, parameters, characteristics, effects), software and algorithmic, mathematical, linguistic, network and other types of support. It should be noted that information support plays a special role, which, however, in the context of information and communication dominance inherent in modern economic activity, is crucial as a key component of marketing support.

If we express the most general point of view on the structure and content of marketing support, the most successful definition for this concept, in our opinion, will be the following: marketing support is a set of all types of resources (both tangible and intangible), comprehensively supporting the adequacy of the marketing system and process. The marketing support system is necessary for the normal (qualitative and uninterrupted) functioning of the process of development and decision-making in the network of relationships of business structures involved in the process of exchange of values (goods and services) on a commercial or non-commercial basis. The marketing support system includes a number of subsystems, the main of which are information, organizational, legal, economic, technical, software, mathematical, social, economic and security subsystems.

Based on this approach to marketing support, it should be noted that the current state of marketing at domestic agricultural enterprises is characterized by the following:

- Lack of market impact research methods developed with due regard to the specifics of the Ukrainian, regional and sectoral markets;
- reliance on intuitive rather than scientific methods.

Currently, marketing is not practically used in agrarian formations in Ukraine, although modern conditions in recent years have increasingly necessitated the need to manage this process and constantly focus on individual consumer needs. As practice shows, many Ukrainian producers competing in the pumpkin seed market are not yet ready to actively compete. The main reasons for this are insufficient elaboration of methodological support for competitiveness management, lack of effective management, organizational and economic mechanisms for responding to changes in the external and internal environment. Domestic agricultural enterprises need management systems that would provide them with a high level of competitiveness in the domestic and foreign markets, because high competitiveness of an enterprise, being a decisive factor of its success, is achieved through constant targeted work to create and strengthen competitive advantages and increase the degree of response to future environmental changes.

The use of well-known methods of analysis, market research, calculation and segmentation of the target market for pumpkin seeds, positioning of seed producers allows solving the problem of strategic management of competitiveness only in a fragmentary way. Of course, a more complete picture is obtained when they are used in combination, and in this case, in our opinion, the role of a unifying principle is played by the target market hypothesis (TMH) as a strategic master plan for creating and promoting pumpkin seed offers on the market. All methods combined together represent a set of marketing activities to ensure the market for pumpkin seeds.

The main objectives of marketing support are: - training related to the possibility of applying marketing tools in conducting market research; - development of principles and programs of marketing activities based on knowledge and market practice; - constructive implementation of the philosophy and tools of marketing in economic relations; - support and development of innovative activities. The main tasks of marketing support are: training related to the possibility of using marketing tools in conducting market research; development of principles and programs of marketing activities based on knowledge and market practice; constructive implementation of the philosophy and tools of marketing in economic relations; support and development of innovative activities. The process of developing a set of marketing measures for pumpkin seed producers is shown in Fig. 1.2.

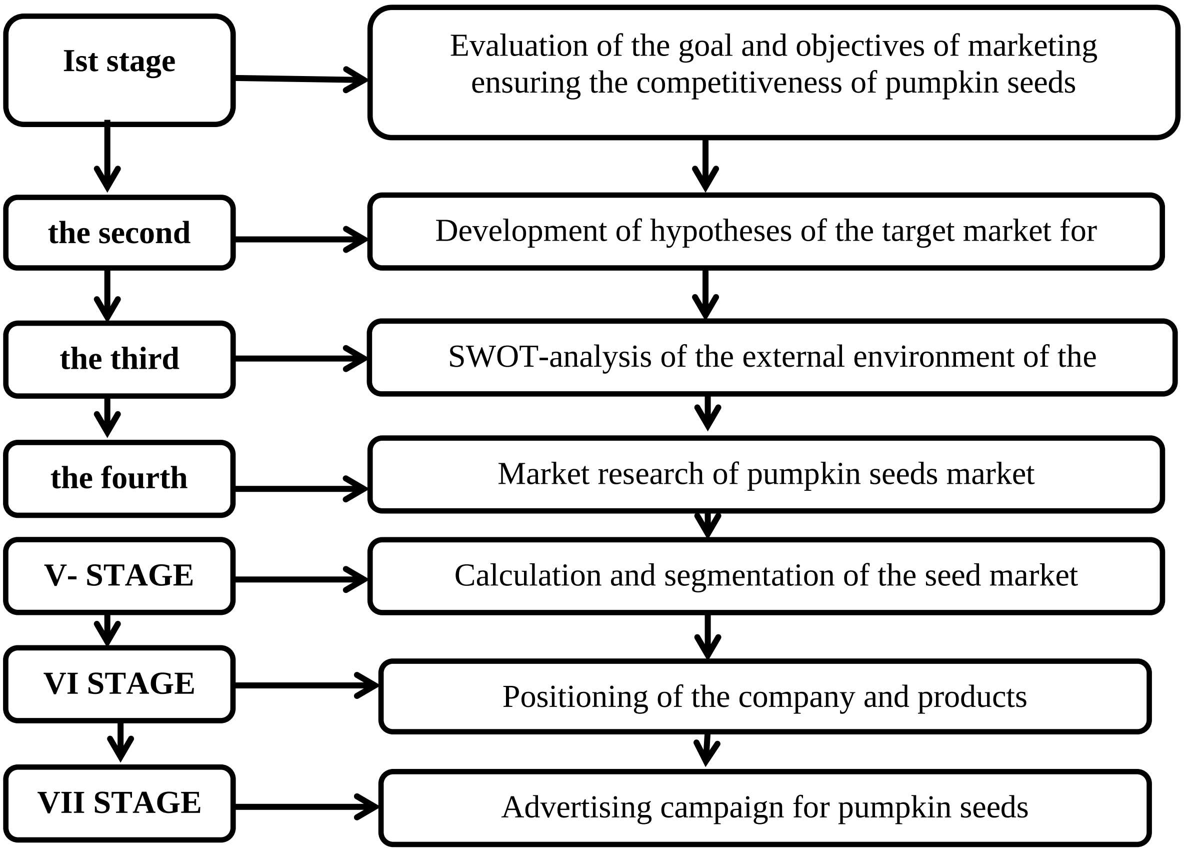

Fig. 1.2 - **Process of developing a set of marketing activities by pumpkin seed producers**

Thus, the complex of marketing support for the implementation of measures is a system of managing the competitiveness of an enterprise aimed at solving the problems of the object of marketing measures, the capabilities of enterprises, and the means of promoting information about pumpkin seeds and its processed products. The complex of marketing measures is managerial in nature and is aimed at strengthening the position of the enterprise in a competitive environment, being a tool for managing competitiveness.

Managing the competitiveness of pumpkin seed producers using marketing support methods is a process that helps to maintain the parameters of competitiveness (external and internal, strategic and tactical), to keep them in a state of possible change in accordance with the objective laws of formation and development of the market for pumpkin seeds.

The subjects of managing the competitiveness of an enterprise using marketing methods are the head of the enterprise, the marketing manager, and the heads of the structural units of the enterprise, who are responsible for performing certain functions or tasks of this process. The object of management is the parameters of competitiveness of the producer of pumpkin seeds (external and internal, strategic and tactical). The management tool is marketing methods. At the first stage of creating a set of marketing measures, the competitiveness of the commodity producer in the pumpkin seed market is assessed. At the second stage, the target market hypothesis (TMT) is developed. The development of the TMC of a pumpkin seed producer allows to find answers to the following questions:

- It's a fact that we produce and promote our products;
- The argument is why these products will be bought from this particular company;
- To whom - a description of the target market in segments;
- Where - the place of sale and offer of pumpkin seeds and pumpkin products;
- When - time of production, time of sale;
- Through which channel - marketing communication channels.

Depending on the choice of argument, the competitive environment is formed. Only after the target market hypothesis has been drawn up can we analyze the competitive environment. It is important to note that the analysis is made only for those competitors who are in approximately the same competitive position as the company under study and have the same or similar strategic competitiveness as the company. At the third stage of developing a set of marketing measures, we establish the position of the enterprise in the market, find out its strengths and weaknesses, as well as the opportunities it may have and the dangers it faces, i.e., we study the internal marketing environment (microenvironment). This preliminary analysis is conducted in order to understand what environmental trends will affect the parameters of tactical competitiveness of enterprises entering not so much the pumpkin seed market as the market for satisfying needs. Next, market research is conducted to verify the GCR by surveying the target audience. The results of the research will help to test the hypothesis of the target market and calculate the size of the target market to which the set of marketing activities will be implemented.

The level of efficiency of marketing activities is not necessarily determined by the results of current activities. High efficiency should primarily be determined by the fact that the company is prudently pursuing a marketing policy on a strategic scale.

The proposed scheme emphasizes the fundamental role of the enterprise's subdivisions in ensuring the internal and tactical competitiveness of the enterprise, without which it is impossible to talk about ensuring competitiveness in general. Thus, the proposed scheme of competitiveness of enterprises producing pumpkin seeds on the basis of marketing support can be used by the entities producing pumpkin seeds to assess their position in the market and use marketing methods.

Marketing in the pumpkin seed market is a comprehensive system of management, regulatory and research activities that takes into account industry specifics and is aimed at meeting the needs of society in accordance with consumer demand.

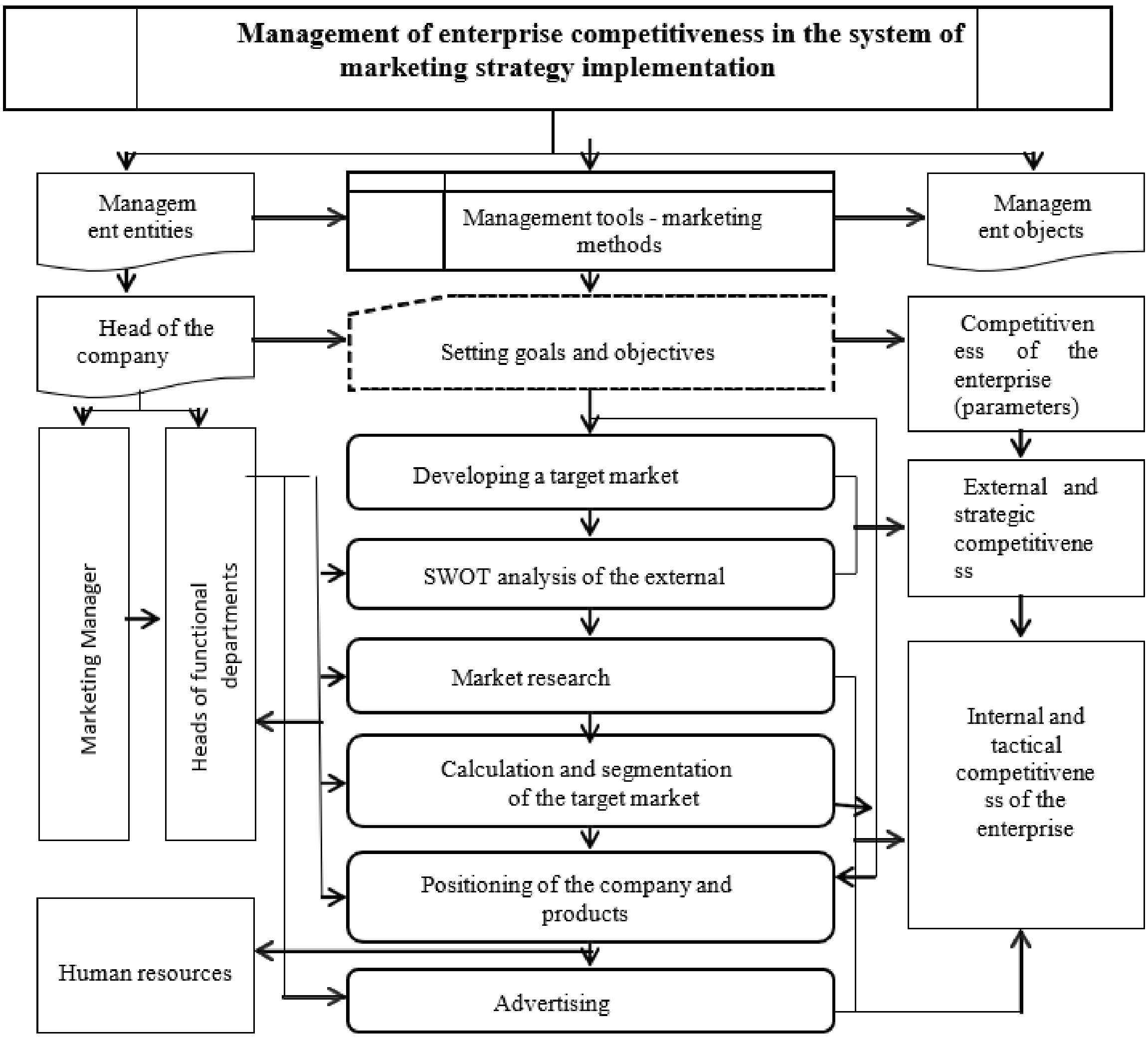

Fig. 1.3 - **Shows a diagram of the system of enterprise competitiveness management using marketing methods.**

The main directions of marketing activities are key components of all stages of the pumpkin seed producers' business process - from production, distribution, promotion to the final consumption stage. Marketing technologies are diverse, but they have a single goal - to increase the competitiveness of the enterprise and the product it represents on the market. We believe that pumpkin seed companies need to use the long-established but always relevant technology of marketing research in their operations. Marketing research means the systematic collection, display and analysis of data on various aspects of marketing activities. Marketing research reduces the level of uncertainty and relates to all elements of the marketing complex and its external environment, influencing the marketing of a particular product in a particular market. We believe that research should accompany all stages of strategic planning of the company's marketing activities, especially at the time of organizing the company's activities, when it is necessary to determine market needs and in the process of monitoring the implementation of the strategy, when it is necessary to adjust marketing activities in a rapidly changing environment and consumer needs. Marketing research of the market of goods and services is an important measure to improve the efficiency of enterprises.

After determining the marketing position of the company, it is necessary to create a strategy adapted to the external environment and competitive advantages of the company and the product or service that the telecommunications company is going to offer to consumers. The marketing strategy should answer the following questions: what goods (services) are introduced to the market, in what assortment and at what prices;

- which consumer they are designed for and which potential consumers can be attracted in the future;
- what conditions are necessary for the sale of goods (services) at the planned level;
- through which channels and in what volume the promotion will be organized;
- how to influence demand to stimulate sales;

- what kind of after-sales service (if any) should be provided and by whom it will be carried out;
- what economic results market participants expect and what costs will be required to achieve them.

The proposed decisions that determine the company's marketing strategy should be specific and time-bound between all participants. A failure in one of the links often leads to the failure of the entire strategy. An effective marketing tool for telecommunications companies in the context of innovative economic development is a marketing communications system, one of the elements of which is advertising. The company's advertising campaign is aimed at creating a complete picture of its goods (services), including their full range, quality, and cost, among potential consumers. The most effective means of promoting goods and services is often advertising in the media. Advertising is also designed to create an image by means of its own means, primarily by building images that evoke vivid impressions in people. This is the psychology of image-making.

A strong company image is becoming a prerequisite for an organization to achieve stable and positive business success. And there is a very reasonable explanation for this. Firstly, a strong image gives the effect of acquiring a certain market power by the organization, which leads to a decrease in sensitivity to the price of goods or services of this organization. Secondly, it reduces the substitutability of goods and services, which protects the company from competitors' attacks and strengthens its position with respect to substitute goods. Thirdly, a strong image facilitates a firm's access to resources of various kinds: financial, informational, human and other. We have identified the main reasons for the growing attention of telecommunications companies to the problems of public opinion formation:

1. Increased dynamism, instability and uncertainty of the business environment, due to the growing speed of information processes.

2. The increasing unpredictability of partners, competitors, customers, and staff makes it necessary for managers to manage the behavior of their environment by

establishing and maintaining communications with all participants in their environment.

3. The complexity of the social, political, and psychological environment of an enterprise is due to the increase in the number of its participants and the growth of the education of communication participants.

4. The success of a telecommunications company is largely determined by the state of the external environment. The exchange of resources between the organization and the environment has increased today, and even a small failure in this system leads to serious changes in the company's operations.

5. The intensive, often uncontrolled development of technology equates the production and time factors. The uneven distribution of resources leads to an increase in the role of social factors. Maintaining a balance of interests and preventing mistakes require constant dialog, communication, and therefore management. The growth of social responsibility of enterprises increases their activity in the field of PR technologies.

6. A wide flurry of unfair and low-quality advertising means that buyers will make their choice not based on advertising gimmicks, but on gathering reliable information, so the winner will be the one who uses more advanced PR techniques.

In the context of the above, each enterprise should be guided by the basic principles of marketing when forming marketing support for its activities:

1) focus on achieving a positive result from activities related to the production and sale of products in the relevant markets and in the appropriate quantities, occupying an appropriate niche in these markets;

2) Implementation of tactical planning as a stage in the implementation of the company's strategy, adaptation to market requirements and the ability to influence them;

3) interest in obtaining a long-term positive effect from marketing activities using various methods.

Based on the results of the economic diagnostics of marketing support, business entities make appropriate management decisions and develop a development strategy aimed at improving their efficiency and competitiveness.

6.1.2 Features of marketing support of commodity producers' activities in the market of pumpkin seeds

The most important task of Ukraine's agricultural sector is to provide the population with nutritious and high-quality food. The melon industry plays a significant role in this task, as its products are not only consumed fresh but can also be used to make a variety of delicious dishes. Pumpkins are one of the most productive and profitable gourds, and they have recently become increasingly popular among consumers. Consumer properties of pumpkin seeds are widely known in the global market. Pumpkin as a crop has been known to Ukrainians since ancient times. However, it remains a niche crop, and the volume of its domestic consumption is, unfortunately, quite small. At the same time, pumpkin is a very promising niche crop in terms of exports of its products. Today, Ukraine already has some experience in successfully supplying these products to European markets, such as the UK, Austria, and other EU countries. However, in-depth study is needed to ensure effective marketing support for the development of enterprises in the current economic environment, in particular, the development and scientific substantiation of measures for the practical orientation of marketing research of target markets. This necessitates improving the theoretical and practical foundations for the development of the pumpkin growing industry, in particular, seeds and products of their processing, as well as recommendations for improving the economic efficiency of marketing support for the activities of business entities in the pumpkin seed market. It is the need to solve these problems that led to the choice of the topic, objectives and purpose of the study.

To achieve this, a number of tasks were to be solved, including:

- to summarize the theoretical and methodological approaches of domestic and foreign scientists to determining the economic efficiency of production, in particular, of pumpkin seeds;

- to identify and systematize the factors of economic efficiency of marketing support of commodity producers in the pumpkin seed market;
- to substantiate the need for a comprehensive assessment of the efficiency of pumpkin production and its processed products; to identify the reasons that negatively affect the development of the pumpkin industry;
- develop directions for the transition of pumpkin production to innovative development models;
- to assess the role and place of agricultural service cooperatives as an element of the pumpkin seed market infrastructure;
- to develop and substantiate the organizational and managerial principles of formation and functioning of the logistics and sales complex in the industry;
- to propose a conceptual scheme of the sequence of marketing research;
- to identify areas for improving the activities of producers of pumpkin seeds and pumpkin products on a marketing basis.

As a by-product, the crushed pumpkin after the seeds are removed is used as organic fertilizer, livestock feed, or dry products (Fig. 1.4).

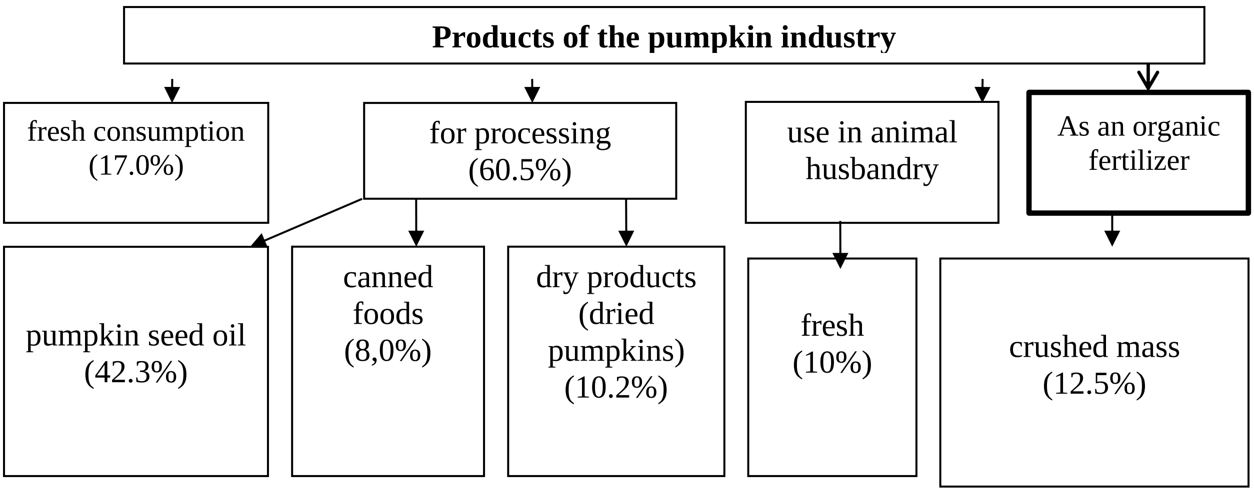

*Fig. 1.*4 **Main directions of distribution of the industry's products**

The issues of sales, storage and processing of products, reduction of production losses are among the most relevant in marketing research to ensure the efficiency of pumpkin seed production. A reserve for increasing the economic efficiency of pumpkin seed production is the production of seeds for pharmaceutical purposes.

Marketing is an important component of the overall system of production and sales activities of an enterprise and provides significant opportunities for its full development in a changing market environment. The use of marketing approaches by agricultural enterprises allows to outline the prospects for the enterprises to overcome the crisis, to choose the necessary strategy and tactics of effective management, and to determine promising directions for their further development.

Agricultural production differs significantly from other types of production due to the existence of restrictions that make it impossible to launch production at any time. The point is not even that there are quite objective reasons for this, such as seasonal climatic conditions. Modern agrotechnologies provide for a list of preparatory actions, primarily of the organizational type between the elements of the agrarian structure of a particular region [92].

Agrarian structure is the ratio of economic, technical, and social elements in the agricultural sector determined by agricultural legislation, mobility of production factors, specifics of agricultural production, and working and living conditions of the rural population (Figure 1.5).

The agricultural structure is quite diverse across Ukraine. Elements of the agricultural structure were formed during the long socio-economic development of administrative units. Dnipropetrovska oblast, for example, is a typical structural administrative unit of the eastern region of Ukraine. It is characterized by the simultaneous development of structurally diverse enterprises of various orientations and elements of the agricultural complex. Moreover, both heavy industry and the agricultural sector are dominated by closed (full) cycle organizational and production structures. It should be noted that in the Dnipropetrovska oblast, the agricultural segment of production accounts for more than 14% of the oblast's total output. Soils in almost the entire territory of Dnipropetrovska oblast are predominantly fertile black soil. Agricultural production is carried out on approximately 2299.3 thousand hectares, or more than 73.4% of the total area of the region. There are 131.2 thousand people working in agriculture. In the structure of agricultural land, arable land makes up

66.0%, hayfields and pastures - 10.8%. Irrigated land accounts for 10.6% of the arable land. The region's general specialization is the production of grain, sunflower seeds, sugar beets and vegetables.

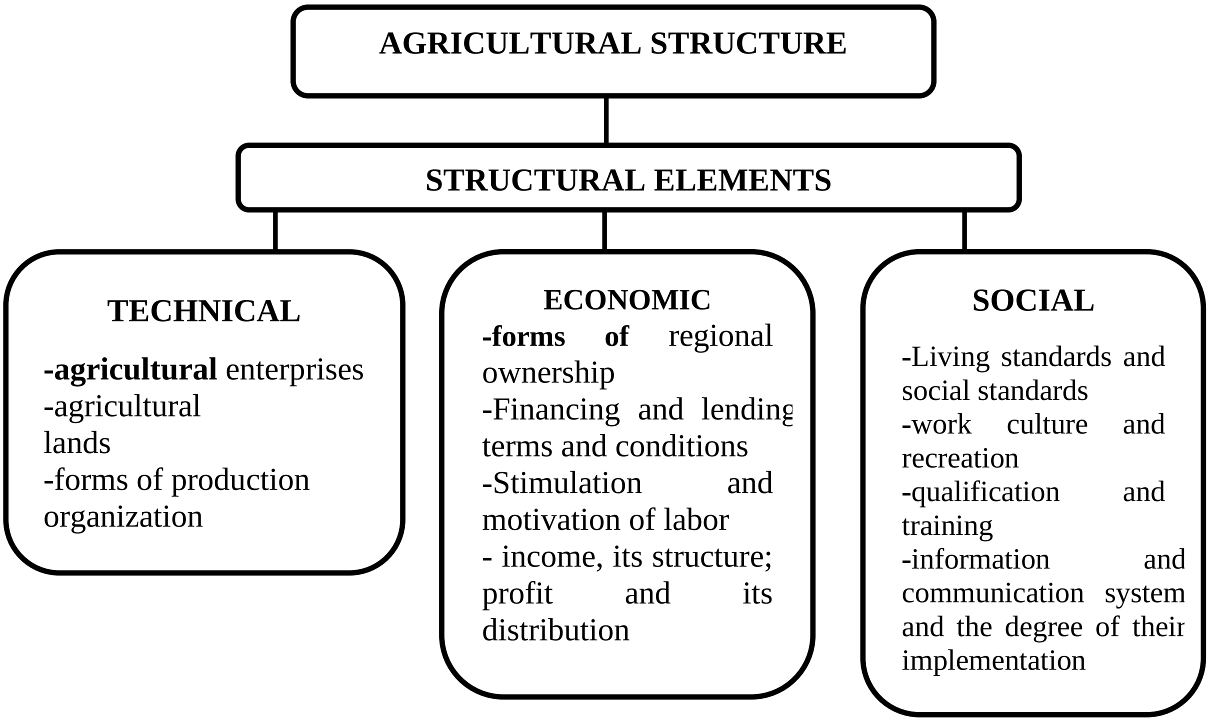

Figure 1.5 - **Components of the agricultural structure**

The agrarian market is a component, the next evolutionary stage in the development and transformation of the results of production and agro-technological processes, the system of economic relations between market participants, within which agricultural products circulate.

A set of measures that ensure optimal interaction between the components of the agrarian structure is one of the goals of agricultural policy, which should be taken into account when choosing marketing tools when studying the conditions of functioning and forming a marketing strategy [88].

The markets operating in the agricultural sector can be divided into the following: agricultural markets (markets for agricultural products), markets for agricultural inputs, markets for services, and markets for trade.

Unfortunately, in agricultural markets, most agricultural enterprises sell crop and livestock products, as well as processed products, on their own. The refusal to use trade services is a desire of agricultural producers to avoid losses associated with paying for trade services.

The market of material and technical resources provides agricultural enterprises with the necessary agricultural machinery and inventories to ensure production. There are 4 segments in this market: the market of agricultural machinery and mechanisms; the market of material and production stocks; the market of mineral fertilizers; and the market of animal feed.

The service market provides agricultural enterprises with the services necessary to ensure the safety of the production process. These services include: information, consulting, research, technical, veterinary, land reclamation, etc.

The trade market arises when an agricultural enterprise does not sell its products on its own but uses specialized trade organizations. The following services can be provided in this market: services of dealer and distribution organizations, services of wholesale and retail trade enterprises, services of public catering enterprises, services of processing enterprises.

The functioning of the agricultural market is based on the existence of basic elements that actually define the market mechanism. The main ones are: demand, supply, competition and the price system. The logic of interaction of these elements is that the desire to maximize profits forces producers to direct resources to the production of goods and services that are in demand among consumers [86]. Therefore, one of the important factors for the successful operation of agricultural enterprises in the current market conditions is their reorientation to the principles of marketing, which will allow them to formulate rational production programs, respond quickly to the market situation, and be competitive in the market.

The main purpose of organizing the marketing activities of agricultural enterprises is to stimulate the growth of agricultural production and its processed products; to ensure an adequate level of income necessary for expanded reproduction; to develop market infrastructure; and to organize imports and exports from the perspective of regulating domestic markets.

The use of marketing in agricultural enterprises has a number of features related to the specifics of agricultural production, namely: dependence of production results on natural and climatic conditions, diversity of ownership, difference between the working period and the production period, seasonality, diversity of organizational forms of management, foreign economic relations, participation of state bodies in the development of the agro-industrial complex and its branches.

The current conditions for the development of the agricultural sector of Ukraine's economy are characterized by trends in the formation of business relations between participants on the basis of marketing, which encourages business managers to use marketing tools in management. In addition, the problems of marketing agricultural products, untimely supply of raw materials to the processing sector and uncoordinated service support for marketable segments of the agricultural market require the intensification of marketing management in agribusiness systems.

The main goal of agromarketing management is to maintain the correspondence between the state of the marketing environment and the adequate system of marketing activities of an agricultural enterprise. The management is responsible for the following: defining the scope of activity and its territorial boundaries, type of ownership; setting the overall goals of the enterprise (production, sales, market share, etc.); forming a corporate culture - a unified system of values, norms and rules of operation that all employees must know and follow.

Since the enterprise is an open, complex system that is significantly influenced by the factors of the agromarketing environment, it is necessary to ensure a systematic and comprehensive approach when developing marketing measures in the pumpkin seed market and determine the magnitude of the impact of these factors.

The agromarketing microenvironment of an agricultural enterprise includes the following elements that it directly, daily encounters in its activities: suppliers, competitors, intermediaries (trade intermediaries, organizations engaged in transportation and storage of products, financial and credit institutions, advertising agencies, etc.), contact audiences and target customer markets (Fig. 1.6).

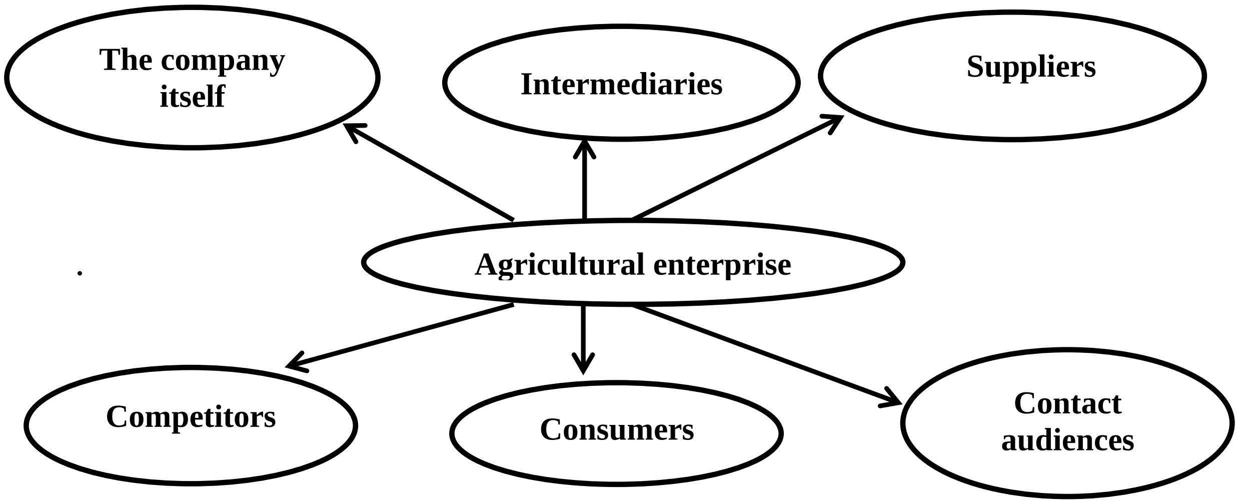

Fig. 1.6 - **Elements of the microenvironment of an agricultural enterprise**

The influence of intermediaries on the company's activities is realized through their ability to "bargain", thereby reducing the company's possible income. Changes in prices for intermediaries' services also affect the company's revenues. In turn, the company can always choose: first, to use the services of intermediaries or to organize its own managed distribution network;

Second, which intermediaries to involve in sales and on what terms.

Competition analysis helps to identify the market position of an enterprise and the competitiveness of its products. Competition is a rivalry between market economy entities for the best production conditions, a favorable market position, etc. It is the market force that ensures the interaction of supply and demand and balances market prices. Considering the current competitive situation, it should be noted that there is a very large number of agricultural enterprises operating in the sphere of interests of the studied enterprise in Ukraine, which leads to a high degree of sectoral competition.

Thus, agromarketing is a complex system that requires regulation and management. There is a constant exchange of resources and information between the agricultural enterprise and the surrounding marketing environment. The very fact of its existence and further survival depend on the influence of the environment. In order to continue its functioning, an agricultural enterprise has to adapt to changes in the external marketing environment, on the one hand, and to influence it by virtue of its capabilities, on the other hand [88].

Marketing at an agricultural enterprise is only a part of the management system.

If all other functions (production management, personnel management, development of new products, etc.) are not carried out, the impact of marketing support on the activities of pumpkin seed producers will be ineffective.

6.1.3 Conceptualapproach to assessing the effectiveness of marketing support of pumpkin seed producers

Efficiency is one of the most important economic categories, as it allows determining the most important measure of the expediency of using resources in various areas of activity in accordance with the purpose of the functioning of the established systems. Efficiency can also be seen as the goal of an activity, as a criterion for its evaluation. It is in the context of approaches to measuring the degree of efficiency that a number of methodologies and paradigms have been formed.

The objects of evaluation of marketing activities and their effectiveness are shown in Figure 1.7).

EVALUATION INDICATORS

Marketing complex

P1 - Product;
P2 - Price;
P3 - promotion (Promotion);
P4 - distribution (Place) and other marketing complexes, including product, pricing, sales, communication policy, and individual marketing activities;
• Commercial and communicative effectiveness of advertising;
• efficiency of participation in exhibitions, fairs, etc.

Marketing functions

• analytical,
• production,
• sales,
Marketing management function (planning);
• marketing information system (MIS - internal reporting system, marketing research system, external data collection system)
The company's current information, marketing analytical system, etc.

The work of marketers

• results and motivational mechanism, level of qualification of marketers; organizational structure of marketing management;
logistics activities of enterprises;
• long-term mutually beneficial partnerships;
• marketing strategies;
• analysis of marketing costs, etc.

Brand.

• cost method;
• market assessment of the brand;
• royalty method;
• economic method;
• discount method-.
The company's cash flows, etc.

Fig. 1.7 **Objects of evaluation of the effectiveness of marketing support of pumpkin seed producers**

A modern agricultural enterprise can be interpreted as an open system that is connected to its external environment by specific relations. As noted by Dietger Hahn, the system consists of various subsystems or subsystems and at the same time can be a subsystem of other supersystems [93]. Thus, marketing can rightly be considered one of the subsystems of an enterprise that provides communication with the external environment through research and satisfaction of consumer demand.

The effectiveness of the agromarketing system is characterized by three groups of indicators:

organization indicators - assessment of the agromarketing system, its subsystems and elements;

performance indicators - assessment of the organization of work with customers;

system performance indicators - assessment of the sales organization.

It should be noted that the first and second groups of indicators characterize the organization and coherence of the system, the extent to which the parameters ensure the efficiency of its functioning. The third group of indicators characterizes the results of the agromarketing system functioning.

The criterion for the effectiveness of marketing support of an agricultural enterprise is, first of all, the maximum satisfaction of the region's needs for high-quality agricultural products within the available production capacities, assistance in solving social and environmental problems, as well as the formation of partnerships with business partners. In this case, the calculation of indicators should be based on the determination of social and
economic efficiency (Kc):

$$K_c = \frac{Q_\phi}{Q_н}, \qquad (1)$$

where Qf *is the* actual consumption of agricultural products; Qn is the normative value of consumption.

The main indicators of the socio-economic efficiency of agricultural production include the following: the volume of production and consumption of agricultural products per capita, the degree to which the region's needs for agricultural products are met, the purchasing power of the population's money income (social indicators); revenues, profits, profitability of the enterprise, labor productivity, capital efficiency (economic indicators), etc.

Thus, the main components of assessing the effectiveness of marketing at an agricultural enterprise are: the level of use (relative characteristics of the marketing potential, which can be used to assess the effectiveness of the marketing activities of the enterprise); marketing tools (forms and methods of marketing activities that provide a positive effect to the enterprise); resources (costs of the enterprise for marketing activities); opportunities that are determined by the marketing potential formed by it. Thus, marketing efficiency implies an integral and functional assessment of marketing activities, which optimally characterizes the functional dependence of the marketing system and the effectiveness of its use at the enterprise [97].

Based on the existing classification of key indicators of the pumpkin seed production enterprise, taking into account organizational, structural and other features of the activity, the marketing specialist develops his own base of key performance indicators of marketing activities (Table 1.1).

Summarizing the developed methodological approaches to assessing the effectiveness of the enterprise's marketing activities, it should be agreed that it is advisable to analyze and assess the state of marketing activities at the enterprise both from the standpoint of its activity and from the standpoint of efficiency. In turn, each of these positions should be assessed by the main areas of marketing activities of the enterprise: product, pricing, sales and communication policy [98].

The activity of an enterprise's marketing activities can be assessed by taking into account the following indicators:

product policy - indicators that characterize the quality and safety of products, the degree and dynamics of product novelty and its qualities;

a coefficient characterizing the timely fulfillment of obligations to consumers, etc.

product policy - indicators that characterize the quality and safety of products, the degree and dynamics of product novelty and its qualities;

a coefficient characterizing the timely fulfillment of obligations to consumers, etc.

Such a base allows to reduce the time for selecting the necessary indicators and pay attention to those indicators that have not been previously used by the company.

Table 1.1 - **Approximate base of key performance indicators of marketing activities of pumpkin seed production enterprises**

Appointment.	Indicator.
Evaluating the effectiveness of marketing activities	- Revenue from sales of goods
	- Expenses for the purchase of goods
	- Average margin per unit of goods
	- Market share owned by the trading company networks
	- Number of customers
	- Number of purchases
	- Number of products in the purchase
	- Average purchase price
	- Number of unique customers
	- Frequency of purchases
Evaluation of the effectiveness of special offers (promotions)	- Cost per share
	- Percentage of reduction in the cost of goods due to shares
	- Number of new products sold
	- Volume of new services provided
	- Margin per unit of new product and service
	- Expenses for advertising a new product or service
	- cost per share
Assessment of service quality	- Additional costs for quality improvement maintenance
	- Expenditures on salesperson training
	- Number of customer complaints and quality maintenance
	- Number of product returns
	- Cost of returned goods
Evaluating the effectiveness of online advertising	- Number of impressions of online advertising
	- Number of unique impressions of online advertising
	- Frequency of display
	- The cost of a thousand impressions
	- The cost of a thousand unique impressions
	- Memorability of advertising
	- Advertising recognition
	- Number of clicks
	- Number of unique clicks
	- Average cost per click
	- Average cost per unique click
	- Number of unique users

The next stage of the methodology for assessing the effectiveness of marketing activities is to select from the existing database those key performance indicators that would meet the company's goals at a certain stage of the marketing function.

It is at this stage that goal-setting is integrated with planning and control, when a base of key performance indicators (KPIs) is superimposed on the "map" of the hierarchy of goals by levels of marketing management.

Since the first measure of effectiveness is the level of achievement of the goal, you should first compare the actual performance indicators of the marketing event with the planned ones. Assessing the degree of achievement of the goal of a marketing event is its effectiveness (for example, the number of unique clicks, units).

Achieving the goal requires the expenditure of certain resources, so the next measure of the effectiveness of a marketing event is the price of success, i.e. its efficiency. The cost-effectiveness indicator characterizes the ability of an enterprise to minimize the resources required to achieve key performance indicators.

At the same time, marketing is considered as a goal-oriented subsystem of an enterprise where marketing personnel (human resources) defines specific goals and performs actions with objects to achieve them, using the means of production, available financial resources and stocks (material potential). It is determined that, according to the hierarchy of goals of the enterprise's marketing activities, the evaluation of marketing efficiency ensures a combination of effectiveness and efficiency of the marketing measures taken.

The effectiveness of the enterprise's marketing activities is determined by indicators that characterize the ratio of results and costs of activities carried out within the framework of product, pricing, sales and communication policies [92]. At the same time, for the purposes of operational analysis, it is advisable to select 2-3 most important indicators that could most fully reflect each of the areas of the enterprise's marketing activities.

Thus, the developed methodical approach to evaluating the level of efficiency of the enterprise's marketing activities in unstable market conditions provides all the above-mentioned approaches to understanding the concepts of "efficiency", "security" and allows a comprehensive assessment of the effectiveness of marketing activities: the considered indicators of efficiency of the outputs of marketing support of enterprises reflect a productive vision of efficiency; taking into account the needs of stakeholders allows to ensure a multi-criteria approach to the evaluation of the marketing activities. The generalization of methods for evaluating the effectiveness of marketing activities is reflected in the author's classification of evaluation methods and evaluation objects.

Further study of these issues will provide an opportunity to develop a specific methodology for assessing the effectiveness of marketing support for the activities of pumpkin seed enterprises in the context of transformational changes.

6.2 STATE, DEVELOPMENT TRENDS AND EFFECTIVENESS OF MARKETING ACTIVITIES OF ENTERPRISES IN THE PUMPKIN SEED MARKET

6.2.1 Analysis of the operating conditions of enterprises and trends in the seed market

The relevance of assessing the trends in the development of the market for table pumpkin seeds, taking into account globalization changes and trends, improvement of infrastructure elements, and directions of food security formation, led to the choice of this study and its content.

Pumpkin has long been known not only in Ukraine but also around the world. Every year, the number of pumpkin lovers and pumpkin products, such as oil and seeds, is growing. Foreign countries often import this product, which grows well on our land, so we have every chance to conquer the export market**.**

The issues of production of pumpkin seeds and products of its processing have received considerable attention from domestic scientists. In particular, L.O. Boyko notes that there are issues related to new niches in business activities and the development of gourds production, in particular pumpkin seeds, which require consideration and research [111, 112, 113]. Semen D.T. [114, 115], substantiates the need and economic feasibility of producing pumpkin seeds and fruits for dietary nutrition. Lymar A.O. [128, 129] focuses on marketing research of the gourds market and on the industrial non-waste technology of pumpkin seeds production for food and pharmaceutical purposes. Hareba V. V. and Kokoiko V. V. [131] characterize the economic assessment of the elements of technology for growing varieties of butternut squash.

Ukrainian and foreign scientists are investigating the use of new pumpkin seeds in the technologies of functional food products[121,122,123].

Nowadays, the demand for pumpkin seeds and pumpkin oil has grown especially strong. To get 1 ton of seeds, you need to sow 1 hectare of land with this crop. Under favorable conditions, its hybrid varieties can produce 1.5 tons per hectare. On average, the seeds make up 1-2% of the pumpkin's weight, so up to 800 kg of seeds can be obtained from 1 hectare with irrigation [85]. The nutritional value of pumpkin seed products is shown in Table 2.1.

*Table 2.*1 **Nutritional value of pumpkin seed products**

Quality indicator	**In 100 g of product**			
	oil	**protein powder**	**flour**	**fiber**
Energy value (caloric content), kJ/kcal	3747/896	1555/372	1396/334	1338/320
Proteins, g	0	61-63	39-40	44-46
Carbohydrates, g	0	11-12	19-21	15-16
Fats, g	99,5-99,6	7-8	9-10	7-8
Fiber, g	0	9-10	12-13	30-32
Target products of seed processing, %.	34	by-product (cake)		
		15	5	46

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In this regard, scientists in many countries are working to develop new seed varieties and hybrids. The most interesting in this area are naked-seeded pumpkins. Austrian experts have developed a hybrid of Styrian pumpkin (Cucurbita pepo styriaca), which has an increased yield. These pumpkins grow several on one stem. The main value of Styrian pumpkins is in the seeds, which are not covered with husks. They are very expensive and useful. Pumpkin seed oil has been produced in Austria for many years, and the demand for it has not decreased; on the contrary, the valuable oil has been widely recognized around the world. The areas where pumpkins can be grown in

Austria are very limited - the fields are small, and about 15 thousand hectares are sown each year to produce pumpkin seeds. In order to maintain its status as the homeland and largest producer of "black gold" (pumpkin seed oil is almost black in color and has a high price on the world market) and to utilize its existing production capacity and meet growing demand, Austria has to buy raw materials abroad, and in recent years it has been in constant short supply.

Therefore, Ukrainian farmers have a real chance to enter the European market with pumpkin seeds and earn good money. There is enough sown area for this, and the profitability of pumpkin cultivation cannot be compared to any other crop and can be, according to experts, about 100-150%, depending on the variety and soil and climatic conditions. All three types of pumpkin can be used for seeds: butternut, hard-skinned, and large-fruited. For oil, hard-skinned pumpkin varieties are more suitable, as their seeds contain a higher amount of oleic acid, as it is more resistant to oxidation. Such oil will be stored for a long time. Of the naked-seeded varieties, Pivdennyi and Hamlet are recommended for cultivation, as processing of such seeds into oil will be lower in cost.

Another feature of pumpkins is that they have edible flowers. "Flower cooking" is especially valuable for vegetarians, as each plant includes a large amount of substances necessary for the body. Pumpkin flowers are ideal for stuffing and have a weak flavor. Stamens should be removed from the flowers before use. The benefits of pumpkin flowers have been known since ancient times. They are used to treat hypotension, cholecystitis, gout, neurosis, and to reduce the risk of developing cardiovascular diseases. Pumpkin flowers contain a large number of useful trace elements and vitamins.

Since 2000, Ukrainian farmers have increased their pumpkin acreage by almost 1.8 times (from 401 to 713 thousand hectares). In addition to Austria, the main buyers of this crop are France, Spain, Italy, Turkey, Greece, etc. Ukraine's closest competitors in this market are Moldova and Romania.

The main countries importing pumpkins and zucchini in 2020 were: USA - 555 thousand tons (37% of total world imports) and France - 168 thousand tons (11% of total world imports). They are followed by: Germany (8.3%), the United Kingdom

(6.3%), Japan (6%) and the Netherlands (5.5%). The total share of imports from Canada (60 thousand tons), Spain (38 thousand tons), Italy (35 thousand tons), Belgium (28 thousand tons) and South Korea (25 thousand tons) in 2020 amounted to 12% of world imports [124].

The comparative economics of naked-seeded and regular pumpkin, according to market operators, are shown in Table 2.2.

Table 2.2 - **Comparative economics of pumpkins** [99]**.**

Indicator.	**The common pumpkin**	**Naked seed pumpkin**
Seeding rate per 1 ha, kg	4-5	4-5
Seed consumption per 1 ha	28-35 dollars.	78-90 euros
Sowing, fertilizer and cultivation costs per 1 ha, EUR	400-450	400-450
Costs of mechanized harvesting and drying with own equipment per 1 ton, EUR	300	650
Seed yield per 1 ha, t	0,3-1,5	1,0-1,5
Purchase price of 1 ton of seeds	1000 dollars.	2000-2500 euros (with logistics)
Profit per 1 ton, euros	300-400 USD (if domestic equipment is used)	500-800 (if you have your own foreign equipment)

From Table 2, it can be concluded that with the price of finished raw materials averaging $5 per 1 kg, a profitability of 30-35% can be obtained. Thus, such costs will be returned in **4-5** months. At present, the demand for seeds is stable, while the demand for oil is constantly growing. Therefore, the pumpkin business should be immediately focused on exports, as such products are valued higher abroad.

The increased demand for pumpkin cultivation is currently observed not only among professional producers, but also in small private (household) farms, so the sown areas vary from 0.2 hectares to hundreds of hectares (Table 2.3).

Pumpkin seed oil is one of the most expensive oils, produced by cold pressing. The product has a brown, dark green, or almost black hue. Pumpkin seed oil has a special specific aroma and quite pleasant taste; it is used mainly as an additive to food to improve and strengthen the body.

Table 2.3 - **Pumpkin** ***seed production in different categories of farms in*** **Ukraine, 2019-2020** [85]**.**

Indicator.	**On average for the year**		**2020 in % to 2019**
	2019	**2020**	
All categories of farms			
Sown area, thousand hectares	3,7	7,3	197,3
Production volume, thousand tons	22,8	40,9	179,4
Yield, c/ha	6,4	5,7	89,1
Enterprises			
Sown area, thousand hectares	1,6	4,7	293,8
Production volume, thousand tons	8,6	29,7	345,3
Yield, c/ha	5,6	6,4	114,3
Households			
Sown area, thousand hectares	2,1	2,6	123,8
Production volume, thousand tons	14,2	11,2	78,9
Yield, c/ha	7,0	4,4	62,9

Pumpkin seed oil is one of the most expensive oils, produced by cold pressing.

Based on the results of a marketing study of the pumpkin market and its processed products and determining the degree of investment attractiveness of this business area, scientists at the Research Institute of Vegetable and Melon Growing of the National Academy of Sciences of Ukraine developed an innovative business project for the production of pumpkin in organic production (Table 2.4) [130].

The implementation of this project will ensure: improved product quality; rational use of land resources, preservation and restoration of soil fertility using organic farming methods; increase in the area of organic land; creation of new jobs; and satisfaction of the demand for high-quality organic products.

This business project can be used in production and in the preparation of sectoral and regional comprehensive programs for the development of the vegetable industry, as well as comprehensive programs for the socio-economic development of local communities.

Because of their unique composition, pumpkin seeds are the most popular seeds in the world. They are especially valuable as a source of protein for people who are intolerant to animal proteins and vegetarians.

Due to the crisis, the production of this product in our country has decreased in recent years. Therefore, now is a good time to enter the market for new pumpkin seed processing companies with the aim of selling them for export. The high and steady demand for this product in foreign markets will provide such an enterprise with the conditions for successful operations.

Table 2.4 - **Economic efficiency of the innovative business project of pumpkin cultivation for commercial purposes (without irrigation) under conditions of organic production**

Mozoliivsky variety 1 5
; Productivity - 40 t/ha
;4;Seeding rate - 6 kg/ha

Name of expenses	Cost estimates, UAH			The structure of the production cost price of toast, %.
	per 10 ha	per 1 ha	per 1 t	
Labor costs, man-hours.	11742,3	1174,23	29,4	x
Salary with accruals	2263788,8	22637,9	565,9	49,5
Depreciation of equipment	16132,2	1613,2	40,3	3,5
Current repairs	10754,8	1075,5	26,9	2,4
Organic fertilizers	40945,7	4094,6	102,4	8,9
Biological means of protection	19500,0	1950,0	48,8	4,3
Seeds.	3600,0	360,0	9,0	0,8
Fuel and lubricants	57079,5	5707,9	142,7	12,5
Electricity	340,0	34,0	0,9	0,1
Total direct expenses	374730,9	37473,1	936,8	81,9
Other direct expenses	35499,9	3549,9	88,8	7,8
Total direct expenses	410230,8	41023,1	1025,6	89,7
Insurance payments	27586,9	2758,7	68,9	6,0
General production costs	19704,9	1970,5	49,3	4,3
Production costs of the total	457522,6	45752,3	1143,8	100,0
Advertising expenses (10%)	45752,3	4575,2	114,4	
Selling expenses (10%)	45752,3	4575,2	114,4	
Total cost price	549027,1	54902,7	1372,6	
Economic efficiency of the project				
Realized price, UAH	3 UAH/kg	3000,0		
Revenue at 80% marketability		96000,0		
Profit, UAH/ha		41097,3		
Profitability, %.		74,9		

The main export destinations for pumpkin seeds from Ukraine are Europe and the Middle East.

In our country, pumpkins are grown mostly in Donetsk, Dnipro, Poltava, Odesa, Kharkiv, Zaporizhzhia, and Kyiv regions.

Given the current favorable conditions, scientists at the Research Institute of Vegetable and Melon Growing of the National Academy of Agrarian Sciences of Ukraine have developed a business project for pumpkin production under organic conditions. The design took into account the fact that the technologies for growing, harvesting and storing this crop must comply with current state standards.

Pumpkin is well combined with beans and potatoes, which will allow you to harvest several crops from one area of the field. The best predecessors for pumpkin are legumes, root crops, potatoes, winter cereals, cabbage, onions, and annual fodder grasses. To prevent the crop from being affected by diseases common to the pumpkin family, such as powdery mildew, do not use beds where zucchini, squash, or cucumbers were previously grown. It is advisable to re-grow pumpkins in the same area no earlier than 5-6 years later.

Today, the farmer is studying the pumpkin seed oil market and looking for a press for future production, so that he can add pumpkin seed oil production to his two areas of activity - the production of sowing material and seeds as raw materials.

6.2.2 Marketing strategy to stimulate sales of pumpkin seeds

Given the realities of today, it is impossible to manage the effectiveness of marketing support for pumpkin seed producers without taking into account changes in external factors. Understanding them allows the management to stimulate certain actions aimed at changing the behavior of the enterprise and its effectiveness in stimulating product sales in the long term.

The general process of evaluating the effectiveness of marketing support for the strategy to stimulate sales of the enterprise's products can be divided into four stages: to diagnose the market environment of the enterprise; to identify opportunities and threats to the marketing environment; to assess the impact of partners and contact audiences on the economic and organizational performance of the enterprise; to evaluate the effectiveness of the marketing strategy to stimulate sales of products of the enterprise (Fig. 2.2).

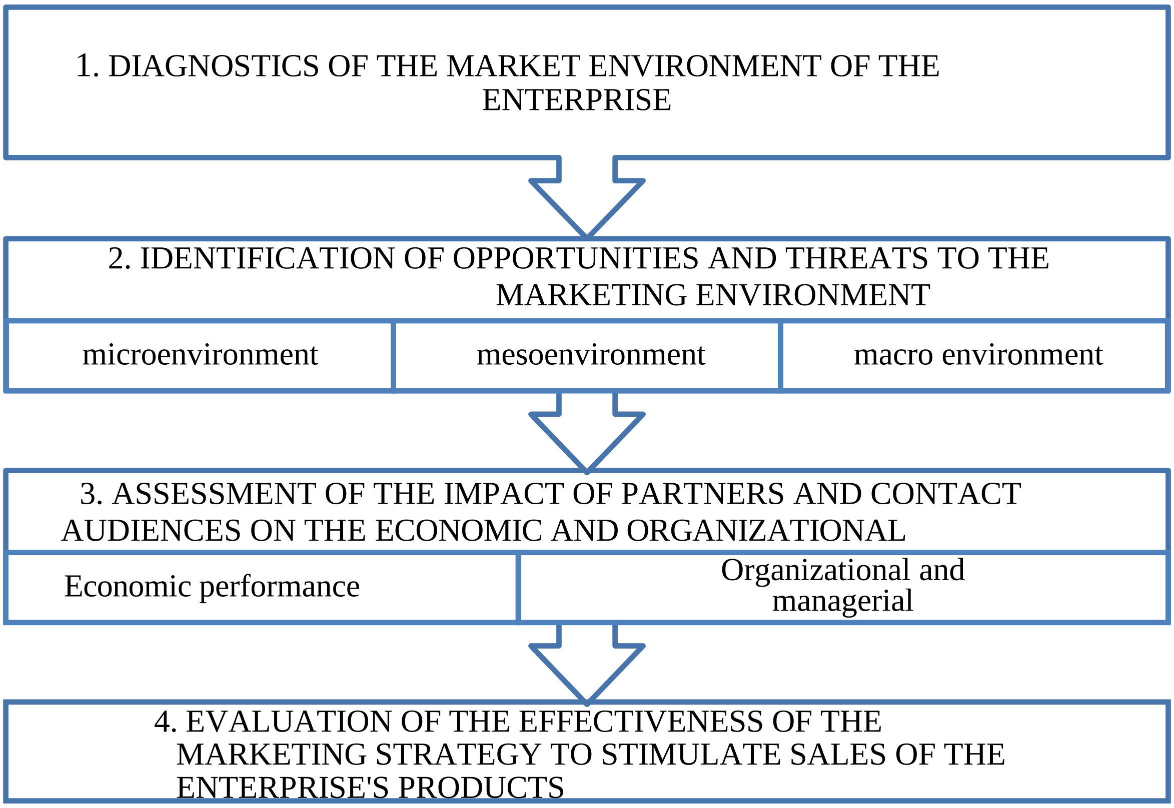


Fig. 2.2 - **Methodology for assessing the effectiveness of the marketing strategy to stimulate the sales of enterprise products**

It should be borne in mind that the effectiveness of forming a marketing strategy to stimulate sales of an enterprise's products is determined by the following groups of factors: economic factors (prices, tax rates, credit conditions, NBU interest rates, state of economic prosperity or decline, payroll, etc.); political factors (level of stability in the country, nature of the legal framework, presence of military conflicts, etc.); market factors (presence of competitors, degree of market monopolization, elasticity of demand for products, etc.); innovative factors (scientific

Accordingly, the system of analytical support for sales becomes an important element that makes it possible to conduct an objective analysis of market conditions in order to determine its real and potential capacity, as well as to study demand, supply, forecast sales volumes and form a balanced strategy for enterprise development and sales promotion.

As a result of the conducted research, it was found that the system for assessing the effectiveness of marketing strategies to stimulate the sales of enterprises' products should be understood as an interconnected set of objects and subjects of management in the unity of the entire list of functions in a single complex using the mechanisms of information and organizational support [150, p. 105] (Table 2.5).

Table 2.5 - **The main components of the evaluation of the effectiveness of the marketing strategy to stimulate the sales of the enterprise's products**

Elements	**Contents of the elements**
Objective.	increase the efficiency of the domestic enterprise by reducing the level of costs for organizing sales promotion
Principles	applying a systematic approach to organizing sales promotion processes in a single complex; Implementation of the entire list of management functions for the complex of successive processes to stimulate product sales; The organization of sales promotion should be based on the introduction of information technology; partnership relations of domestic enterprises with consumers
Subjects	Line managers (Chief Economic Officer, Head of Sales Promotion Department); Functional managers (heads of relevant departments responsible for organizing sales promotion processes); Specialists from departments (planning and analytical, transport, contractual, marketing and risk management, sales promotion, and control and accounting); Participants of sales networks
Objects.	a set of processes to stimulate the sale of products and various services influenced by the management entity
Subsystems	planning and organization of the sales promotion system; implementation of the sales promotion system processes; analysis of the functioning of the sales promotion system; regulation of the processes of the product sales incentive system
Management structure	an integrated line-functional organizational structure to stimulate product sales.

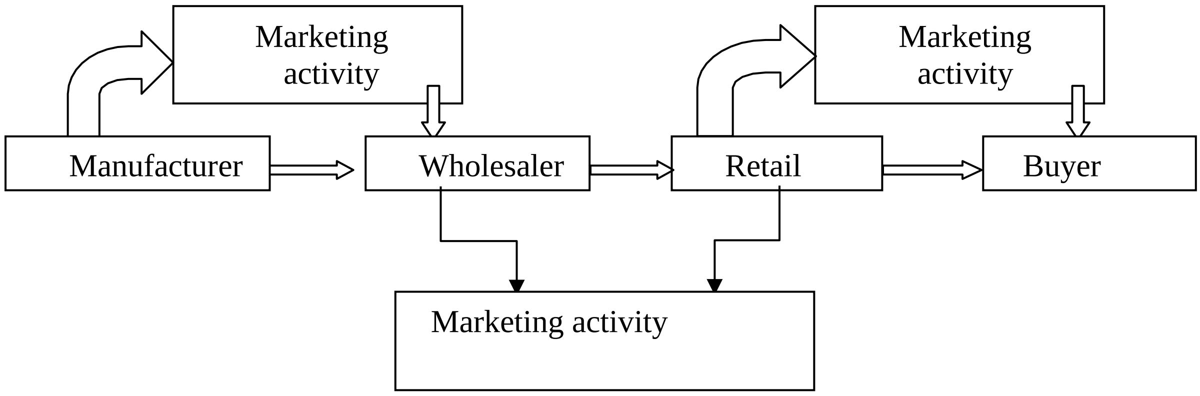
As a result of the study, it has been found that the main internal factors that influence the efficiency of marketing support for the strategy of promoting the sales of products by an enterprise specializing in the cultivation of pumpkin seeds are: service, quality of service, organizational factors, pricing policy; assortment policy, retail space, condition of the material and technical base, network size, quality of personnel, management structure. Based on these factors, it is concluded that it is necessary to evaluate the features of the internal environment factors and take them into account when assessing the effectiveness of pumpkin seed sales promotion.

The main tasks of organizing a marketing strategy to stimulate the sale of pumpkin seeds are: defining a set of marketing functions and their content; defining functional relationships between employees who implement marketing functions at the enterprise; creating a system of interaction between specialists responsible for the marketing orientation of the enterprise and other specialists responsible for ensuring coordination of sales, marketing and other functional areas of the enterprise.

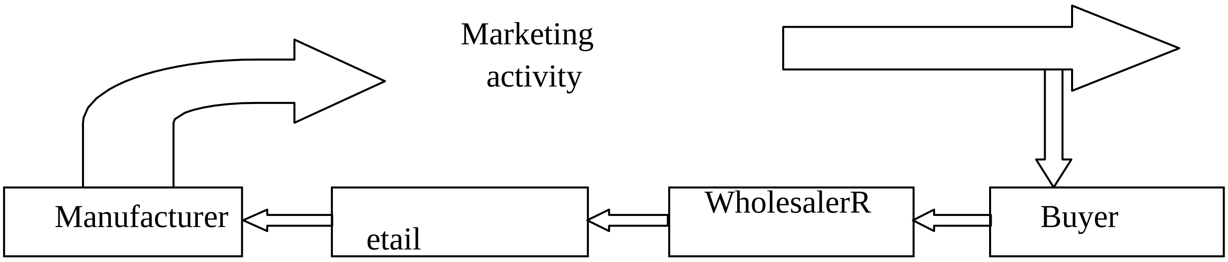
As a rule, 2 main technologies are used to promote goods through distribution channels: PUSH and PULL, which are shown in Fig. 2.3. 2.3.

PUSH technology allows you to "push" a product through the trade chain by stimulating intermediaries and sales staff. PULL-technology seems to "pull" products through the chain of distributors by stimulating end demand, consumers.

The formation of an effective technology of marketing promotion of pumpkin seeds requires the following conditions: allocation of logistics management functions; separation of sales promotion links by management functions in order to realize the global goal of sales promotion; the existence of logistics management relations (coordination, integration, coordination) between the allocated sales promotion links.



PUSH strategies for sales promotion



PULL strategies for sales promotion

Fig. 2.3 ***The process of*** **implementing PUSH and PULL technologies of marketing promotion of enterprise products (formed on *the* basis of** [151, c. 63])

The peculiarity of sales promotion in the formation and development of an enterprise is that almost every link of sales promotion is a synthesis of the object and subject of management, and individual links can be functionally separate logistics subsystems that have their own goals and local optimization criteria [150, p. 105].

When using the PULL technology, the main task of the product seller is to ensure that the consumer is loyal to their company. Exclusive products and comprehensive services are best suited for this type of demand generation. Each of the stages of the process of generating demand in a given market using the PUSH strategy is preceded by a marketing communication that has been conducted or is in progress.

A critical review of theoretical and applied developments in the field of sales activities has made it possible to systematize a wide range of decisions made in the field of sales policy and to identify the following main areas of its implementation:

- development and implementation of the distribution strategy - involves choosing the type of distribution channel (marketing distribution system), determining the degree of distribution intensity and the structure of the distribution channel, and, consequently, making policy decisions in the area of cooperation with intermediaries and managing relationships in the channel;
- choice of a strategy for promoting products through the distribution channel - outlines the type of communication policy in the distribution channel (PUSH and PULL strategies) focusing efforts to encourage and stimulate either end users or sales intermediaries;
- support of marketing and logistics processes - covers the implementation of the policy on order processing, warehousing and inventory formation, transportation of products, etc;
- motivation of sales personnel - determines the implementation of the principles of sales personnel management and is the basis for the formation of a sales culture, a system of personnel development and material and non-material incentives, corporate communications, and approaches to performance evaluation.

Thus, it has been found that the sales activities of enterprises occupy a leading place in the management system, in particular, it has a goal subordinated to the management of the strategic development of enterprise, aimed at forming a system of support, taking into account industry specifics, internal and external problems. The use of scientifically based approaches to managing the sales activities of enterprises will allow managers to make effective and efficient decisions.

We propose to consider the process of forming a marketing strategy to stimulate the sale of pumpkin seeds as a complex economic and organizational mechanism that allows to identify the effectiveness of economic activity of an economic entity in the market, which is influenced by a number of factors. Also, this mechanism is market-oriented and aimed at optimizing the movement of goods and is implemented through a system of management decisions using a certain system of economic efficiency indicators (Fig. 2.4).

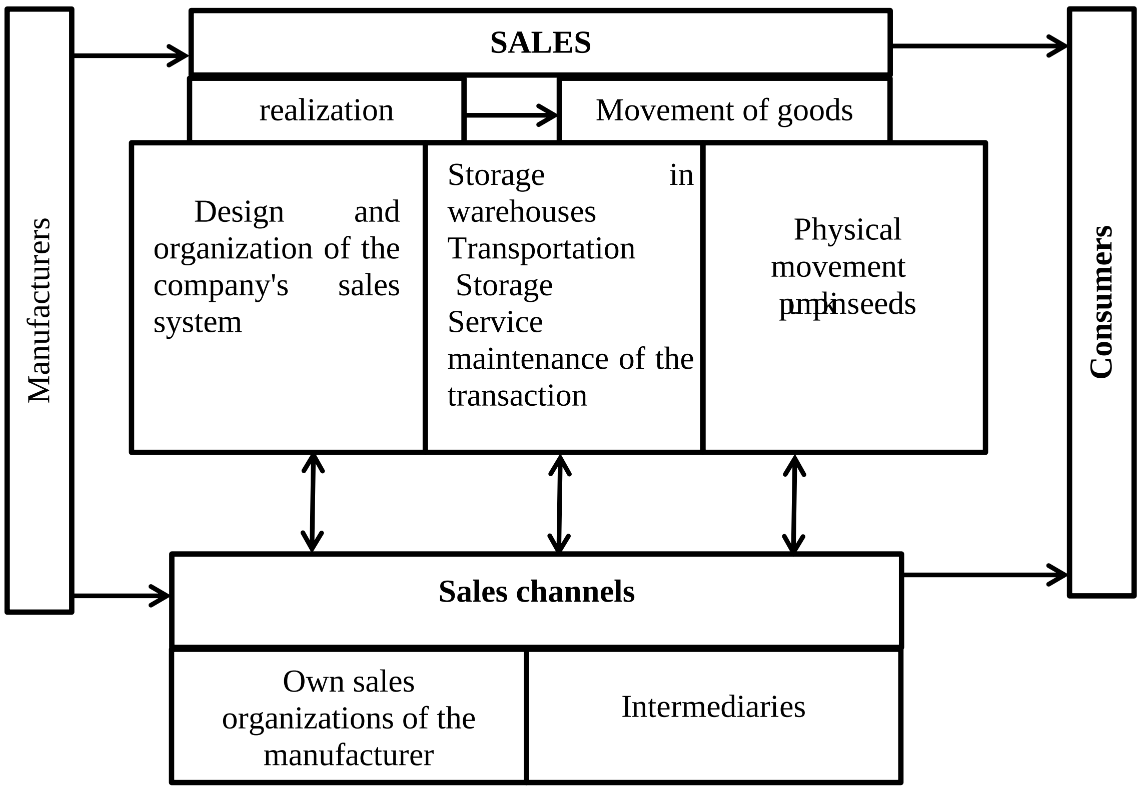


Fig. 2.4 - **Model of the process of forming a marketing strategy to stimulate the sale of pumpkin seeds (author's approach)**

In our opinion, the sales (distribution) channel for pumpkin seeds is a set of organizations (or persons) whose activities and resources ensure or can ensure the projected turnover and make it possible to implement the sales functions of the enterprise. It should be noted that this interpretation of the concept is mainly applicable to a large commodity producer that uses vertical distribution channels that have emerged as a means of controlling the behavior of the channel. This structure is economical and eliminates duplication of functions by channel participants.

According to market research, the demand for oil made from pumpkin seeds is growing globally.

Austria is considered to be the main producer of pumpkin seed oil in Europe. Over the past 2 years, sales of the so-called "green gold of Styria" (a province of Austria) have increased by 30% (Table 2.6).

Table 2.6 - **Growing naked pumpkin in Austria, 2015-2022*.**

Indicator.	**On average for the year**		
	2015-2017	**2020-2022**	**2020-2022 in % to 2015-2017**
	Styria		
Area, thousand hectares	13,949	10,799	77,4
	Total Austria		
Area, thousand hectares	31,376	36,185	115,3
Yield, c/ha	6,67	6,16	92,4
Gross harvest, thousand tons	20,933	22,284	106,5
Share of Styria's area, %.	44,5	29,8	-14,7

*Author's calculations

As can be seen from Table 2.6, the share of the area under naked-seed pumpkin in Styria in the study period reached about 45%.

Pumpkin seed oil production is 1.5 million liters. Approximately 20% of the oil is exported to Germany. The United States and Japan are promising target markets for this oil.

In fact, the agribusiness of growing pumpkins for seeds is mostly carried out in households, where the main part of the pumpkin pulp is also used to feed animals. However, in recent years, individual farms and agricultural enterprises have also become interested in it and have begun to use varieties specialized for this purpose. The demand for both seeds and oil from them is growing rapidly on the global market, as pumpkin is a very useful crop, and everything that is useful is very popular nowadays. To get 1 ton of seeds, you need to sow 1 hectare of land with this crop. Under favorable conditions, its hybrid varieties can produce 1.5 tons per hectare. According to NUBiP, the average pumpkin yield is 40 tons per hectare on irrigated land, and 25-30 tons per hectare on land without irrigation. On average, seeds account for 1-2% of the pumpkin's weight, so up to 800 kg of seeds can be obtained from 1 ha with irrigation [123].

In Ukraine, almost all of the naked seeds harvested are exported to Austria for further processing. We make natural juices, purees, dressings, and sauces from ordinary pumpkins and use them for livestock feed, while traditional seeds are used in the baking industry. Pumpkins are sold not only on the domestic market but also exported. The main foreign market for Ukrainian pumpkins is the EU. Currently, organic and dried pumpkin products are in demand. The selling price of such products in the EU countries by Ukrainian producers can reach 0.8-1 euro/kg [148].

The standard of pumpkin seed oil is considered to be products produced in the federal state of Styria (Austria) and in the historical regions of Prekmurje and Lower Styria (Slovenia). In 1996 and 2012, the European Commission granted them PGI status, i.e. geographical indication protection. The demand for seeds is stable, and the demand for oil is constantly growing. Therefore, the pumpkin growing business should be export-oriented, as such products are highly valued abroad.

Thus, the cultivation of both table and oil pumpkins on fertile lands in different regions of Ukraine has high economic efficiency and economic value. Farms of any size of land use can effectively grow pumpkins for seeds, and this area of agricultural economic activity is usually profitable and provides a relatively quick return on investment and is a new niche of entrepreneurial activity in the agricultural sector.

Since the successful sale of products (sales) is based on the needs of the consumer, let us consider the formation of consumer demand for pumpkin seeds and, first of all, it is necessary to define the concept of "demand" (Table 2.7).

After analyzing the above definitions of "demand", we can conclude that demand is the ability of consumers to realize the desired purchase of a product or service within a certain period of time. This concept reflects the amount of goods in need that can be purchased within a certain time frame, supported by the consumers' ability to pay.

When studying market development, Ukrainian scholars link changes in supply and demand to indicators of production and sales efficiency. It is in the interaction of supply, demand and prices that the mechanisms of market functioning are fully revealed. The dynamic interaction of supply, demand and prices always has one of two outcomes: either the market reaches a state of equilibrium when supply and demand are balanced and there is no surplus or shortage of products, or the market is in disequilibrium when demand exceeds supply and there is a shortage, or when supply exceeds demand and the market is oversupplied with goods.

Table 2.7 - The **essence of the concept of "demand"**

Author.	**Content of the definition**
Pavlenko A.F., Voichak A.V.	Demand is the wishes of consumers based on their purchasing power. capabilities [125, p. 19].
Vatamaniuk 3.I., Panchyshyn S.M.	Demand is the needs of people that are represented in the market and are backed by money; in other words, demand is the solvent needs of people. When economists talk about demand, they always mean effective demand. As a scientific concept, demand characterizes the relationship between the price and the quantity of goods and services that consumers are willing and able to buy on the market within a certain time, all other things being equal [124].
Lisovoy A.B.	Market demand is the sum of individual demand at a certain price level. Different consumers will have different desires to buy a product at the same price because they have different preferences and incomes. In other words, market demand is the quantity of a good that all consumers ready to buy at certain prices [126].
Buryak P.Yu.	Demand is the quantity of a product that consumers are willing and able to purchase [121, p. 31].

Summarizing the opinions of scientists, we conclude that the main factors of market demand for pumpkin seeds are the number of consumers and individual demand.

Pumpkin is of great importance for organic production. It is resistant to diseases and pests, and the rapid growth of its stems and leaf surface suppresses the development of weeds in crop rotation. In addition, pumpkin is a good predecessor for most crops. The world's leading pumpkin producers are the United States and China, so their breeding is currently the strongest and most widely used. The global market is rapidly growing in demand for the production of seeds and oil, as pumpkin is a very useful crop, and everything that is useful is very popular nowadays. It should be noted that the demand for pumpkins is growing every year. The farm sells half of its harvest in Ukraine and exports the rest.

The niche of growing oilseed pumpkin in Ukraine is underdeveloped, but the market for seeds is huge. Almost 99% of the total volume of naked pumpkin grown here is exported to the EU countries: Austria, Poland, and Germany. Pumpkin seed oil is in demand both for consumption and for use in medicine and the confectionery industry in the manufacture of various sweets. And the price for naked pumpkin seeds is 1.5 times higher than for regular seeds.

The Ukrainian hybrid of naked-seeded pumpkin, Beppo, deserves special attention. It is an early-ripening hybrid of a naked-seeded oil pumpkin with a growing season of **115-120** days, a seed yield potential of 0.6-0.9 t/ha and an oil content of **37-44%**. The oil yield from 2.4 kg of seeds averages 1 liter. Among the features of the Beppo hybrid noted by Ukrainian producers **are ripening 20-25** days earlier than other varieties of Austrian breeding standards and a high weight of 1000 seeds (**220-280** g). In addition, the hybrid is characterized by high (8 points) resistance to drought and disease.

In Ukraine, the Beppo hybrid has been grown for several years now, both under intensive technology using fertilizers and protective equipment, and under organic technology in Khmelnytsky, Ternopil, Kyiv and Kharkiv regions. Over the years of testing, Beppo has confirmed the performance declared by the manufacturer. For the period 2018-2020, the yield of Beppo oil pumpkin ranged from 0.6 to 1.0 t/ha of dry seeds. Therefore, the manufacturer recommends growing Beppo oil **pumpkin** in almost all regions of Ukraine, even in the southern part.

Scientists at Kherson State Agrarian and Economic University have calculated the cost of growing and earning money from naked-seed pumpkins. Thus, if farmers have their own equipment, they can earn between €500-800 per hectare of naked pumpkins. If we compare the costs of sowing and harvesting ordinary and naked-seeded pumpkins, they are much higher for the production of naked-seeded pumpkins, but the profit is twice as high," **the** scientists concluded**.**

According to their calculations, the cost of growing "naked" pumpkins in 2022 was as follows:

*Seeds***.** The price in the study period was up to €25/kg if you order original seeds from Austria. (Ukrainian farmers sell their own Styrian seeds for less than €10/kg). Therefore, at an average seeding rate of 5 kg/ha, the cost of seeds would be €125/ha;

Fertilizers. Their amount varies depending on the region and soil type. On average, 1 hectare requires: 20 tons of humus or other organic fertilizer, 50 kg of nitrogen, 60 kg of superphosphate, and 50 kg of potassium. Adding it all up, the total cost is €320/ha.

Field work subject to availability of own equipment. The cost of plowing and cultivation is €250.

The cost of mechanical harvesting and drying if you have your own equipment **is** €650.

The average yield is **in the range of** 0.**5-0.**7 t/ha, although some farmers say the figure is more than 1 t/ha.

The purchase price of seeds. It varies greatly from region to region, **ranging** from 120 to 160 UAH/kg, or about €3/kg.

The naked-seeded pumpkin fully lives up to its name, because inside its juicy flesh are seeds that do not have the usual hard shell.

Of course, pumpkin **is** not exotic or a novelty for Ukrainian consumers, but it remains a so-called niche crop. However, as already mentioned, Ukraine has become one of the leading countries in the cultivation of Styrian pumpkin. In Austria, where this hybrid was actually developed, there are limited opportunities for pumpkin cultivation; it is sown and cultivated in valley areas in the southeast of the country (Styria) and other regions of the country (Table 2.8).

Table 2.8 - **Production of naked pumpkin seeds in Austria, 2015-2022.**

Cultivation area	**Year**					
	2015	**2016**	**2017**	**2020**	**2021**	**2022**
	Styria					
Area, ha	15619	16762	9467	13295	11218	7886
	Lower Austria					
Area, ha	12676	17191	10833	21449	22315	18125
	Burgenland					
Area, ha	2357	2957	1462	2386	2194	1362
	Other Austria					
Area, ha	1161	2538	1105	2621	4048	1657
	Total Austria					
Area, ha	31813	39448	22867	39751	39775	29030
Yield, kg/ha	565	755	656	600	704	517
Gross harvest, tons	18000	29800	15000	23850	28000	15000

*Author's calculations

This is not enough for the production of oil, the consumption of which has grown rapidly in the world. That is why Austrians usually import useful seeds to their country. Ukraine has become one of the leading countries in growing this crop.

It should be understood that Styrian pumpkin, like all naked seeds, is a technical crop. The taste and condition of its shell are not important. The most valuable are the seeds, which are processed into oil. Pumpkin seeds are also used in the food industry, medicine and pharmacology.

Hulled seeds are a very narrow sector, with a global market of only 170 thousand tons, half of which is produced in China. In Ukraine, almost all of the hulled seeds harvested are exported to Austria for further processing. We make natural juices, purees, dressings, and sauces from ordinary pumpkins and use them for livestock feed, while traditional seeds are used in the baking industry. However, in recent years, individual farms and somewhat larger agricultural enterprises have also become interested in table pumpkins and have begun to use appropriate high-yielding specialized varieties of this crop.

Table pumpkins are sold not only on the domestic market but also exported. The main foreign market for Ukrainian pumpkins is the EU. Currently, organic and dried pumpkin products are in demand.

Pumpkin is well combined with beans and potatoes, which will allow you to harvest several crops from one area of the field. The best predecessors for pumpkin are legumes, root crops, potatoes, winter cereals, cabbage, onions, and annual fodder grasses. To prevent the crop from being affected by diseases common to the pumpkin family, such as powdery mildew, do not use beds where zucchini, squash, or cucumbers were previously grown. It is advisable to re-grow pumpkins in the same area no earlier than 5-6 years later.

Competition in the seed market is pushing most companies to introduce the latest achievements of scientific and technological progress in every link of marketing, especially in the commercial processing of seed and its packaging. Practice shows that the greatest demand among consumers is for seed with high quality characteristics, which can only be achieved by applying the latest technological scheme of post-harvest processing and the appropriate system of equipment, mechanisms and materials. Of course, all of this significantly increases the cost of seeds, but the high productivity of varieties and hybrids on commercial crops significantly contributes to higher yields, provided that the requirements of the technological discipline in growing these varieties are met. Therefore, in order to compete with foreign firms and companies, it is necessary to introduce the latest technologies for seed processing and refinement, as well as packaging lines that are as good as foreign counterparts in terms of technical and technological characteristics.

Pumpkin seeds are sold through direct relationships with agricultural producers and households, as well as large companies engaged in agricultural production on the basis of pumpkin seed contracts.

6.2.3 Pumpkin as a niche crop: new perspectives for small businesses

Today, the so-called middle-class consumption model, which is already inherent in developed countries and is growing rapidly in China, India and other developing countries, is gaining popularity around the world. This means that the number of people who want to consume high-quality and healthy food is increasing. A similar trend is observed in Ukraine [127]. Accordingly, there is a growing demand for food with added consumer value - organic products, bioproducts, farm products, superfoods, fitness products, and other healthy foods based on niche products.

The issue of efficiency and prospects of niche crops, including pumpkin seeds, is still a matter of debate. According to domestic scientists and market analysts, niche crops can significantly diversify the grain and oilseed sector and reduce the dominance of sunflower and rapeseed in the crop rotation, as their cultivation in excess of the normative limits significantly depletes the upper soil layers.

The term "niche crops" appeared in the agricultural lexicon not so long ago, although these crops have been produced in Ukraine for a long time, in small quantities and mainly for personal needs. There is no consensus on which crops are considered niche crops. In agricultural production, niche crops are those that are used in crop rotation as precursors to main crops, as well as substitute crops for replanting dead grain or oilseeds. As a rule, they are not traded and are not intended for mass consumers, so they have limited demand and low price elasticity of demand. In the market, niche crops are those for which there is a situational or constant increased commercial or social demand, or products that are needed by a narrow segment of consumers [154]. Pumpkin belongs to such crops.

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It is worth noting that there are 32 thousand small farms in Ukraine. Almost half of them have a land bank size of 20 hectares to 100 hectares. And the most important thing for such farms is to choose the specialization of their production, and growing niche crops has many prospects. That is why farmers are already thinking about what niche to occupy in order to make decent profits. The efficiency of pumpkin production is shown in Table 2.9.

Table 2.9. - **Economic efficiency of growing marketable fruits and pumpkin seeds in 2021 (Ukrainian multi-fruited variety)**

Indicators.	**Main products**	
	fruits	**seed**
Yield of main products, c/ha	400,00	4,00
Production costs, UAH/ha	5106,00	6629,00
Production cost, UAH/ton	12,80	1657,00
The total cost (including the cost of sales), UAH/ha	7965,00	8154,00
Total cost, UAH/ton	19,90	2039,00
Average selling price of main products, UAH/ton	30,00	6000,00
Cost of main products, UAH/ha	12000,00	24000,00
Profit, UAH/ha	4035,00	15846,00
Production profitability, %.	51,00	194,00
Labor costs per 1 ha, man-hours/ha	269,00	291,00
Labor costs per 1 cwt, man-hours per cwt	0,70	72,80

The pumpkin business in Ukraine has become quite attractive for small businesses in recent years, as the price of seeds, for which farmers are willing to sow this crop, is more than \$3/kg. And although the issue of yields is acute for most producers, there is an impressive practical experience.

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Indeed, for a long time, even the best practices have been able to achieve pumpkin seed yields of 0.5 t/ha. No matter how hard farmers try, no one manages to significantly increase yields in 99% of cases.

However, at one of the winter conferences, we managed to meet a farmer who, in 2021, received a gross yield of pumpkin seeds of 40 tons from an area of 18 hectares.

If you do the math, the average yield per hectare is 2.2 tons per hectare. And this is no joke, because according to the practitioner, no one believed him until they visited his field. And after seeing what they saw, the farmers were very surprised and were almost in a state of mild shock [155].

Pumpkin seed growers identify three main factors for a high yield of pumpkin seeds. They are:

First, the quality of seeds. The key to a high harvest is the quality of the seed, i.e. the seeds.

Secondly, high-quality soil cultivation. Pumpkins require high-quality tillage. As for the main tillage, the farm practices autumn plowing to a depth of 23-25 cm. Before plowing, they usually apply granulated chicken manure at a rate of 25-30 kg/ha.

Thirdly, high-quality protection of pumpkin crops.

Another important feature of pumpkin as a niche crop is that it is usually quite resource-intensive to produce. That is, its production is difficult or impossible to scale in most cases.

Thus, pumpkin seed production cannot become the prerogative of agricultural holdings, as they operate large areas of land under cultivation under limited conditions, namely natural and weather conditions, the use of wide-cutting machinery, automated management and logistics control systems.

Small business entities are quite capable of applying agronomic measures aimed at maximizing the disclosure and realization of the potential of a land plot, plant, or animal, which agroholdings will not use.

In the context of difficult competition with large agricultural enterprises, the solution for small farms may be to focus on making a profit not so much on the volume as on the quality and exclusivity of the product, which will shape their competitive advantages in the domestic and foreign markets. Such an area of activity is the production and sale of niche products, which have been gaining interest in the global agri-food market in recent years (Table 2.10).

Table 2.10 - **Efficiency of watermelon, melon and pumpkin seed production in 2010 and 2021.**

Indicators.	**Watermelon**		**Melon**		**Pumpkin**	
	2010	**2021**	**2010**	**2021**	**2010**	**2021**
Costs per 1 ha, UAH.	9243,00	11750,63	9671,00	9703,86	8154,00	9123,11
Seed yield, c/ha	2,00	2,11	1,50	1,43	4,00	4,20
The cost price of 1 kg of seeds, UAH.	4622,00	5569.02	6447,00	6785,92	2039,00	2172,17
Profit per hectare, UAH	6757,00	6110,44	27829,00	16140,30	15846,00	17686,20
Production profitability seeds, %.	73,00	52,00	287,00	166,32	291,00	193,86
The share of wages in cost structure, %.	27,90	26,76	32,20	30,99	22,40	25,76
Labor costs per 1 ha, man-hours.	355,00	322,09	285,00	278,67	291,00	274,21
Labor costs per 1 cwt, man-hours.	178,00	152,65	190,00	194,87	72,80	6,53

Since the economic efficiency of growing niche crops is characterized by two important indicators - the level of costs and profitability of production, the data in Table 2.10 show that these indicators for pumpkin production remained practically at the level of 2010.

There are many reasons for switching to niche crops. In particular, Academician of the National Academy of Agrarian Sciences O. Ivashchenko emphasized two important reasons for growing niche crops in domestic fields: sowing monotonous plants depletes the upper layers of the soil, resulting in a significant decrease in yield; droughts are getting worse in the south of Ukraine every year, which does not contribute to a high yield [156].

Pumpkin seed production as a niche crop has its advantages and disadvantages. The advantages include: high profitability of the crop; diversification of crop rotation and, as a result, improvement of the phytosanitary condition of the fields and soil conditions (especially when it comes to growing legumes); diversification of production as a way to reduce the financial risks of the enterprise in case of a crop failure of the main crops on the farm.

The disadvantages include the high cost of pumpkin harvesting, high cost of seeds and cultivation techniques, unstable demand, difficulty in finding a market for niche products, and the fact that the actual profitability may be lower than expected. In order to balance the positive and negative aspects of growing pumpkin seeds, it is necessary to thoroughly research the markets to identify the most popular ones; develop a clear and detailed investment plan; and study the technologies for growing pumpkin seeds and pumpkin products.

Thus, the majority of small and medium-sized farmers in Ukraine believe that pumpkin business is one of the winning options. That is, when you invest a minimum in the land, and you can get the maximum amount of money. Besides, if pumpkins grow in almost everyone's garden without much care, why wouldn't they grow in a field? In fact, this business has its own stumbling blocks.

Pumpkin should be returned to the same field no earlier than five to six years later, as more frequent sowing causes the crop to be severely affected by powdery mildew.

One of the essential techniques for growing pumpkins for seeds is pollination. The biological peculiarity of the culture is that there is one female flower for every four male flowers of this plant. No one knows whether it will be the first or the fifth in the order of formation. Therefore, from the appearance of the first flower and for the next three weeks, pollinating insects should be present in the field.

Pumpkin plants can be affected by late frosts that can occur on the soil surface, which also causes yield losses.

Since high quality seeds are the basis for obtaining marketable products with high performance and, given the risks involved in growing niche crops, it is imperative to check the availability of certificates certifying the varietal and sowing qualities of the seeds of the selected crop using the Register of Certificates.

As of August 19, 2019, the State Register of Plant Varieties Suitable for Distribution in Ukraine includes 21 varieties and hybrids of common pumpkin, 9 varieties of butternut pumpkin, and 13 varieties of large-fruited pumpkin.

According to the State Register of Seed and Seedling Producers for 2019, pumpkin seeds are produced in Ukraine by companies in Dnipropetrovska and Kharkivska oblasts.

Specialization of small businesses in growing pumpkin seeds allows them to expand markets for their products. Small farms do not have opportunities to enter foreign markets with traditional crops, as these are mainly exchange products and their sale requires the formation of large batches of goods. However, these farms can improve their own profitability and enter foreign markets not by selling more products (as they cannot compete with agroholdings), but by improving the quality and niche of their products. Due to limited supply or demand, such products are not sold in large quantities and have favorable price conditions (Tables 2.11; 2.12).

Thus, the development of new technologies for growing niche crops increases competitiveness and serves as a driver for small businesses. At the same time, the process of introducing niche crops is hampered by a shortage of high-quality seed material, lack of effective plant protection products, and producers' uncertainty about sales.

*Table 2.***11- Sales of niche crops by agricultural enterprises**, **2016-2020**

Cultures.	**2016 p.**	**2018 p.**	**2019 p.**	**2020 p.**	**2010 in %. by 2016.**
	thou and tons				
Leguminous crops dried,	404,0	727,4	481,3	402,3	99,6
Mustard seeds	24,5	14,2	25,4	14,2	57,

Continuation of table 2.11

Seeds. long-stemmed flax	6,1	2,5	1,8	0,3	3,5
Essential oil plants	8,5	7,0	3,7	3,3	38,8
Plants medicinal	2,4	2,0	1,9	1,0	41,7
Table pumpkins	2,8	5,9	3,9	4,3	153,6
Garlic	0,2	0,5	0,5	1,4	7 p.

Source: Sales of agricultural products by enterprises and households in 2020: statistical bulletin. *State Statistics Service of Ukraine*: website. URL: http://www.ukrstat.gov.ua/ (accessed 22.06.2021); Sales of agricultural products by enterprises and households in 2019: statistical bulletin. *State Statistics Service of Ukraine*: website. URL: http://www.ukrstat.gov.ua/ (accessed 22.06.2021); Sales of agricultural products by enterprises and households in 2018: statistical bulletin. *State Statistics Service of Ukraine*: website. URL: http://www.ukrstat.gov.ua/ (accessed 22.06.2021); Sales of agricultural products by agricultural enterprises in 2016: Statistical Bulletin. *State Statistics Service of Ukraine*: website. URL: http://www.ukrstat.gov.ua/ (accessed 22.06.2021).

Although none of the niche crops can replace traditional oilseeds or grains, the gradual expansion of their production will allow diversification of smallholders' income sources. Niche crops can also be a solution to the problems of crop rotation and soil depletion that arise from the overabundance of several major crops.

Table 2.12 - **Average selling prices of niche crops by agricultural enterprises, UAH/t**

Cultures.	**2016 .**	**2018 .**	**2019 .**	**2020 .**	**2020 in % by 2016**
Leguminous crops dried,	6524,1	5394,5	5337,7	6224,1	95,4
Including peas	6442,4	5064,3	4914,4	5589,9	86,8
Mustard seeds	9565,3	16093,1	11568,3	13785,7	145,0
Seeds. long-stemmed flax	6994,7	7953,0	8665,8	12510,3	178,8
Plants essential oils	7929,4	7770,7	9500,6	15199,9	210,2
Plants medicinal	16025,1	24471,6	21467,3	26183,9	163,4
Table pumpkins	2631,0	3302,3	3512,9	6864,2	260,9
Garlic	43776,2	29823,5	26570,4	25103,7	57,3

Source: based on Table 4.

Niche crop production can increase the competitiveness and efficiency of small producers who need to organize themselves into cooperatives, associations, and groups of agricultural producers to sell their products. This facilitates access to financial instruments, improves opportunities for processing, storage, and access to foreign markets.

Growing pumpkin seeds as a niche crop is one of the most promising areas of small agribusiness development, as it is difficult for small farms to compete with large agricultural enterprises in the production of traditional oilseeds, but it is possible to compete with niche crops. In addition, a niche crop, subject to the production technology, allows to obtain a much higher income per 1 ha of harvested area, even compared to certain highly liquid grains and oilseeds.

The niche crop of pumpkin is an important area for increasing the export potential of pumpkin seeds and processed products. If it is used effectively, it is quite possible to diversify domestic agricultural exports and significantly increase export earnings, as well as reduce dependence on the global agri-food market and the risks of price volatility.

For the state, niche crops are one of the strategic directions for diversifying agricultural exports and increasing the profitability of the entire agricultural sector. The economic potential of growing niche crops can be effectively developed by applying modern innovative technologies for their cultivation, using high-quality certified seed material of highly productive varieties under the conditions of an optimal system of fertilization and plant protection against pests and diseases.

6.3 IMPROVING THE ORGANIZATION AND MANAGEMENT OF MARKETING AT PUMPKIN SEED PRODUCTION ENTERPRISES

6.3.1 Improving the management of marketing activities of pumpkin seed producers

The modern business world, built on the principles of a market economy, is undergoing significant changes. As the Ukrainian economy has moved to a market-based economy, it has become increasingly important for businesses to provide services to meet the needs of their customers. To improve the company's performance, it is advisable to establish marketing departments or services. The success of an enterprise's market entry is a properly organized marketing activity of the organization. The use of marketing is an important element of achieving business success, but in practice, most enterprises pay little attention to the management of marketing activities. For small businesses and households engaged in the production of pumpkin seeds, marketing activities are quite expensive and impractical; and enterprises that have been operating in the market for a long time do not yet require significant marketing influence.

The issues of the system and management of enterprise marketing have been studied in the scientific works of many scholars.

However, the problems of improving marketing management and organizing the marketing system of pumpkin seed producers are quite relevant today.

The use of marketing elements is increasingly being applied, but all forms of marketing management are not used at the enterprise. Such shortcomings slow down the improvement of the company's competitiveness, do not allow it to adapt to the micro- and macro-environment and market changes, and worsen financial stability.

Philip Kotler, who is the famous "father" of marketing, considers it a system of various activities of an enterprise that are interrelated and include planning, pricing, selling, delivering goods and providing services that are needed by existing or potential consumers, as well as a type of human activity aimed at satisfying needs through exchange [167, p. 19].

In general, marketing is a management concept that guarantees the market orientation of the company's production and sales activities in the market, as well as a management system that ensures concentrated activities related to the research of markets for the sale of products, promotion, and active influence of the company on market processes in order to increase sales and maximize profits.

It is necessary to distinguish between the concepts of "marketing management" and "management of a marketing department or service". As for the marketing service, it is a separate subdivision of the enterprise that operates on the basis of marketing principles and methods to research the market, ensure constant sales of products and orient production in accordance with market conditions. The management of the marketing service is a clear program that is developed on the basis of managerial marketing decisions and the strategic vector of the enterprise's development. Thus, marketing management, or management of marketing activities (MA) at an enterprise, is a system of strategic and tactical actions aimed at efficient business conduct and achievement of the main goal, which is to meet the demand of the population and maximize profits. The main problems of marketing are shown in Fig. 3.1.

Solving the problems in the management of marketing activities of pumpkin seed producers should take place in five areas, such as improving production, improving the product, increasing the intensification of production, applying marketing methods and social and ethical marketing.

The concept of improving pumpkin seed production is that consumers prefer seeds that are widely available and affordable, and as a result, the company must improve production, quality, and efficiency of the distribution system.

The main problems of marketing

General economic	**Legislative and informational**	**Market.**	**Financial**
- economic crisis; - monopolization in industries; - shortage of domestic goods; - non-economic regulators market; - corruption of the economy; - environmental problems caused by the consumption of the products sold	- Insufficient development of the legislative The framework that regulates the market activities; - state intervention, legal authorities; - corruption of the authorities; - unreliable information; - psychological barriers	- sudden changes of the market situation; - unpredictable actions of competitors; - loss of customers and/or intermediaries under the influence of competition; - falling demand; - the problem of marketing, networking and sales, intermediaries of warranty and post-warranty service; - problems with the quality of goods; - displacement of goods	- a lot of small and medium-sized enterprises that cannot engage in marketing on their own, but create associations with general marketing services is not considered necessary; - Insufficient allocations for marketing; - bankruptcy of buyers, suppliers, agents

Fig. 3.1 - **Typical problems in the application of marketing by pumpkin seed enterprises**

This concept is used in two cases: when demand exceeds supply, and when the cost of seeds is high enough to reduce it by increasing productivity. The concept of product improvement is to continuously improve the quality of a product, as a result of which consumers prefer products with the highest quality and best performance. The disadvantage of this concept is the satisfaction of needs that are easily met by other goods (Figure 3.2).

The concept of increasing the intensification of production is that enterprises should make efforts to sell their products and methods to stimulate them. Under such conditions, consumers will be ready to purchase goods in sufficient quantity and of appropriate quality.

The marketing concept is to identify market needs and customer demand for pumpkin seeds.

The concept of social and ethical marketing states that the main tasks of an enterprise are to strengthen consumer welfare and meet the needs and interests of the market.

These principles show the real directions of the enterprise's functioning on the basis of marketing. Modern scientific research does not consider the classification of functions of the marketing complex. As a result, it is established that marketing functions are formed under the influence of production and sales volumes, competitive conditions, availability of product range, and peculiarities of supply and demand for goods.

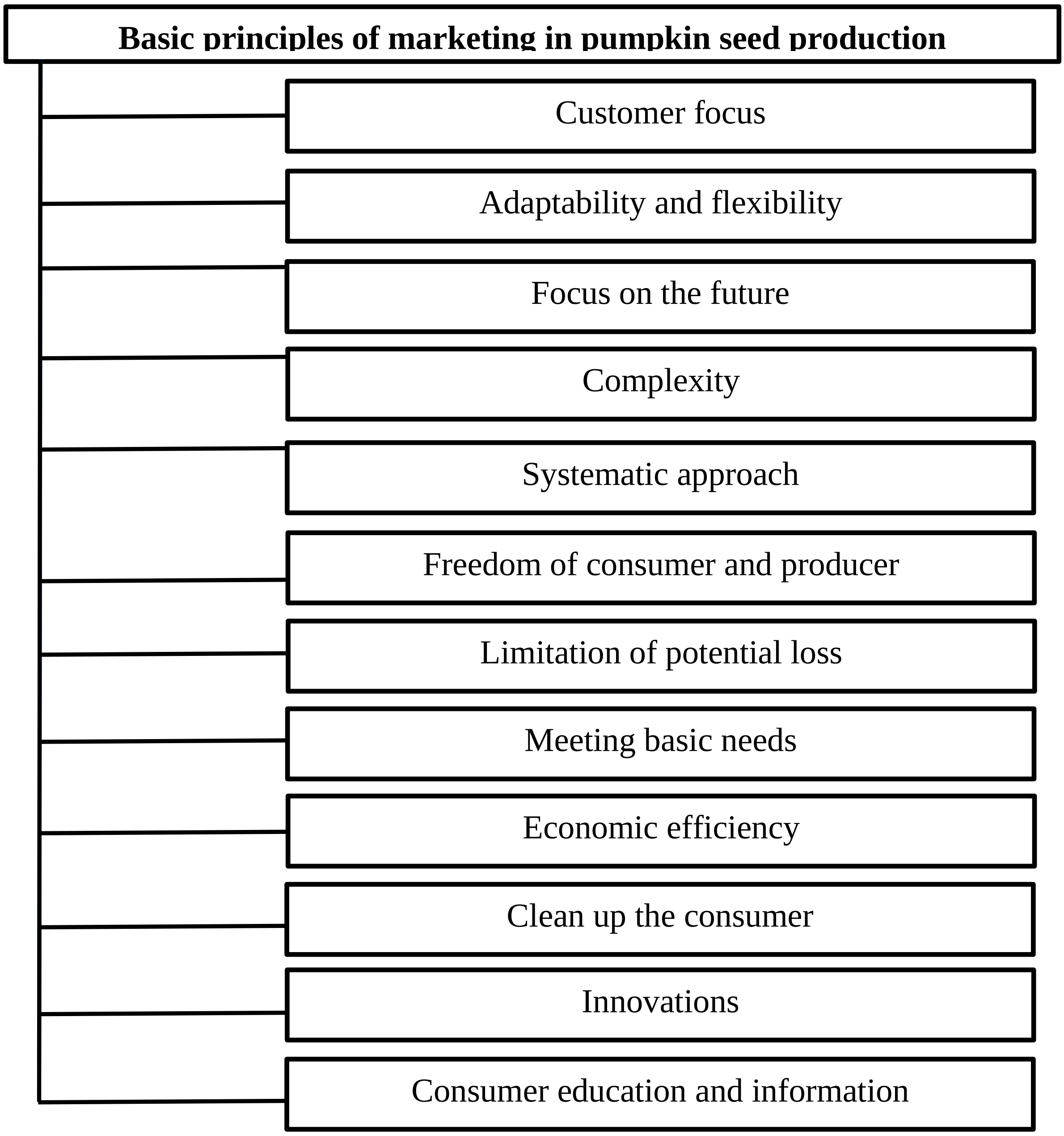

Fig. 3.2 - **General principles of marketing management**

The main functions of marketing management at pumpkin seed production enterprises include analysis, planning, organization of plan implementation, and control (Fig. 3.3).

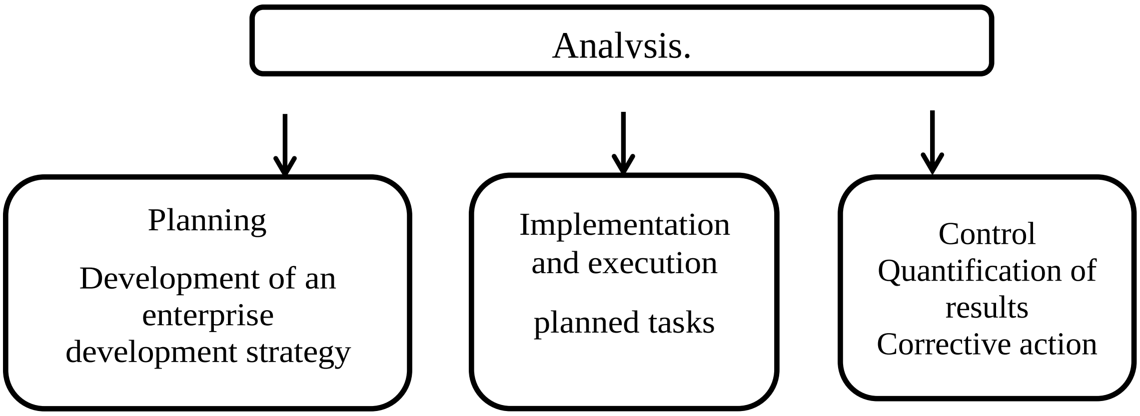

Fig. 3.3 **Interrelation of general functions of marketing management of an enterprise** [86, p. 294]**.**

Additional functions include the formation of goals and objectives of the enterprise, implementation of strategic directions of business development; modeling of the enterprise strategy; assortment planning; creation of a production plan; application of a marketing communications complex; formation of effective sales channels; improvement of pricing policy; staffing; availability of marketing information [166, p. 294].

In the marketing management system of an enterprise, certain methods of marketing research can be identified, which are shown in Fig. 4:

- research of the micro and macro environment;
- research of the existing assortment and its forecasting;
- logistics support at the enterprise;
- research of sales channels and methods of sales promotion;
- research on pricing policy;
- study of the level of safety of use of goods and consumer properties of goods [168, p. 48-49].

Based on the study, we present a model of marketing management of pumpkin seed producers, Fig. 3.4.

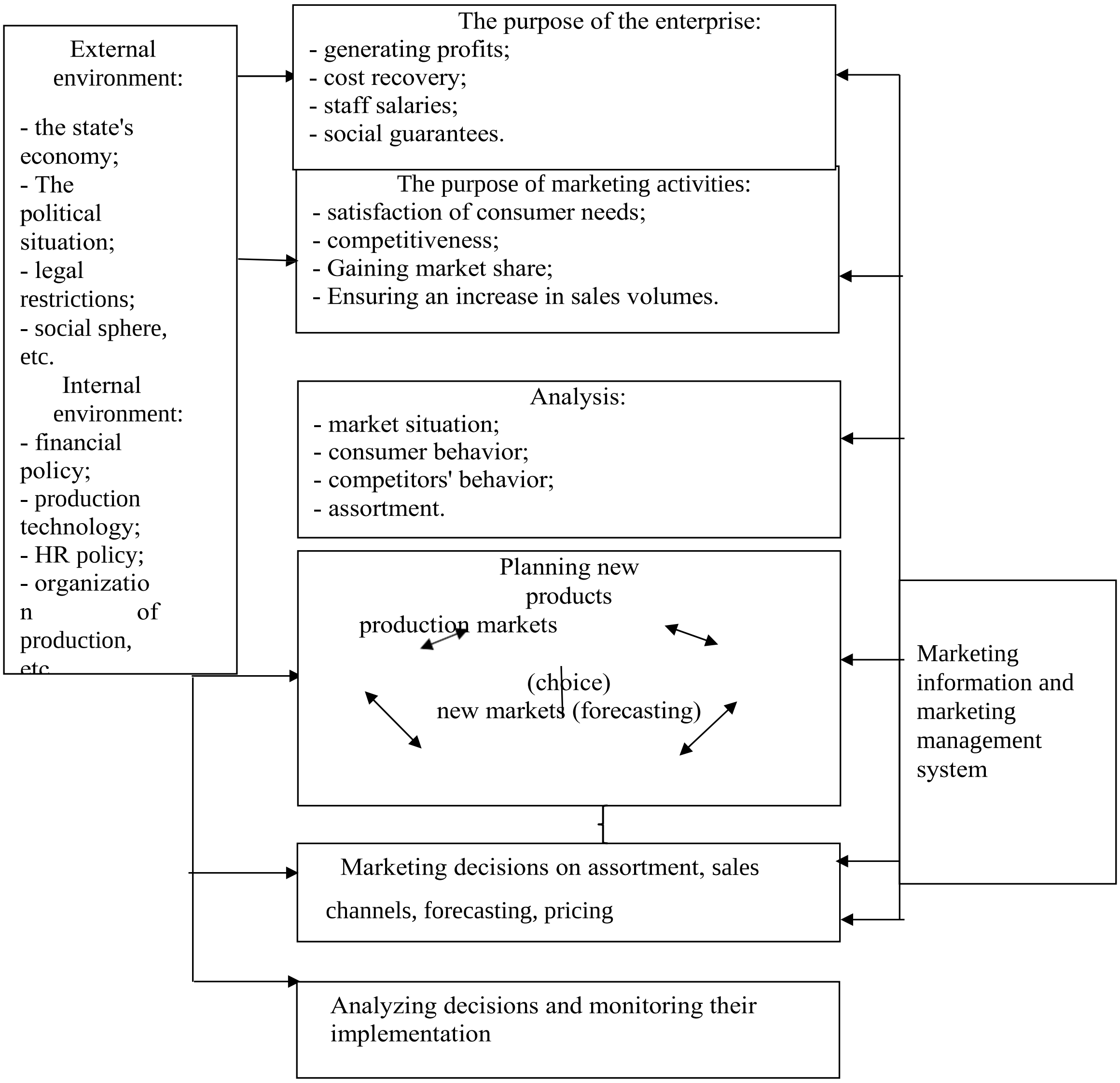

Fig. 3.4 **Model of marketing management of pumpkin seed producers**

Marketing management of an enterprise usually begins with market research. The components of marketing research are the study of consumer behavior, their needs, tastes, and motives for buying goods. Marketing research of the pumpkin seeds market also includes the study and forecasting of supply and demand, research of price monitoring and the range of competitors, calculation of market capacity and market share of the enterprise. Such market research evaluates attractive market opportunities and directions of marketing activities. The model of marketing activity (MA) is presented in Fig. 3.5.

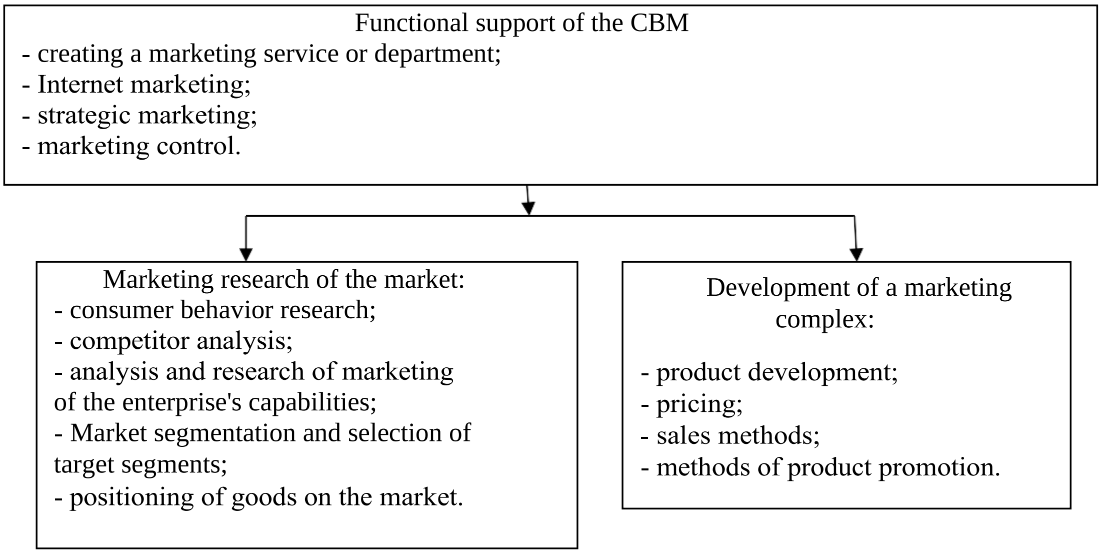

Fig. 3.5 **Model of functional support of marketing activities of pumpkin seed producers**

These traditional elements interact to form the marketing mix, or marketing mix. The components of the marketing mix include the following.

1. Goods - pumpkin seeds (quality characteristics, assortment, service). Each product has its own properties that can satisfy the consumer's needs in terms of design, shelf life, reliability, i.e., it has certain quality characteristics. To a greater extent, the product range, its depth and breadth are the motivations for buying a product.

2. Price of pumpkin seeds (formation of discounts, margins, payment terms). Pricing is one of the main tasks of pumpkin seed producers (marketing mix). The price should be acceptable to both the consumer and the producer, ensuring the company's profit. The methodology for determining the price of pumpkin seeds is determined by the following steps:

– determine the cost of each type of product;
– to establish the level of possible demand for seeds (goods) and determine the appropriate price;
– predict the actions of competitors on established market prices;
– check the correctness of pumpkin seed pricing and its compliance with regulatory documents;
– set the price of pumpkin seeds.

3. Transportation of pumpkin seeds to consumers, which includes determining the optimal scheme of supply of goods from the producer to the end consumer and its physical implementation (transportation, storage, delivery of goods), as well as after-sales preparation.

4. Promotion of goods in the market, which includes effective relations with consumers and involves creating a positive image of the enterprise, taking communication measures, personal sales [166, p. 66-67].

Marketing development is associated with the emergence of new products, new ideas, fashion trends, etc. The implementation of marketing activities at an enterprise depends on the methods of management at the enterprise and the form of ownership. In Ukraine, the use of marketing as one of the elements of market management is not widespread in modern conditions. However, enterprises should widely use marketing methods and tools.

It should be noted that the situation at the enterprise can be improved by increasing the volume of services provided by reducing the net profit ratio in parallel with the growth of turnover and market share. Also, this indicator can be increased through the growth of net profit, which is achieved through better marketing planning and effective communication policy of the enterprise. For example, advertising budgeting should be aimed at identifying the most effective means of promotion, which will help reduce "unnecessary" marketing costs. Companies can increase the demand for their marketing tools to obtain a greater economic effect than if they were used separately.

Thus, the role of marketing activities is really important, as it ensures the development of the enterprise, promotes growth services should use a variety of marketing communication tools. The optimal combination of different marketing tools communications facilitates the establishment of closer ties with the entities of the external and internal environment of the enterprise. Their combination leads to a synergy effect when the simultaneous use of

profits, determines the structure and quality of services provided, and influences the solution of other economic problems of the enterprise. A well-organized marketing activity contributes to the economic growth of the enterprise, analysis of market opportunities, and expansion of the market for services provided.

6.3.2 Identification of strategic directions and development goals and development of marketing strategies in the pumpkin seed market

In general, there are six main stages of the marketing strategy development process. On the basis of the stages and intermediate stages and taking into account the peculiarities of the industry, it is possible to formulate a scheme for the formation of a marketing strategy for enterprises in the pumpkin seed market.

The first stage characterizes the current state of the commodity producers' activities and involves performing a marketing analysis:

- analysis of factors characterizing the macro environment (economic, scientific and technical, natural, legal, etc.);
- analysis of the microenvironment (efficiency of production processes, management, marketing, financial condition, competitors, suppliers, and customers);
- SWOT analysis.

The second stage covers the expected state of the enterprise, i.e., determining strategic directions and forming a marketing strategy:

- clarifying the mission, vision, and market goals;
- justification of the overall development strategy;
- segmentation and market positioning;
- providing advice on the areas of activity;
- Formation and selection of a competitive strategy.

The third stage is the specification of the future state, i.e. the definition of functional marketing strategies:

- product functions (quality, assortment, within the product life cycle);
- price functions (taking into account seasonality and product value);
- distribution functions (in the domestic and foreign markets);

– promotion strategies.

The fourth stage is the choice of directions and development of mechanisms for achieving the goal - evaluation and comparison of strategic alternatives:

– evaluation of marketing strategies by criteria;
– taking into account the conditions and existing restrictions;
– identification of risks;
– adaptive modeling.

The fifth stage is strategy implementation and control; ensuring the realization of individual goals.

In order to formulate an effective strategy for Ukrainian enterprises in the pumpkin seed market for the future, it is advisable to consider the development trends of the global pumpkin seed market and identify trends. The basis of the world pumpkin trade is made up of seeds and products of their processing.

Taking into account the above strategic directions of development of the pumpkin industry, we can formulate the basic mission of pumpkin seed producers.

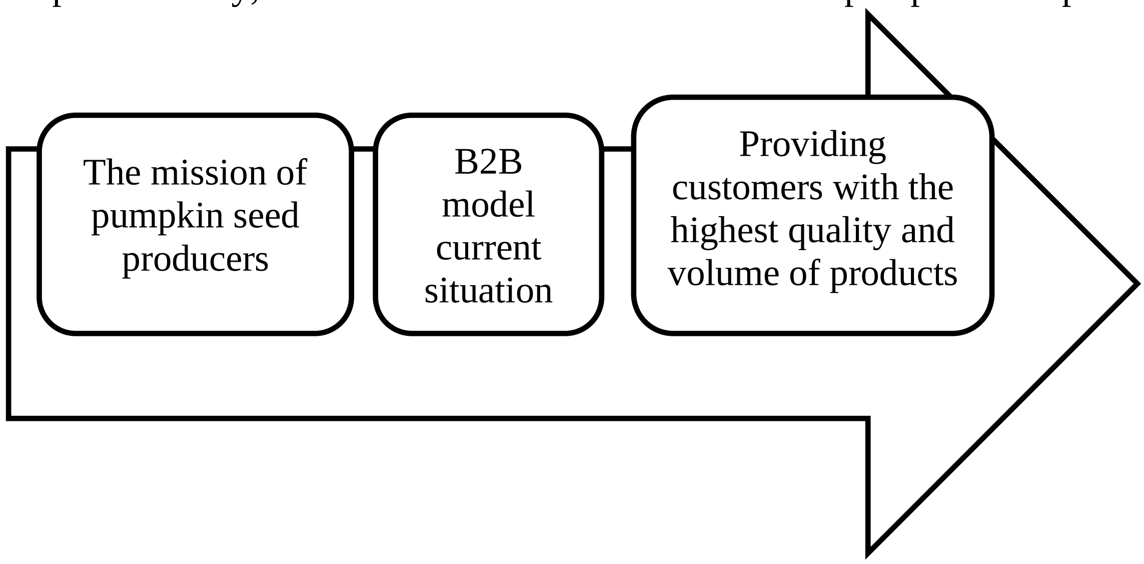

Fig. 3.7- **Options for the current and projected mission of pumpkin seed enterprises**

Today, the mission of pumpkin seed actors (Figure 3.7) can be described as the fact that the main buyers of pumpkin seeds in Ukraine are mostly legal entities and individuals engaged in intermediary activities, rather than end consumers of finished products. Also, this sales model for business is reduced to "meeting the need for raw materials". However, the most rational solution is the second option, which focuses on the end user and product quality, with supporting product quality characteristics.

What are the main strategic goals stemming from the vision of pumpkin seed development for 2022-2027?

To achieve strategic goals goals at the level of of enterprises it is advisable to develop multi-level strategies and strategic plans of varying degrees of detail. It should be borne in mind that in today's rapidly changing global environment, excessive detail leads to a loss of relevance of these plans and limits the use of new ideas that emerge in the course of strategy implementation. At the same time, the constant updating of plans is not rational in terms of the use of enterprise resources and contradicts the very meaning of the concept of strategy. Since enterprises in the pumpkin seed market have different scales of activity, different orientations and market status, their strategies cannot be completely identical. However, the general strategy for most of the analyzed enterprises, taking into account the prospects for market development, can be defined as a growth strategy. The justification of the general strategy of the enterprise in the pumpkin seed market is based on the consideration of external and internal development opportunities. The method of such substantiation can be a modified Ansoff matrix. This should take into account not only the possibilities of product and market development, but also the strategic importance of the industry as a whole for the Ukrainian economy, as well as the environmental and social effects of its development, which fully meets the goals and principles of the concept of sustainable development.

Thus, assessing the positive prospects for the development of pumpkin seeds and pumpkin seed products markets, we can consider the general growth strategy as the basic one. To test this hypothesis, the method of expert evaluation of the possibilities of using a growth strategy in several directions should be applied, Taking into account the peculiarities of the functioning of pumpkin seed enterprises, it is necessary to analyze four options (according to the Ansoff matrix) in stages to ensure the sustainable development of the enterprise in these markets. The methodology for choosing a growth strategy from the alternative options is shown in Fig. 3.8.

Formation, identification of alternatives and final selection of a marketing growth strategy should be based on the established criteria for selecting the most effective strategy (especially for diversification strategies), followed by the development of a marketing plan.

It should be noted that when determining the possibilities and prospects of applying growth strategies by pumpkin seed enterprises, two options should be considered: 1) if we consider the market behavior of small pumpkin seed producers producing low-differentiated products, we can neglect the concept of "product life cycle", since, as a rule, the cycle of staying on the market of pumpkin seeds and its processed products is long, without characteristic ups and downs; 2) when considering the strategy of market behavior of medium-sized enterprises providing attractive product appearance, branding and a wide range of products, we should take into account the stage of product life cycle and adapt marketing to it

After combining the results of the analysis of individual enterprises into one table and evaluating the values obtained, it is necessary to determine the opportunities and risks of the enterprise regarding the success of the implementation of a particular strategy, select the one that has scored the highest total amount of points and conduct its verification (development of a detailed strategy implementation plan - decomposition).

The implementation of the strategy involves the participation and interaction of various market actors, namely private entrepreneurs, associations, government institutions, etc. Each of them needs to develop its own strategic plans, which may not always be considered rational from the point of view of resource use.

Analysis of the prerequisites for using a market penetration strategy and the possibility of its implementation

- market growth rate and its life cycle;
– the level of consumption of goods;
– frequency of use of the product;
– the degree of market saturation;
– the degree of awareness of the company's products in the market;
– the degree of economies of scale in sales growth;
– Uniqueness of the company's product (competitive environment plus substitute products)
– the amount of investment to be raised to implement this strategy

Ability to implement a market development strategy

It is advisable to evaluate:

– the company's popularity and image;
– the ability to conduct large-scale marketing research;
– intensity of work with consumers;
– Consideration of the price-quality ratio.

It should be identified:

– market development prospects for three years;
– business models of key competitors;
– tools and methods of sales in the new market;
– resources to enter the market and capture the desired market share;
– The reliability of the financing plan, including the level of investment in technology, equipment and product promotion

Ability to implement a product development strategy

– the company's success in the current market;
– the level of competition in the new market;
– the strength of entry barriers in the new market;
– the growth rate of the new market;
– uniqueness of the product (compared to key competitors in the new market);
– the possibility of attracting investment

Possibility to implement a diversification strategy

– the growth rate and size of the current market, as well as the life cycle;
– competitiveness of the current product;
– the level of competition;
– threats of new players entering the market;
– innovativeness of the current market;
– the level of assortment updates and new products from key competitors and the current market

Fig. 3.8 - **Determination of the possibilities for pumpkin seed producers to choose options for marketing strategy development**

That is why the best way to achieve strategic goals is to:

1. Communicate the mission, vision, goals and priorities to all stakeholders in the pumpkin industry so that they are used as a guide in daily management decisions.

2. Creating multi-level action plans without detailed detail, based on the mission, vision and goals. These action plans cannot be exhaustive and should not be restrictive. The search for interesting and practical ideas for realizing strategic goals should be ongoing.

3. The main center for the implementation of the sectoral strategy should be the Pumpkin Growers Association, which should accumulate ideas, monitor and analyze the results, and periodically (once a year) update the strategy and communicate the tasks to all participants. The association will also implement some of the measures itself, as it is an effective synergistic mechanism for combining efforts.

Let us consider in more detail the measures to implement the strategic goals for 2023-2028 for each model separately.

Development of the B2C model:

– studying trends in the consumer market and developing new, innovative pumpkin seed-based products, as well as improving their sales format, which would be more convenient and contribute to the growth of consumption;
– promotion of new "useful" products among consumers through SMM and messengers [169];
– cooperation with food industry, retail, and pharmaceutical companies to increase the volume and frequency of use of natural products and their subsequent sales;
– application of the latest marketing methods to promote products on the market (development of a sales funnel, setting up and working with the client's CRM system, active work with social networks Instagram, TikTok, YouTube);
– searching for ideas for new products and utilizing the potential of niche products (pumpkin seeds and pumpkin products).

Additional supportive measures should also be introduced within the B2C model: work with educational institutions to align curricula with current needs, organize internship programs, student incentive programs, and talent pool programs; create a mechanism for accumulating and sharing market, economic, technological, and other information that would increase business efficiency; work to optimize the regulatory framework governing the industry, as well as improve industry statistics; periodic analysis and adjustment

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7. Methodology, main methods and algorithms of bioenergy market research

The predicted global depletion of the main fossil energy sources (oil and gas in the next 30-40 years) and environmental factors are prompting most developed countries to look for alternative non-traditional renewable energy sources (NRE). The catalyst for these searches was, in particular, the increase in world oil prices in 2005-2006. According to the materials of experts of the UN Development Program, the share of renewable energy sources in the global fuel and energy balance in 2050 may reach 50%, and according to the forecast of the World Energy Council - up to 80-90% [170]. By the end of the current century, Germany and Sweden plan to obtain 100% of their energy from renewable sources. The most real substitutes for petroleum fuels are methanol and ethyl ethers from oils (biodiesel fuel), ethanol (bioethanol), which is produced from the products of the sugar industry and starch-containing products; biogas — from crop and livestock waste; solid biofuel - from the biomass of highly productive perennial plants, as well as by-products of crop production and forestry.

Until the last decade, systematic, coordinated scientific research on the development of the bioenergy products market was not conducted in Ukraine, the Targeted Comprehensive Program of Scientific Research "Biomass as a Fuel Raw Material" was approved. At the same time, scientific research mainly concerns the production processes of bioenergy products, the raw material base of processing technologies, etc. Sales, distribution, and informational aspects of the functioning of the bioenergy products market remain out of consideration.

The study of the processes of formation and development of the domestic bioenergy market should be carried out through the prism of the possibilities of implementing the concept of sustainable development, the availability and efficiency of the national production of bioenergy products, the interaction of economic entities and service infrastructure, as well as taking into account external and internal factors of the formation of a modern bioeconomic system. The complexity of the problem of ensuring the effective operation of the bioenergy sector of the economy and the development of the bioenergy market lies in the fact that the market transformation processes in Ukraine began without an agreed theoretical and methodological justification and the formation of systematic methodological approaches to the formation of strategies and tactics, sufficient scientific and practical experience in the dynamic and consistent transfer of the industry to functioning in the conditions of market relations [171]. In addition, the bioenergy market received significant impetus for its development later than other markets of goods and services, which was caused by a decrease in the level of energy security in the country, deterioration of the ecological balance, etc.

The Law of Ukraine "On Alternative Fuels" included among others the key principles of state policy in this area [172].

• economic stimulation of producers and consumers of biological fuels with the aim of their widespread introduction in Ukraine;

• development of regulatory mechanisms for the creation and regulation of the biofuels market in Ukraine;

• a clear definition of the prospective policy of the state regarding the production and consumption of biofuels with the aim of saving traditional types of fuel and reducing Ukraine's dependence on their import;

• reducing the negative impact on the environment;

• introduction of a step-by-step increase in the normatively determined mandatory share of the use of biofuels in the total production of motor fuels in Ukraine;

• support of investment activities in the production and use of biofuels through the application in this field of entrepreneurial activity of special tax, customs and other benefits determined by the relevant legislative acts, and the state guarantee that the determined benefits will not change during the next ten years from the date of adoption of the relevant laws or amendments to them;

• support for the development of the scientific and technical base for the production of biofuels, promotion of scientific and technical achievements in this field;

• development of international scientific and technical cooperation, wide use of international cooperation in the production and consumption of biofuels;

• informing consumers and producers of biofuels about the economic, ecological, social and other advantages of production and consumption of biofuels;

• harmonization of domestic legislation in the field of production and use of biofuels with EU legislation.

As can be seen from the law, a significant part of the specified principles and tasks belong to the field of marketing, demand stimulation, informing consumers, etc. Scientists rightly point out that the main reasons for the slow development of the bioenergy products market are the low level of environmental awareness of consumers and the lack of state support [171, p. 46].

An urgent problem in these conditions is the determination of the methodological features of the bioenergy market research and the substantiation of its development prospects, with the aim of determining the magnitude of the effects for various participants in market relations and the degree of influence on the activities of enterprises, infrastructure entities, the state and consumers.

A necessary condition for conducting a comprehensive study of the field of bioenergy and, accordingly, the bioenergy market, is the development of methodological principles of the study, the process of using and substantiating the methodological toolkit, and the construction of an algorithm for conducting such studies based on theoretical, methodological and applied provisions regarding the formation of the bioenergy market and subjects of the bioenergy production sector.

Ensuring the objectivity and informational reliability of the assessment of the state and trends of market development is currently the main task, which has a decisive influence on the management decision-making by participants of this market at all levels. In practice, various methodological approaches are used to determine evaluation criteria, a system of indicators, and methods of managing the development of market entities and actual market processes. In the conditions of cyclical economic development, global food and energy challenges, and periodic economic crises, there is an inconsistency of methodological approaches, the difficulty of choosing the necessary evaluation tools, which causes a lack of connection between scientific and methodological developments and the practical results of their application in the activities of enterprises. The implementation of the achievements of scientific and technical progress and the maximally complete fulfillment of its practical function are largely determined by the level of methodological support of research, in particular, in the field of economics.

The reduction in the number of methodological works in the early 2000s was replaced by an increased interest in the essence and structuring of methodology, one of the consequences of which should be considered the introduction into scientific circulation of the category "paradigm", which performs a worldview function and guides the selection of the most important problems for each scientific field. The methodology has now turned into a separate modern discipline of modern economic science, which studies the practice of functioning and trends in its development, and among other things, defines its paradigm.

Today, we are talking about such a paradigm of the development of mechanisms for the transformation of market relations and their regulation, in which [173, p. 141]:

- the system of views and values is a systematic approach to market processes, phenomena, events (systemic and situational paradigm), accordingly, the system of methodological tools is based on systemic, situational and structural-functional approaches;
- the system of technical, technological and resource means is formed according to the principle of the maximum achievable technological level in domestic practice;
- the system of methodical and technical skills plays a decisive role in the process of formation and application of the mechanisms of transformation of individual markets;
- there is no systematic periodic correction of the strategic goals of development, and therefore, no review of the prospectively necessary mechanisms of market transformation and public administration;
- innovativeness is a desirable element in the development of leading industries (in particular, energy), market entities and mechanisms, the introduction of innovations on the basis of marketing determines the success of competition in the markets;

- the response to the challenges of globalization is forced rather than well-informed and based on accurate forecasting.

Taking into account the selected characteristic features of the modern paradigm of the development of market mechanisms, we will build its model, as shown in fig. 1.1.

The following can be identified as the most significant shortcomings of the given modern paradigm of the development of market relations mechanisms [173, p. 142]:

- Today, Ukraine is mainly the object of globalization influences, and not their subject, which, first of all, is determined by its insufficient contribution to the world economy, more precisely, that part of it that belongs to the IV technological order, while this primarily means the predominance quantity over quality, in particular regarding the structure of product exports;

- the reaction of the domestic system of public administration to the system of globalization influences has a forced and sometimes belated character;

- the technological base in most spheres and branches of the economy is insufficiently developed, which indicates the non-compliance with the phase of economic development based on the III-IV technological system; its replacement and/or change requires significant amounts of investment and innovations, which are interconnected, which greatly complicates their implementation;

- innovativeness of development is considered by the authorities as an attractive and desirable phenomenon, which does not yet have a real, relevant economic basis; the innovation of the economy was proclaimed by the previous government, but this ideology was not implemented either in theory or in practice of the country's economic and social development and the development of its public administration system;

- the methodological base is based on traditional systemic, situational and structural-functional approaches, which during the time of independent Ukraine received significant development and transformation in the works of domestic scientists, this methodological base contributed to the significant development of the theory and practice of strategic management; at the same time, the methodological base of management at all levels, based on the latest marketing concepts, in particular, holistic, ecological and territorial marketing, is still practically not involved;

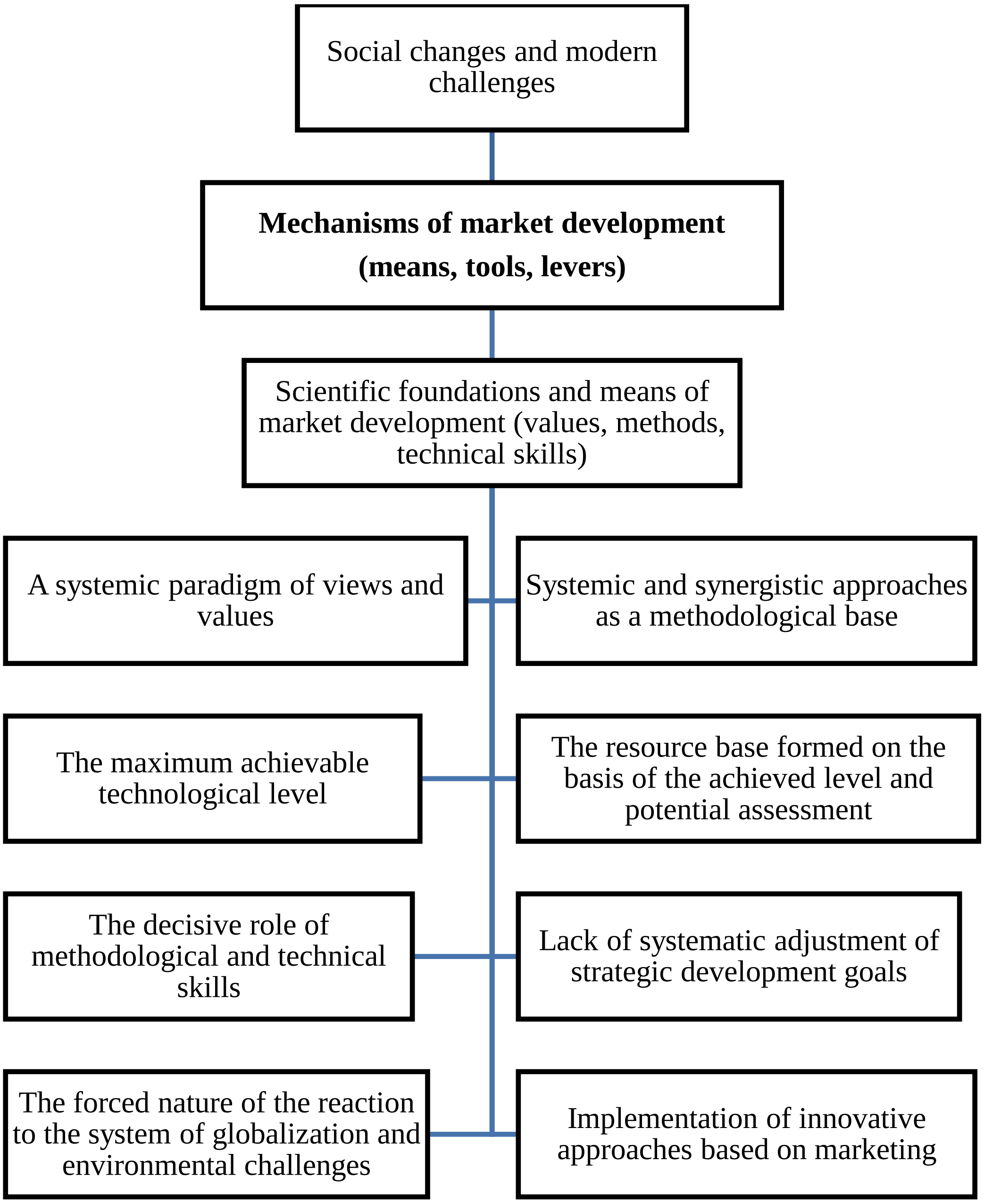

Fig. 1.1. A modern paradigm model of the development of market mechanisms

Note. Formed by the author based on [173]

- the latest methodological base complements the modern achievements of scientists in the field of market regulation, expands the possibilities of scientific knowledge and the practical implementation of management decisions at all levels of the economic system; practical development of predictive and programmatic management solutions is still based on the existing, not promising (potential) resource base, which also contributes to innovation and technological lag;

- state target programs mostly do not contain technological and resource innovations and their bringing to the level of pilot projects, their funding is only 8-12% of the expenditure part of state budgets and are not guaranteed annually even if they are adopted by laws;

- development strategies (socio-economic, individual branches of the economy, regions, territories) are accepted and are no longer adjusted, unlike the way it is accepted in most developed countries of the world; each change of power threatens their change or termination of their implementation; in fact, for large periods of time, the country does not have clear strategies for socio-economic development;

- the development potential of certain industries and the most promising markets that meet the needs of the country and certain consumers is decisive in the country's development, but it is unstable.

It is necessary to substantiate the research methodology under the following conditions:

1) clarification of the scientific approach to understanding the category "methodology";

2) determination of the set of elements of the methodology of this study and the evaluation apparatus;

3) distinguishing general and special research methods, the sequence of their application, criteria, indicators within the defined methodology (Fig. 1.2).

In the economic encyclopedic dictionary, methodology is interpreted as "science, the basis of which is a system of the most general principles, methods and ways of learning about economic systems" [174, p. 494]. According to V. Belukha, the methodology "...is based on the peculiarities of knowledge of specific processes and is manifested in the implementation, on the one hand, of theoretical generalizations, principles of individual sciences, and on the other hand, partial methods of research" [175, p. 57].

The methodological apparatus of economic research acquires a somewhat different meaning, which is interpreted as "...a system of methodological categories that are characteristics of economic research: problem, relevance, object of research, its subject, goal, tasks, hypothesis, etc." [177, p. 140].

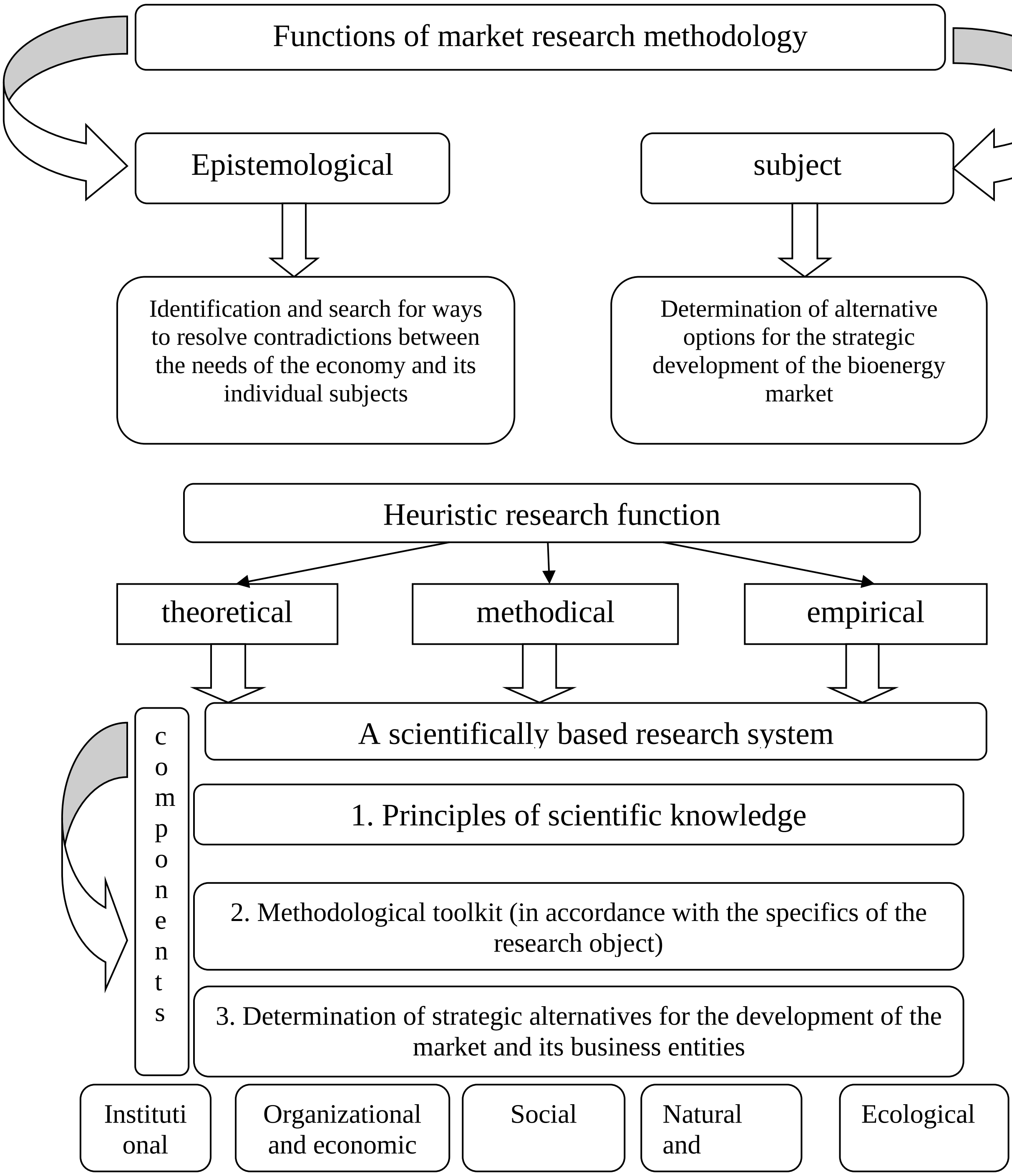

Fig. 1.2. Bioenergy market research methodology

Note. Formed by the author based on [176, p. 66]

The methodology is a specification of the methodology taking into account the specifics of a specific field and the requirements of a specific study, which transforms the latter into precise cognitive procedures and operations. In turn, "the method is expanded into a system", that is, it is used for the further development of science, the deepening of theoretical knowledge as a system, as well as its materialization and objectification in practice [171, p. 18].

The methodical approach to studying the market or such a specific field as bioenergy is not as formalized as the methodology, but it should take into account the following requirements:

1) the possibility of occurrence only in a competitive environment, which necessitates the use of a comparative approach; 2) the mandatory presence of stability, which requires taking into account all deviations from the equilibrium state; 3) duration, which can be taken into account based on the application of dynamic indicators (chain or base rates of change); 4) research at the micro level involves considering the enterprise as an open economic system (systemic) [177, p. 69]. The latter means consideration of market entities in interaction with their surrounding microenvironment.

Unlike the methodology, the research method is subordinated to the solution of specific scientific problems. It is a method of research, a tool for achieving the goal [178, p. 31]. A set of different methods of knowledge (economic, statistical, mathematical, etc.) taking into account the principles of dialectics constitutes the content of the methodology of economic research [179, p. 58].

The greatest effectiveness of knowledge of objective reality can be achieved under the conditions of effectively selected scientific research methodology. In the research of bioenergy and market processes in this area, the issue of developing a methodological toolkit of the researched area becomes especially relevant. The application of the latter varies depending on the level in relation to which the research is conducted.

In order to obtain comprehensive results when studying the bioenergy market of Ukraine, it is advisable to consider it based on the use of different groups of methods.

Taking into account the breadth of application and the presence of common parameters, they are classified into general scientific and special (Fig. 1.3).

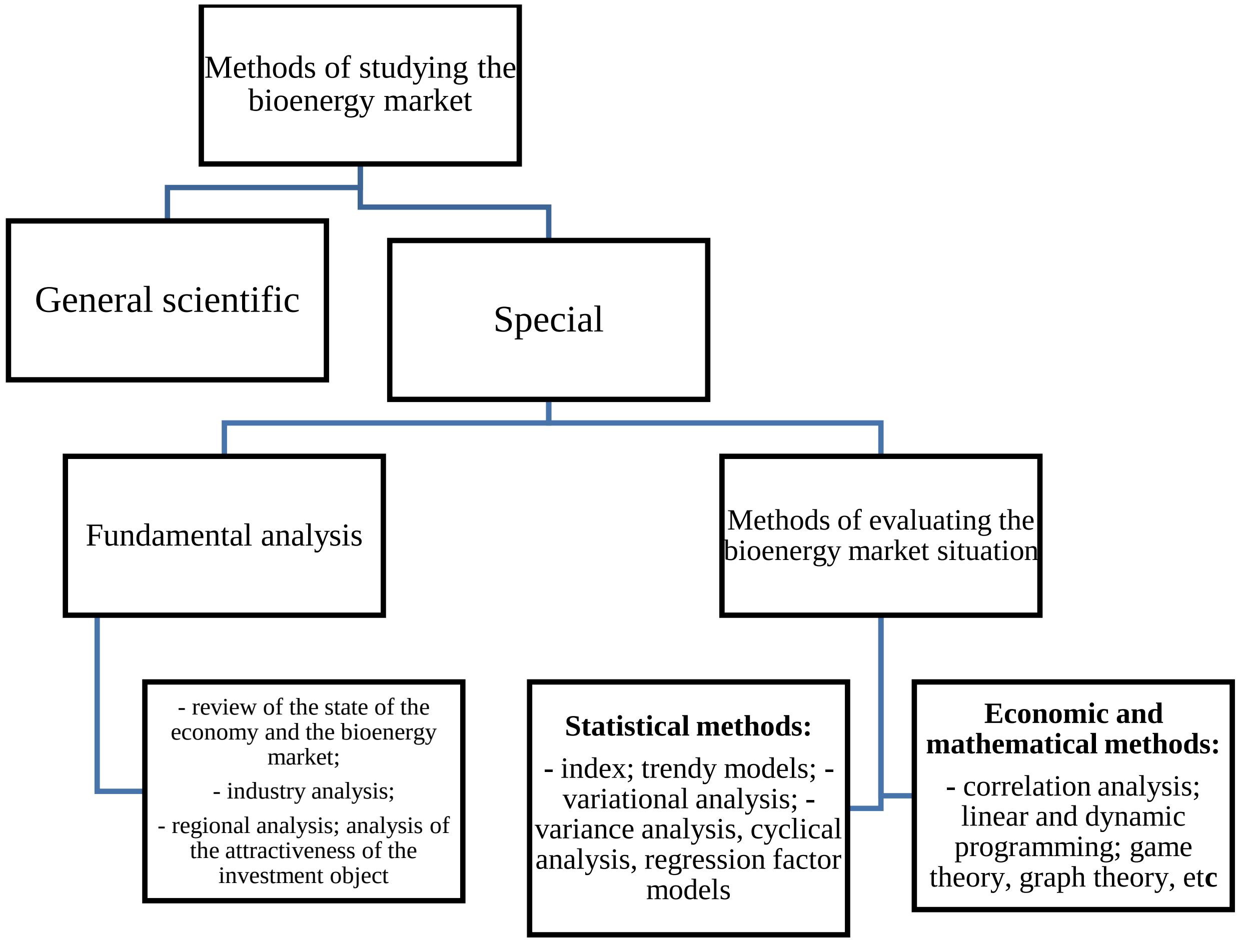

Fig. 1.3. Classification of bioenergy market research methods

Note. Formed by the author based on [180, p. 62]

The dialectical method of learning processes and phenomena remains basic for conducting scientific research on the development of bioeconomic systems (Table 1.1). The specified method and the corresponding approach make it possible to study processes and phenomena by determining the regularity of their constant development, existing relationships, taking into account the transition of quantitative changes into qualitative ones, analyzing contradictions inherent in the object of research.

I. V. Popovych notes that the systemic approach requires the identification of the essence of the phenomenon and process as independent systems of a certain order, possessing a variety of the structure of connections with economic subsystems, the system and the environment; development of synthetic and analytical indicators characterizing the quantitative side of phenomena and processes in an inextricable connection with their qualitative determination; study of laws, regularities and trends in their development based on the selection and transformation of information; drawing up models of the development of phenomena and processes taking into account the dynamism of the economic system, with their economic justification. Such a complex approach is a characteristic feature of modern research [181]. The concept of "general systems theory" was developed by L. von Bertalanffy in the 19th century. within the natural sciences, interdisciplinary teaching was gradually transformed and is currently the leading methodology in conducting any research, one way or another related to biological processes and the study of open systems.

Table 1.1

Philosophical and general scientific methods used in market research

Methods of scientific knowledge	Characteristics of methods
Philosophical methods	
Dialectics	Position: 1. In the objective world, the creation and destruction of everything is constantly taking place, there is a mutual transition of phenomena. 2. Concepts, categories and other forms of thinking must be flexible, interconnected, united in opposites to correctly reflect the changing reality.
Metaphysics	Position: 1. In order to obtain an adequate assessment of the phenomenon, it is necessary to consider it separately from all the factors affecting it. 2. When studying general patterns, it is necessary to abstract from reality.
General scientific methods	
Empirical Observation, description, change (finding the numerical value of the measured value in accepted units of measurement), experiment.	
Methods of processing and systematizing knowledge at the empirical level Analysis, synthesis, induction, deduction, comparison, classification, comparison	
Theoretical methods Abstraction, analogy, modeling, idealization, system method, historical method, axiomatization, logical method, complex approach, program-target planning.	

Note. Formed by the author

I. V. Popovych notes that the systemic approach requires the identification of the essence of the phenomenon and process as independent systems of a certain order, possessing a variety of the structure of connections with economic subsystems, the system and the environment; development of synthetic and analytical indicators characterizing the quantitative side of phenomena and processes in an inextricable connection with their qualitative determination; study of laws, regularities and trends in their development based on the selection and transformation of information; drawing up models of the development of phenomena and processes taking into account the dynamism of the economic system, with their economic justification. Such a complex approach is a characteristic feature of modern research [181]. The concept of "general systems theory" was developed by L. von Bertalanffy in the 19th century. within the natural sciences, interdisciplinary teaching was gradually transformed and is currently the leading methodology in conducting any research, one way or another related to biological processes and the study of open systems.

I. V. Blauberg and E. G. Yudin define the system approach as a direction of the methodology of special scientific knowledge and social practice, the basis of which is the study of complex objects as systems. This approach contributes to the adequate formulation of problems in specific sciences and the development of an effective strategy for their study. The specificity of the methodology of the system approach is determined by the fact that it focuses research on the disclosure of the integrity of the object, the mechanisms of its functioning, on the identification of various types of connections of a complex object and their reduction into a single theoretical basis [182].

It is advisable to consider the system approach as a methodology that is at the stage of transformation and renewal. Evidence of this is the formation of new paradigms within it. One of them is such a conceptual direction as synergy. The main principles of the synergetic theory were developed by H. Haken in 1969. According to this doctrine, the sum of the effects of each individual part, element of the system will be less than the total result of the effects of their interaction. Within the problematic field of synergism, the question of holism is considered - the ratio of parts to the whole [183] as a manifestation of the synergistic effect. Thus, Darlene D. Collins claims that for a reliable understanding of objective reality, it is necessary to use a holistic approach [183]. A comprehensive approach to the development of the bioenergy industry based on the principles of marketing and the development of relevant markets is contained in the modern concept of holistic marketing.

Holistic marketing recognizes that marketing requires a comprehensive, integrated approach. Within the framework of holistic marketing, the equivalence of the use of the main concepts of marketing in the management of the enterprise, industry, penetration of marketing tools in all spheres of activity is achieved. At the same time, each of the interacting concepts occupies its own "niche" and interprets certain aspects of marketing activity, maintaining autonomy and being subject to slight modification [184].

According to F. Kotler, holistic marketing more holistically considers the social space in which consumers, owners and employees of enterprises are [185]. Marketing should cover not only sales channels, but also supplies, not be a separate function, but the driving force of the enterprise. In fact, F. Kotler says that marketing should not divide the market and the enterprise into parts, but perceive them as a whole.

The concept of holistic marketing can be adapted for the bioenergy industry of Ukraine. In fig. 1.4 presents such a model of holistic marketing. Complementary to it can be the concepts of ecological marketing (for example, for enterprises producing organic products, there are links in the supply chain for such enterprises, for green tourism, and, of course, for enterprises producing biofuels of various types, etc.), as well as territorial marketing . The concept of global marketing, which ensures the effectiveness of development of new foreign markets, is complementary for enterprises in the bioenergy industry with access to foreign markets.

Holistic marketing delivers results rather than the illusion of understanding and control, an approach that attempts to recognize and balance the various competencies and complexities of marketing. Synergism and holism are closely related to the category of "emergency", which in translation from English means the emergence, emergence of the new, and is interpreted as the phenomenon of the unexpected emergence of a new, higher quality that cannot be predicted based on the analysis of existing development trends or changes in the quantitative parameters of the system.

The historical method and retrospective analysis, which are quite often used in the process of economic research, deserve special attention. According to the definition of I.V. Popovich, the historical method of research is reduced to the study of all phenomena and processes in the dynamics, formation of a specific stage of the development of society [181]. There are such techniques within the scope of the retrospective method as periodization, historical modeling, historical detailing, etc. In order to determine the reserves for increasing the efficiency of the production and sale of bioenergy products and the competitiveness of economic entities on this market, various methods of economic analysis are used: from simple ones, such as comparison, calculation of average and relative values, construction of tables and graphs, to more complex ones that give be able to investigate cause-and-effect relationships: index method, grouping, methods of elimination: by means of chain substitutions, relative differences, absolute differences, etc. [187].

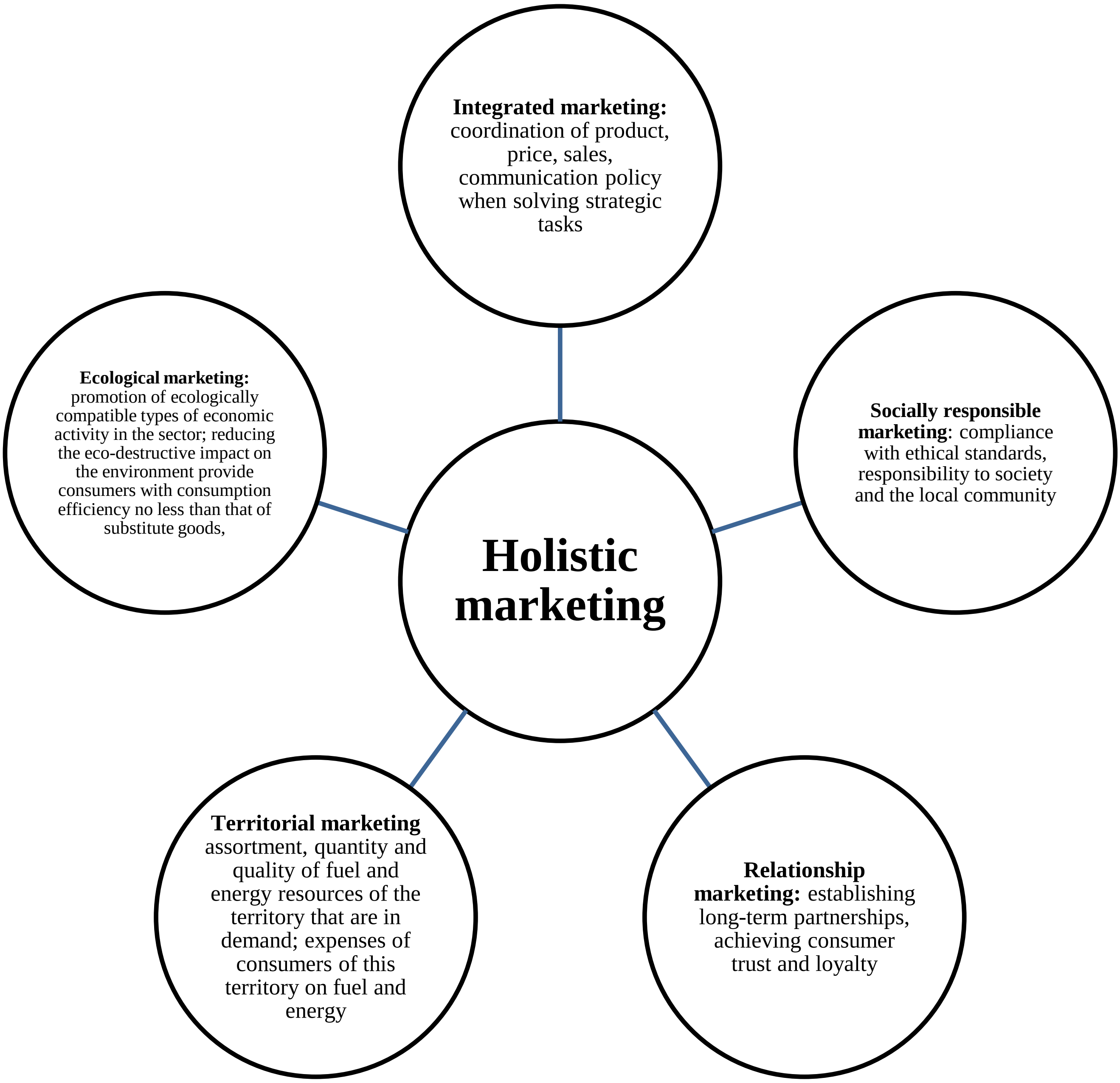

Fig. 1.4. Components of holistic marketing in the bioenergy field.

Note. Developed by the author based on: [184, 185, 186].

The formalization of research results in the more frequent use of mathematical and statistical methods. Such methods are used both in collecting the analytical base of the research and in its further analysis. These include the method of average and relative values, the method of grouping, index analysis, the balance sheet method, the method of correlation and regression analysis, modeling, etc. The assessment of patterns of market processes, relationships between factor and resulting indicators for the purpose of determining reserves is carried out using correlation analysis. In practice, correlation and regression analyzes are often combined, but it should be noted that the tasks of these methods are different. Thus, regression analysis determines the form of the connection, and correlation analysis determines the tightness of the connection [187]. The essence of correlation-regression analysis is reduced to establishing a mathematical equation or, in other words, a model that demonstrates the relationship between factors (x_1 , x_2 ,... , x_n) and the resulting indicator (y), as well as indicators showing the tightness of connection - correlation coefficients. In the case of a linear form of the relationship, the regression equation has the form:

$$y = x_0 + a_1 x_1 + a_2 x_2 + ... + a_n x_n, \qquad (1.1)$$

where $a_1, a_2, ..., a_n$ are regression coefficients.

Therefore, with a known numerical value of the change of the effective indicator and the corresponding factor indicator, it is possible to establish the size of the influence of the latter on the value of the result [187, 188].

In conditions of general informatization and a high level of computer technology, there are opportunities to use methods of mathematical statistics, econometric modeling, etc. [188]. Economic and mathematical methods are used to solve optimization problems, which makes it possible to solve the problem of choosing the production of those types of products (for example, different types of solid biofuel, biogas, biodiesel) that have the largest growth reserves and the production of which is economically efficient and expedient in a specific region. Optimization problems, where the target function is a linear function of independent variables, and the conditions that determine the permissible values of these variables have the form of linear equations and inequalities, are classified as linear programming problems:

$z = \kappa_1 x_1 + \kappa_2 x_2 + ... + \kappa_n x_n$, (1.2)

where: $k_1, k_2, ..., k_n$ are constants;

$x_1, x_2, ..., x_n$ - variables;

n - arbitrary natural number.

In the optimization models of the functioning of enterprises in the bioenergy market, a single objective function is used, which is optimized taking into account technical (land areas, production capacity for biomass processing) and economic (prices, logistics costs, etc.) limitations. In contrast, in simulation and equilibrium models, the problem of simultaneous profit maximization for all competing enterprises in the market is considered [188, p. 12]. Possible options for modeling the development of the bioenergy market are listed below in Table 1.2.

Table 1.2

Possible models of development of bioenergy markets

Groups	Types	Content
Optimization	Exogenous price	The marginal cost of the system is an input parameter for the optimization problem. As a result, market revenue becomes a linear function of the firm's output, which is the most important variable in this approach. Linear programming methods can be used for the solution. Models are divided into deterministic and probabilistic
	Price as a function of enterprise decisions	Such a model examines the impact of possible production volumes by the enterprise on the price of biofuel. In such models, the amount of biofuel or bioenergy that a company can sell at different prices is an input, that is, a function of residual demand. These models can also be divided into two subgroups depending on the function used: a probabilistic representation or a residual demand function.
Models of market equilibrium	Cournot equilibrium	Biofuel companies choose optimal productivity. Their strategies are expressed in terms of quantity rather than supply curves. Therefore, equilibrium prices are determined only by the demand function and are very sensitive to the representation of demand
	Supply function equilibrium	Based on the possible residual demand curves, the producer usually expects a higher profit, expressing its decisions in the form of a supply function, which determines the price at which it offers different quantities of products to the market. The equilibrium supply function approach may be a possible research direction for the analysis of equilibrium in wholesale electricity markets
Simulation models	Simulation models dependent on equilibrium models	The model considers the maximization of the profit of the production enterprise, taking into account the technical limitations that affect the heat generating capacity. Decisions made by manufacturing enterprises are determined using an iterative procedure. At each iteration, the company changes its strategic position within the two-level decision-making process. First, each firm updates its output for each planning period with the goal of

Continuation of table 1.2

		profit maximization in which the market price remains constant and the firm's output limits are included in the constraints. Then they modify the price at which the company offers to release products in the planned period according to the rules of decline. New market prices are calculated based on these offers and the development of demand, which is assumed to be inelastic.
	Model agents	A model in which generating companies are represented as autonomous adaptive agents participating in a continuous daily market and seeking strategies to maximize their profits using the analysis of results obtained in previous operations. It is assumed that every day companies have two main goals: the minimum amount of use of their productive capital and a higher income than the previous day. The only information available for each generating company consists of its own revenues and the temporal output of its biomass energy.

Note. Formed by the author on the basis of [188, p. 14-16]

In addition to the above classification, bioenergy market models can also be divided by the degree of competition, model time boundaries, uncertainty modeling, relationships between modeling periods, transmission constraints, production systems representation, and market modeling. In the dissertation work, we consider the bioenergetics market as a fast-growing market with a defined supply, which has significant development prospects and with a demand that is just forming, and which is difficult to assess in the future.

Under the influence of strengthening integration processes, the so-called global market is being formed. The field of bioenergy is no exception. And thus, the impact of global economic processes should also be taken into account in the process of modeling the development of this market.

Therefore, the determination of the position of domestic producers of bioenergy products on the domestic and world market is important in relation to the prospects for the development of bioenergy. To achieve this goal, special methodical tools are used. In particular, for domestic researchers, it is more typical to use the conceptual apparatus of product positioning, as a result of market segmentation according to product-price or consumer criteria [189]. However, the interpretation that more closely corresponds to the purpose of researching agricultural markets is to define the position of the enterprise as a set of existing advantages of an innovative, price, production and scale nature, which allow to significantly influence in the short term the behavior of other participants in market processes in order to obtain positive results of their activity [190].

At the same time, individual authors highlight the positive, negative and neutral position of the enterprise, being guided by the possibilities of achieving a certain level of sales activity efficiency in the short term. A positive position allows the enterprise to freely manage the volumes of product batches, vary the price of products, thereby influencing the behavior of the closest competitors and consumers. It assumes the possibility of selling all products at planned or higher than planned prices. The negative position implies the significant dependence of the enterprise on the commercial situation on the market for its products, which arises due to the lack of certain production, infrastructural or commercial opportunities and causes the threat of "non-sale" or ineffective sales, and therefore the failure to obtain profit, the planned volume of products. A neutral position is characteristic of a situation in which an enterprise, due to the presence of certain innovative or commercial advantages, does not feel the need to provide opportunities to significantly influence the behavior of competitors and has opportunities for guaranteed sales of its products at planned prices and profit [191]. In our opinion, this method of determining market positions is sufficient for bioenergy products market subjects. However, the domestic market of bioenergy products is only at the stage of formation, which makes it necessary to adapt the approach to determining the market position of the enterprise to the specifics of the functioning of the domestic industry of bioenergy and the corresponding market.

The structured factors of the formation of the market position of the producer of bioenergy products are shown in fig. 1.5. Of particular importance for the development of bioenergy in Ukraine is the development of a methodological basis

analysis of this market, i.e. intra-industry analysis.

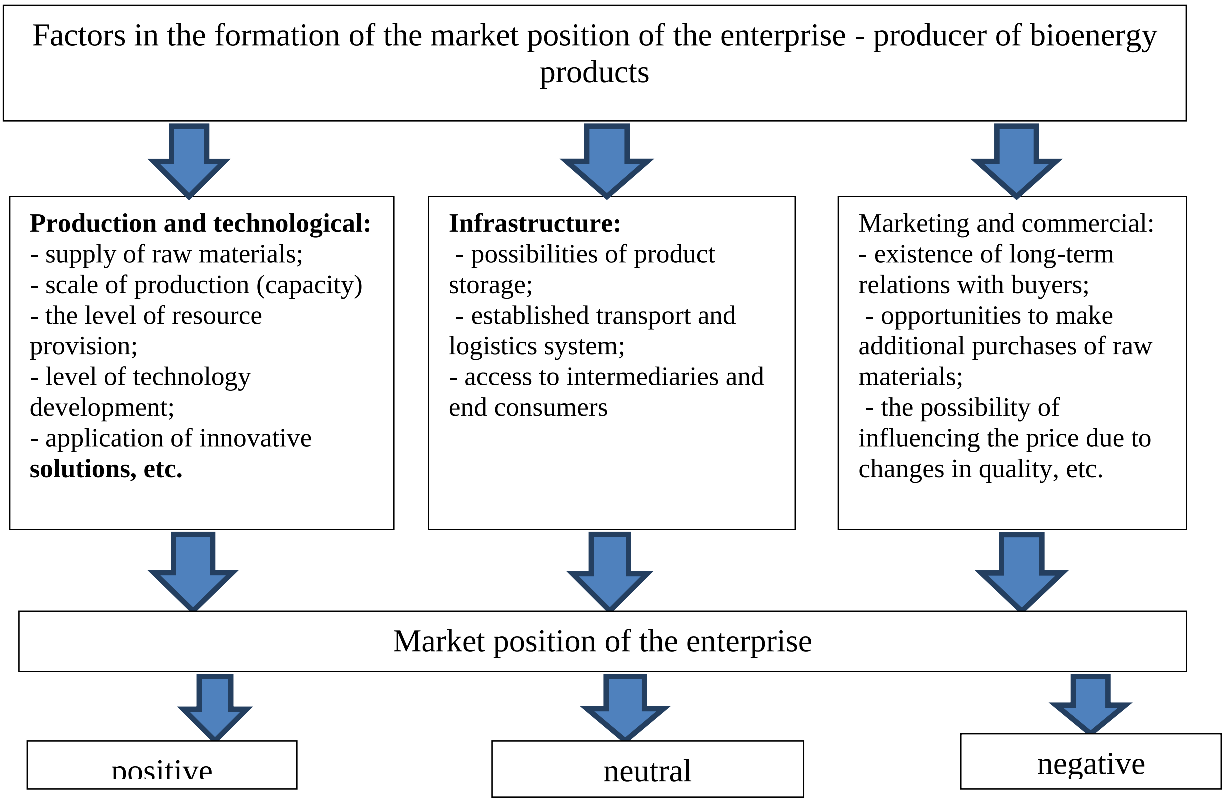

Fig. 1.5. Factors of formation of market positions of producers of bioenergy products

Note. Formed by the author based on [190]

M. Porter points out the importance of starting such an analysis by characterizing the strategy options of all major competitors in the specified strategic areas. This makes it possible to identify strategic groups in the industry, which are groups of enterprises with the same or similar strategy options. There can be only one strategic group in an industry if all firms pursue essentially the same strategy. The other extreme is that each enterprise can be an independent strategic group. However, as a rule, there is a small number of strategic groups that have significant differences in the strategy of enterprises in the industry [192]. Based on the identification of strategic groups, it is advisable to build their graphic representation in the form of a map. Also, according to M. Porter, the analysis of five competitive forces is important in order to justify and develop a strategy for subjects of market relations [193]. The transformations taking place in the bioenergy production industry and related industries are relevant to strategy if they can be traced to the factors underlying the five competitive forces. Otherwise, these changes are important only tactically.

A methodical approach to analyzing the dynamics of market processes and competitive forces consists in asking the following questions. Are there any changes in the industry to each element of its structure? In particular, is there a trend in the industry leading to lower or higher barriers to mobility; to strengthening or weakening the relative power of buyers or suppliers? If similar questions are asked in a systematic form regarding all competitive forces and the economic reasons that caused them, then as a result we will get a description of the most significant problems of the development of the industry. Such a specific industry approach is a starting stage, but it may not be enough, since it is not always clear what industry trends are taking place at the moment and what changes may occur in the future. Such uncertainty makes it necessary to forecast trends in the development of production and sales of bioenergy products.

Given the importance of forecasting development, it is desirable to have certain analytical tools that will help identify the trend of the most likely industry changes. The operating conditions of the industry from the point of view of strategic consequences are most significantly distinguished by the following main parameters: the level of concentration; degree of industry maturity; the intensity of international competition in the studied segment [194, 195]. In order to substantiate the prospects for the development of the industry and the bioenergy market, it is necessary to carry out an in-depth analysis based on the defined parameters that characterize the main types of operating conditions of the industries, for each of which the decisive aspects of the industry structure, the most important strategic problems, characteristic strategic alternatives and calculations are determined. The five most important types of conditions are selected for analysis [196].

An important, albeit somewhat subjective, method of research should be considered an expert survey, which helps not only to determine the qualitative parameters of the development of the industry or the corresponding market, but also outlines the defining directions of such development. With regard to the development of bioenergy, the expert survey method is extremely important, since the market mechanisms for the development of this industry are only being formed, and consumers are not sufficiently oriented about the advantages and disadvantages of different types of biofuels and bioenergy. It is necessary to take into account the methodological recommendations proposed by: U. Kendall, who suggests building a matrix of answers and relying on the best ones; D. Black and A. McKelve, who consider the rule of the majority to be the dominant feature; E. Tsermelom - with an emphasis on the quality component [196].

Peculiarities of methodological market research determine strategic alternatives for the development of entities (production of bioenergy products and the bioenergy market) as a whole. For example, this applies to the use of a complex of matrix methods (Table 1.3).

Table 1.3

Basic matrix methods of market analysis and formation of market strategies

<table>
<tr><th>The name of the matrix method</th><th>Factors forming the basis of the matrix</th><th>Purpose of the method</th></tr>
<tr><td>SWOT analysis</td><td>- strengths;
- weak sides;
- opportunities;
- threats</td><td>Analysis of the object's strengths and weaknesses, with the aim of identifying opportunities and threats and choosing a development strategy</td></tr>
<tr><td>PEST/STEP analysis</td><td>- political;
- economic;
- social;
- technological factors</td><td>Analysis of the influence of macroeconomic factors (political, economic, social, technological) on the activity of the enterprise in a certain market (in a certain industry)</td></tr>
<tr><td>SPACE- matrix</td><td>- financial strength;
- competitive advantages;
- environmental stability;
- attractiveness of the market</td><td>Strategic analysis of the external environment and assessment of the competitive position on the market with subsequent strategy selection</td></tr>
<tr><td>BCG matrix</td><td>- market share (high, medium, low);
- market growth rates (high and low)</td><td>Analysis of market share and growth rates makes it possible to identify the type of product that will be appropriate to produce to achieve economic growth</td></tr>
<tr><td>Matrix "General Electric / McKinsey"</td><td>- attractiveness of the market (low, medium, high);
- assessment of the competitiveness of the project</td><td rowspan="2">These matrices provide an opportunity to assess the current state and provide an opportunity to establish the prospects for the development of the project/industry thanks to the assessment of the attractiveness of the market and the competitive situation, as well as to determine the development strategy (prospects)</td></tr>
<tr><td>matrix Shell/DPM</td><td>- competitiveness;
- industry/business prospects</td></tr>
<tr><td>Brownie-Barth matrix (ADL/LC)</td><td>- market position (leader and follower);
- stage of the life cycle of the target industry/project</td><td>Comparison of the life cycle with the position in the market makes it possible to investigate the production of which product is the most profitable and long-lasting</td></tr>
<tr><td>PIMS</td><td>- strategic variables: market share, product quality, etc.;
- situational variables: market growth rate, industry development stage, intensity</td><td>based on the use of an empirical model that relates a wide range of strategic and situational variables to the magnitude of profitability and the ability of the organization to generate cash</td></tr>
</table>

Continuation of table 1.3

	of capital flows; amount of profit	
Five forces of competition according to Porter	- potential competitors; - competitors (existing), - substitutes, - suppliers, - buyers	allows you to assess the state of competition in the industry / on a specific market
Matrix of A. Thompson, I. Strickland	- competitive position - dynamics of market growth (fast, slow).	Allows you to choose a strategy depending on the dynamics of growth in the market for products and the competitive position of the market
Model G. Abel	- customer groups served; - customer needs; - the technology used in product development and production.	Allows you to define the business area in three dimensions. The most important evaluation criterion is the compliance of the analyzed industry with the general direction of activity, in order to use the synergistic effect in technology and marketing.
SNW analysis	Each position receives one of three ratings: - strong (Strength); - neutral (Neutral); - weak (Weakness).	analysis by which the state of the internal environment of the enterprise is assessed according to a number of positions.
Life cycle method	- sales volume on the market - change in profitability; - time	Based on the definition of strategic directions and actions for each stage of the product life cycle (development, growth, maturity, decline)
Method of learning curves	- amount of production costs; - production volumes	Reflects the influence of only internal factors, shows the influence of the "scale effect" on the size of production costs depending on the production volumes.

Note: summarized by the author based on [191, 192, 193, 194, 195]

The concept of the life cycle of the industry, which is followed by ADL specialists, in its development, as a rule, goes through four stages: birth, growth (or development), maturity, aging (decline). The main theoretical premise of the ADL/LC model is that a separate type of business of an economic entity can be at one of the indicated stages of the life cycle, and, accordingly, it must be analyzed within this stage, and then, based on the data obtained, develop a strategy development The specified provisions also apply to all other matrix methods, with the exception of the specifics of the object and the purpose of the study. In order to achieve advantages over competitors and form effective development strategies, business entities must know the market situation, assess the level of competition and the level of their own competitiveness according to objective methods.

Comprehensive market research is a system of studying the unsatisfied needs of the buyer, the conduct of which ensures the effective adoption of all types of management decisions regarding the creation of new products [196]. As a result of the analysis of the works of leading scientists, it is possible to determine the algorithm of scientific developments and highlight five main stages of their implementation (Fig. 1.6).

Justification of the problem, goals and objectives of bioenergy market research

↓

Determination of the main methodical approaches, principles, quantitative and qualitative indicators of market development, criteria of development efficiency

↓

Development of a model or forecasting of market development taking into account the influence of micro- and macro-environmental factors

↓

Determination of such development conditions under which optimal market development will take place, satisfaction of consumer needs and achievement of

↓

Specifying directions and ways to ensure the appropriate conditions on the

Fig. 1.6. Methodological aspect of the bioenergy market research algorithm

Note. development of the author.

The given market research algorithm can to some extent be considered a paradigm. After all, the scientist perceives the object of his research not directly, but with the help of a paradigm, as an expression of the collective consciousness of the scientific community, as well as its role in the formation of methodological standards. The reliability of the results obtained in the research process is largely determined by how the applied method meets the methodological standard. The latter acts as a kind of methodological filter.

The systematic use of the methodology of the synergy of agro-economic systems makes it possible to solve a number of acute problems of energy security and to determine the ways of development of the bioenergy market of Ukraine on the basis of marketing.

The essence of the system-synergistic approach is that the analysis of the industry or relevant market processes is carried out through a synthesized set of theoretical and methodological provisions of the general theory of systems and synergy. It is this combination that is used by many scientists to explain the interdependence of economic processes and phenomena, to understand and solve problems related to the processes of globalization and internationalization.

Synergetics studies the patterns of emergence, formation and development of systems characterized by openness, self-organization and non-linearity.

The founders of the system approach were scientists P. Drucker, Y. Prigozhin, G. Simon, A. Chandler, and others. In modern scientific research, the systemic approach is organically complemented by economic synergy, which justifies the non-linear processes of social development. We use the methodology of synergetics, based on the analysis of the works of Y. Prigozhin, I. Stengers, and H. Haken. The use of a system-synergistic approach in various fields of science is analyzed in the works of domestic researchers A. Galchynskyi, M. Zgurovskyi, S. Mochernyi, H. Chornyi and other scientists.

The synergistic approach and corresponding methods of research of phenomena and processes are used to solve both specific problems arising in systems at transitional stages of their development, and general problems of qualitative transformation of economic systems. This approach is characterized by universality and a sufficiently complete representation of unstable states. The study of modern market processes requires solving the tasks of finding clear relationships and determining the mechanisms of interaction between variable factors and a relatively stable result, building models in which the evolution of the system can be presented as an organic continuation of the previous stages of its development. Synergetics technically enables the creation of such a model due to the development of relevant principles and the development of an effective methodological research apparatus.

The dynamics of stochastic processes inherent in complex nonlinear systems, which includes market processes in the field of bioenergy, is evaluated on the basis of this methodological base as a process of their evolution, as a complex process of changing states of stability and instability, transition to a new development trajectory as a result. It should be noted that economic science began to investigate market processes and individual subsystems of the market, starting with A. Smith. The essence of the market then was the dominance of private property and the corresponding spontaneous mechanism of coordination, which in the market of perfect competition occurs through the interaction of the "invisible hand of the market" and "competition of commodity producers".

Synergetics as a science of the transformation of complex systems makes it possible to predict the development of market processes. She studies the self-organization processes of complex nonlinear systems in a state of chaos, distinguishing between its two forms: balanced and deterministic. Equilibrium chaos inherent in the elements of an equilibrium system characterizes the state of the system with the autonomous behavior of its elements. Such chaos does not lead to changes in the system, its order, is not the basis for the organization of the system, and therefore does not serve the purposes of its development. It is defined based on the principle of maximum entropy, and evaluated as fruitless chaos [197, p. 88]. It is similarly evaluated in the economy.

Deterministic chaos is the chaos of non-equilibrium systems that forms the order of the system. As for market relations, it cannot be claimed that they are in a state of chaos under modern conditions, because most market processes are in the field of state regulation. But this is quite correct in relation to a large number of structural units - participants in economic relations. Deterministic chaos is a source of order, orderly, purposeful behavior of system elements. Regardless of the nature of the elements, it is possible to determine their ability to self-organize in the event of some threats, for example, threats to economic and energy security or lack of certain resources. Synergetics examines the external effects that cause changes in the structure of systems (orderliness, purposefulness of the behavior of the system as a whole against the chaotic behavior of its elements).

Market systems can have relatively stable periods of development based on the predominance of inertial features of the constituent elements, as well as conditionally unstable ones. The instability and chaos of the system create opportunities for it to jump to a new state at the point of bifurcation. A bifurcation point is a moment in time when an unpredictable transition of the system to one of the other states, typologically not identical to the initial one, is observed [197, p.89]. The critical state of the system, in which it becomes unstable with respect to fluctuations (disturbances), causes uncertainty: either the system becomes more chaotic, or it moves to a new, more ordered, stable state. Bifurcation is the emergence of a qualitatively new, distinctive behavior of an element due to a quantitative change in its parameters [198]. This is a situation when the choice of one of the options for further development is made either by chance or due to the slight influence of external factors or internal features of the system itself. In the process of development, the system goes through the following stages: evolutionary (or adaptation) and revolutionary (leap). Evolutionary involves the slow accumulation of quantitative and qualitative changes in the parameters of the system and its elements, according to which at the bifurcation point the system chooses one of the possible attractors for it - options, development trajectories (an attractor is a set of points or lines in space to which trajectories converge (are directed) systems development [199]) As a result, a qualitative jump occurs, and the system forms a new dissipative structure (a structure that arises spontaneously in open non-equilibrium systems) corresponding to the selected attractor (Fig. 1.7). Such a qualitative leap in the energy market of Ukraine, a turning point should be considered the rapid growth of the use of biomass as an alternative source of energy. After choosing such a trajectory, development becomes irreversible, and it is impossible to go back to the bifurcation point to choose another development trajectory.

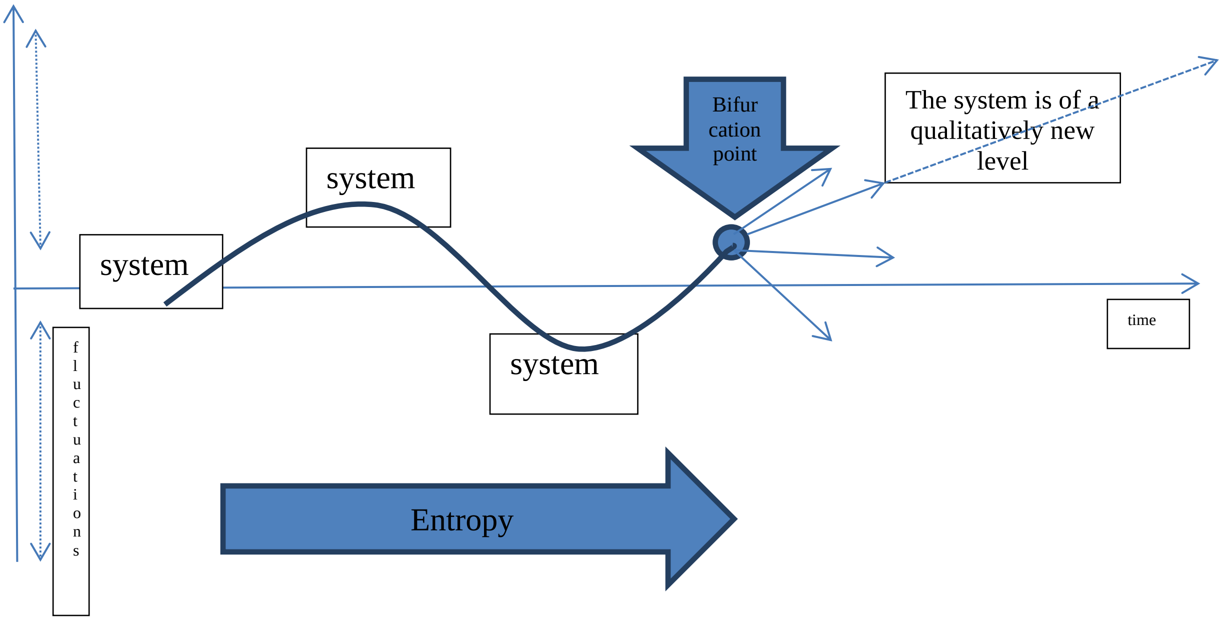

Fig. 1.7. Formation of a new dissipative structure

Note. Built by the author on the basis of [200]

The evolutionary stage of development is characterized by the presence of mechanisms that extinguish strong fluctuations (disturbances) of the system or its components and return it to a stable state. For example, the development of Ukraine's energy markets took place in an evolutionary way during the 90s of the 20th century and the beginning of the 2000s. Such development directly depends on the direction of development of the world economy. However, the various influences of external factors accumulate and lead to the occurrence of situations when due to the increase of changes in the system, its elements and the external environment, its ability to adapt decreases and instability increases. Entropy (a measure of uncertainty) gradually increases in the system. There is a sharp contradiction between the old and the new. Yes, 2008 was the most turbulent year for energy markets. The disturbance of the system was influenced by several main factors. First, average prices for all forms of primary energy increased significantly during 2008, taking into account the seven-fold annual increase in oil prices compared to 2007, the first time in the last 150 years of the oil industry. Over the past six years, there has been a sharp increase in coal prices, and accordingly, an increase in carbon dioxide emissions into the atmosphere. Interest in greenhouse gas emissions has increased as a profitable direction for the development of energy markets, in particular, the electricity market. Secondly, during 2004-2008, a sharp increase in the use of renewable energy sources was observed (investments in this industry increased 3.5 times during the specified period).

As the parameters of the system and environment reach bifurcation values, instability becomes maximal and even small fluctuations lead the system to a qualitative jump. This point is called the bifurcation point. In Ukraine, such a point in the energy market can be considered the period after, when Against the background of the growing oil and gas deficit, Ukraine had no choice but to build energy independence on its own raw material base. At this phase, development is determined not only by internal fluctuations (the strength and direction of which can be predicted by analyzing the history of development and the current state of the system), but also by external ones. This makes forecasting extremely difficult. After the formation of a new structure, the system is again on the path of smooth changes, and the cycle repeats itself. But in fact, the development of real market systems includes not only progressive attractors, but also degradation attractors (which may change over time with progress, or may lead the system to collapse) and destruction [201]. Self-organization is manifested in the transition of the system from one state to another, the emergence of order from chaos. This is a state when the previous structure (market system) with its connections between elements disintegrates, and on its basis, the formation of other elements - economic systems of various types and levels - has begun. As a rule, there are several factors at the heart of the process of disintegration: the main one is the loss of the unifying idea of a unified state development (or the absence of justified state programs for the development of the industry), as well as changes in the ownership of means of production and natural resources (in particular, a change in the owners of energy-generating companies), differences in principles of social development, in political views [202].

Within the framework of the synergistic approach, the following patterns of transformation are distinguished: an environment saturated with energy is able to support and strengthen the processes that arose as a result of minor external or internal influences; cooperation processes are developed among various structures that make up the economic system; the hierarchy of any structures also determines the hierarchy of cycles – the structure of a higher order adapts the structures of a lower order to its rhythms; external causes lead to real transformations in the system only in those cases when it is already prepared for this by the dynamics of its own development; the more perfect the system is, the better it determines its development in the anti-entropic direction; the more stable, stronger the system is, the deeper and more destructive changes can be; the more flexible and plastic the system is, the more likely the evolutionary version of its development will be (the less likely its revolutionary changes will be); the phase of stagnation is necessary to exhaust all the potentialities and possibilities of outdated degrading structures; creativity, intelligence are powerful factors of self-organization, overcoming the state of instability and chaos.

The application of synergetics in the research of economic development, in particular, the development of markets, showed that the main direction of movement of economic systems in most cases is evolution, the direction of which due to the nonlinear nature of connections in the system is determined by the action of minor factors, usually informational. This confirms the main methodological message of our research, which is that with the help of marketing research and further marketing informational influences, it is possible to achieve the development of the bioenergy market, focused on achieving predetermined goals, in particular, ensuring a sufficient level of energy security, socio-economic stability, etc.

Economic success in the conditions of modern markets is the result of the extent to which the economic system is able to absorb, use, and filter out unnecessary information. Moreover, the structure of this information, the importance of each component for the economic development of the system is of great importance. To obtain the necessary information, the subjects of market relations use marketing research, which ensures the receipt of primary and secondary information. On the other hand, providing information to potential consumers of biofuel and energy produced on its basis can speed up or, on the contrary, slow down the development of the bioenergy market.

Fluctuations (disturbances) of the system near the bifurcation points allow it to determine the most acceptable direction of development from the point of view of the state of the system and the external environment. The content of fluctuations at bifurcation points consists in choosing an attractor, a vector of development [198, p. 90]. At the points of bifurcation and selection of a development option, the system begins to react strongly even to minor influences. As a result, external random deviations become decisive. This state of the system at the points of bifurcation makes it more vulnerable to external influence, which is consistent with ripe internal contradictions. This influence can determine the option of further evolution of the system, which will be very difficult to change later. On the contrary, a minor impact will not be enough to solve the problem of qualitative transformation of the system [197, p. 90]. In this case, the system better perceives some fixed fluctuations (even destructive ones) - their presence creates certain obstacles for external management influence. Thus, it is clear that implementing decisions aimed at radical changes in the destructive, unacceptable direction of movement is very difficult, and it requires extraordinary decisions. However, it should be noted that after passing through the bifurcation point system, it will be almost impossible to do this.

The current situation in Ukraine in the field of energy supply can be defined as close to the point of bifurcation, as certain contradictions in the system are intensifying, clearly destructive mechanisms of building economic relations and management in general prevail. After passing a certain stage of system evolution (bifurcation point), it is difficult to correct the situation. In this case, we mean the growing threat to the economic and energy security of the country at the macro level, regional level, and the problems of energy supply of individual subjects of the economic system (enterprises, organizations, institutions). Therefore, there is a growing need to develop and implement scientifically based proposals for improving the functioning of the bioenergy industry, the corresponding market system, and optimizing market relations between biofuel producers and consumers.

The importance of the study of bifurcation processes as processes of restructuring the structure of the system, the emergence of a new order, under modern conditions is growing extremely, because the instability of the system is equivalent to the instability of its structure (economic relations, management mechanism, functioning of specific markets, etc.). Such studies reveal the peculiarities of the development of systems, help to determine the mechanism of development. And, accordingly, they will allow not only to regulate market processes, but, relying on the knowledge of properties, structure, features, to exercise the necessary influence on the system, to provide purposeful stimulation of a certain state of the market system in order to build its optimal structure, to determine periods of their structural optimization, one one of the main aspects of which is the improvement of the system of economic relations. In the context of our study, it is possible to provide purposeful stimulation of the development of the bioenergy market with the help of economic and legal levers of its regulation.

System studies show that the determining condition for the optimal behavior of complex economic systems is their unbalanced self-organization, functional stability in unbalanced states. Disequilibrium ... allows to determine the free choice of the optimal development path from many alternatives. If the equilibrium state is a necessary condition for the stable functioning of economic systems, then the non-equilibrium one represents a significant moment of transition to a new qualitative state, during which the economic system acquires a higher level of organization and productivity. When the economic system loses its functional stability, new effective structures are formed [203]. It is clear that the direction of development adopted by the system can be both progressive and regressive. Under certain circumstances, the interaction of external factors is possible as well as the development and regression of systems. The chosen direction of development will depend on the features of the system, its interaction with the external environment and coordination mechanisms. Synergetics connects the possibility of system development with the state of their instability as with the possibility of choosing development options, an attractor. Based on this, most experts, using the example of the global financial and economic crises of, note that crisis phenomena cause not only great losses, but also open up great opportunities. However, it should be noted that the instability of the system over a long period of time means its degradation.

It should be emphasized that the importance of the influence of the internal and external environment, contradictions on the development of systems is assessed differently. According to systems theory, complex systems are subject to continuous internal and external influence, while random external influence plays a decisive role in their development (determines the direction of development, and the intensity of interaction with the external environment - its pace). Economic theory assigns a decisive role in the development of the economic system to internal contradictions. Synergetics clarifies that the system begins to perceive external influence only in a state of stable imbalance, while the balanced system does not react to it in the vast majority. First, internal contradictions are the main ones - they shape the quality of the system, its structure. But their origin can be caused by external factors [198, p. 91]. Secondly, external influence on a stable system leads to quantitative changes in the system, the accumulation of which can lead to qualitative changes, that is, external influence can stimulate the emergence of internal contradictions. Thirdly, external influence on an unstable system changes its qualitative characteristics [198, p. 92]. The loss of stability of systems and, as a result, the ability to rapidly evolve, are always due to internal causes, properties of elements and subsystems, and internal contradictions. The effect of external influence on the system, the occurrence of random deviations is related to the readiness of the system for such changes, which can occur even under minor external influence. In practical terms, the synergistic approach allows the use of effective methods of solving many urgent tasks in the field of optimal management of economic structures in the conditions of the transitional period of the development of economic systems [204].

The methodology of managing unbalanced economic objects (in our study, this is the bioenergy industry and bioenergy markets) is based on the principles of the theory of automatic regulation, which characterizes the ability of complex systems to restore and maintain a normal functional state or to independently choose options for a new, optimal state and move to it. Self-regulation leads to an increase in the organization of non-equilibrium objects as a result of the selection of optimal states on the way to their improvement. This is clearly manifested in management systems with biological components (for example, an agricultural enterprise, a bioenergy cluster), in which the growth of stability and adaptability to the external environment is inextricably linked to the growth of their organization.

The synergistic analysis of complex market systems shows that the influence parameters do not directly regulate the behavior of the object of management, but form an internal mechanism of its self-organization. As for economic processes in market systems, the subjects of management here are, for example, the state, corporations, associations, individual producers and consumers. A synergistic approach makes it possible to find effective ways of managing and coordinating the development of the bioenergy industry, relevant markets and their individual components.

Nowadays, the increasing complexity of the organization of economic systems is accompanied by the acceleration of their development processes. The analysis of the above-considered effects and trends accompanying the processes of evolution and transformation of economic systems, properties of stability and instability of systems makes it possible to substantiate the general signs of the development and efficiency of the market system as a whole. The main factors causing the instability of market systems in the conditions of globalization are the acceleration of the international movement of capital, the acceleration of Scientific and technical progress (innovative component), deepening of environmental problems, strengthening of the consequences of decisions made by international organizations, deepening of integration processes. Management of market processes should be carried out taking into account the specified trends. Synergetics makes it possible to assess the interrelationships of individual economic systems in the economic space, including manifestations of the controlled effects of the external environment.

As mentioned above, an integral property of the development of the modern economy is its innovative orientation. As a result of scientific and technological progress, the world received a powerful impulse that stimulates the replacement of technologies and scientific developments in material production. The latest technologies are a powerful tool for achieving a stable position of enterprises in a competitive environment, which is associated with both reducing the cost price and providing products with an appropriate level of consumer value [205, p. 339–348]. The theoretical justification of these changes was reflected in new approaches: the theory of economic growth, the theory of business cycles and synergy. A synergistic approach in the study of economic processes leads to the development of effective models of the economy's exit from a crisis state, which enables the search for universal principles of self-organization and evolution of complex economic systems (formulation of the laws of self-preservation and evolutionary development) [206, p. 110].

The new economic theory forms a representation of the essence of economic processes based on non-linear dependencies and the loss of equilibrium states [207]. Modern research highlights the development of the transformation of innovative industries and market processes, based on the processes of self-organization and openness. This approach is based on the fundamental works of I. Prigozhin, H. Haken, I. Lukinov, S. Mocherny, M. Moiseev, and others. [205, 208, 209, 210], whose studies substantiated the main stages of development and the formation of development trajectories of open systems through evolutionary changes. Studies have shown that complex systems, which include market economic systems with the characteristics of self-organization and openness, are dissipative structures capable of reproducing their actions and further development on the basis of internal potential, the realization of which requires certain conditions created naturally or as a result of regulatory actions. Researchers focus on considering the behavior of systems at points far from the equilibrium state and the system's ability to be in a transition state for some time, as a result of which the system itself shows sensitivity to possible development options and makes a choice in favor of the trajectory with the best characteristics. The obtained results formed a powerful basis for further research in the field of economic science using the methods of synergy, among the main issues of which are elements of evaluation and determination of components during the formation of economic mechanisms as a holistic concept of transitions between equilibrium states and maintaining positions of sustainable development; search for synergistic potential in the internal structure of economic processes and the possibility of its reproduction due to external disturbances; the formation of the nature of factors that counteract in the economic space, as a result of which the market system acquires the characteristics of nonlinearity and instability, etc.

The study of the problems of the development of market processes in the field of bioenergy based on a synergistic approach makes it urgent to solve the following tasks: 1) summarizing the components of the synergistic concept and identifying the features of the development of market processes based on a systemic approach; 2) assessment of the existing market development potential in the bioenergy industry, primarily biomass potential and production potential; 3) identification and consideration of the needs of market participants (producers and consumers) on the basis of marketing by conducting segmentation and determining the characteristics of target consumers; 4) clarification of marketing actions and components of the innovation-investment process as sources of synergistic effects, as a result of which the prerequisites for the potential of self-organization of the market, taking into account the levers and tools of state regulation, arise.

Taking into account the key provisions of the general theory of systems (a system is an integrity represented by an interconnected set of some parts), the main properties of a complex market system (in our case, we are talking about the bioenergy market) are listed in the table. 1.4:

Table 1.4

The main properties of the bioenergy market as a complex economic system

Property	**Content**
Heterogeneity	The presence of subsystems with different functional properties (component elements are producers, intermediaries, consumers, regulatory bodies, etc.)
Emergency	The ability of the system as a whole to acquire properties that cannot be reproduced by its individual element
Hierarchy	the presence of several levels of subordination due to the corresponding functions and methods of goal realization
Aggregation	a combination of several elements of the system as part of a higher level
Multifunctionality	the ability of a system that has a specifically defined structure of connections and elements to implement a sufficiently large number of functions
Flexibility	the ability to change the purpose, methods and mechanisms of functioning in accordance with changes in the internal structure and external conditions
Adaptation	changing the purpose of functioning due to adaptation to external conditions

Continuation of table 1.4

Reliability	the ability to realize a defined goal based on defined quality parameters
Security	the ability not to have an irreversible destructive impact on the environment as a result of one's own actions
Stability	the ability to adhere to the set parameters of actions when the influence of the external environment changes
Self-organization	the ability to revive and transfer one's own structure to a higher level due to the requirements of the external environment

Note. Formed by the author

The traditional approach in the analysis of economic processes and systems determines the combination of components according to the principle of linearity, which means determining the dependencies of input and output indicators of market development based on a proportional relationship. The direct proportional dependence determines the consideration of the main processes and their changes based on systems of differential linear equations, the solution of which is based on the use of the apparatus of mathematical analysis and is obtained depending on the initial conditions in real and complex values. We note that market systems are in constant development and are formed as a result of the evolution of society and the social order, the basis of which are property relations, methods of production, technologies and management.

In this regard, the classical approach to the analysis of linear systems in the market economy mostly causes complications:

1. Identifying the forms of dependencies that determine a certain trend. The modern market economy is increasingly dependent on risk factors and the unpredictability of situations, which leads to violations of sustainable development proportions, increased entropy, and increases requirements for the quality and relevance of information both in the system itself and from the outside.

2. The scarcity of resources and the impossibility of their constant renewal creates delays in development, as a result of which their restoration or accumulation takes place. If we talk about the energy market, the loss of stability encourages the search and more active use of new, alternative energy sources, including those based on used biomass.

3. The expansion of production and technologies is associated with an increase in scale and capacity building. In the conditions of globalization, the movement of capital and labor becomes important, which leads to the formation of complex integration production structures capable of merging and absorbing less stable economic objects. From the point of view of the development of bioenergy markets, our research should pay special attention to, first, integrated companies and their role in the formation of biomass potential; secondly, the possibilities of creating bioenergy clusters.

4. Market systems are characterized by complex relationships in a hierarchy, the structure of which is determined by both direct and feedback relationships. Their existence over time can lead to aggregation into new forms (cooperation, integration, coalition) and the formation of connections with a stronger potential. Taking into account the identified features of development, it is possible to use the principles of a synergistic approach to analyze specific market systems (for example, regional ones) with the subsequent formation of clusters.

From the point of view of synergy, market systems are represented as a collection of many subsystems, characterized by incomplete information and the following features: non-linearity (loss of the property of additivity in the process of development); instability (loss of equilibrium states in the process of evolution); openness (exchange of resources with the external environment); subordination (functioning and development are determined by processes in subsystems). Time plays a decisive role in synergy, despite the fact that most system characteristics are static [207, p. 40].

From the point of view of synergy, the state of the market and its individual parameters in dynamics is subject to assessment, which is determined by the combination of possible forms and market structures, determined by a specific number of measurement indicators. According to the synergistic approach, the dynamics of the development of market systems corresponds to the evolutionary development of dissipative structures. Dissipative structures are characterized by irreversible development processes described in [211, p. 65] corresponding to the evolution equation:

$$\partial x_i/\partial t = Fi\ (x_1, x_2, x_3 \ldots x_n,\ r, t \ldots) \qquad (1.3)$$

where $\partial x_i/\partial t$ – is the change in the state of development of the process in the time space t;

Fi – function of connection of system parameters x_i (of any complexity);

xi – system parameters;

r – space dimension coordinates;

t – time variable.

When time is reversed in such a dissipative system (t = -t), development inertia is observed, that is, one of the functions Fi will have a component in time for the formation of feedback and will support the movement of the system in the opposite direction, as a result of which there are significant counteractions and loss of equilibrium characteristics . Exit from the state of inertia and evolution in economic systems is provided by self-organization. The process of self-organization is characterized by the formation of order in the economic system, which arises due to the connected (cooperative, integrated) relations of elements according to the previous history, which leads to a change in the spatial, temporal and functional structure. The processes of self-organization are reflected in the restructuring of existing and the formation of new connections between elements of the system, which have a probabilistic component and a distinctive feature of which is purposefulness. Self-organization of modern markets is determined by the presence of society as the main element capable of developing projects of expected events. In reality, the course of events does not always meet expectations, so the question arises of obtaining a development trajectory that is closest to the expected conditions [211, p. 275–278].

Self-organization is a process during which the organization of a complex dynamic system is created, reproduced, or improved. The process of formation of order in the system, which arises due to the cooperative relations of elements according to the previous history, leads to a change in the spatial, temporal and functional structure. Self-organization processes are possible only in systems with a high level of complexity and a larger number of elements, the connections between which are not rigid, but probabilistic in nature. Properties of self-organization are revealed by objects of different nature: organism, population, biogeocenosis, ecosystem, human collective, society, etc. The processes of self-organization are reflected in the restructuring of existing and the formation of new connections between system elements. A distinctive feature of such processes is their purposeful, but at the same time natural, spontaneous nature: these processes, which take place during the interaction of the system with the environment, are to one degree or another autonomous, relatively independent of the environment.

There are three types of self-organization processes:

1. Self-genesis of the organization, i.e. the emergence from a certain set of integral objects of a specific level of a new integral system with its specific regularities.

2. Processes thanks to which the system supports a given level of organization in case of changes in external and internal conditions of its functioning.

3. Development of systems capable of accumulating and using past experience. At the same time, development represents an irreversible, directed and natural change in the state of the system, which may result in its new qualitative composition and structure. Development can take the form of progress and regression, evolution and revolution. Revolutionary development occurs through: leap, phase transition and catastrophe. The search for a form of development occurs through chaos

Within the synergistic approach, it is necessary to define categories: attractor, bifurcation, fractal, deterministic chaos [211, p. 39-42].

The goal of evolutionary development is shown by attractors. The attractor reflects a relatively stable state of the system, around which a set of specifically given development trajectories with different initial conditions can be formed. The point of the trajectory, from which the branching of evolutionary development paths begins, is defined in synergy as a bifurcation [209, p. 183]. For the most part, the bifurcation points are determined by changing the parameters of the external environment in which the system exists. Therefore, simulating the way of changing external parameters, it is possible to obtain a set of bifurcations. In the structure of nonlinear systems, there are fractals - objects that have the property of self-similarity. That is, the structure of a fractal, even in a small form, can be similar to a larger object [209, p. 184]. In the process of evolution, the economic system, having lost its equilibrium, can return to chaos. The internal organization of such a system is not subject to a clear hierarchical classification and can only sometimes reflect a similarity to ordered forms. In a state of chaos, system elements with self-organizing properties generate an internal source of energy to rebuild structural connections.

Based on works and fundamental research in the field of synergy, it is possible to single out the main components of the theory of synergistic development of economic systems [199–200]:

1. There are elements in the structure of economic systems that are constantly fluctuating.

2. Individual cases of fluctuations (bifurcation points) can be so strong that they lead to a loss of balance.

3. Due to the lack of information, it is impossible to predict in which direction the economic process will develop after the bifurcation point: chaotically or creating a new, improved form (a higher order of existence).

4. Economic systems are capable of reproduction or renewal through transitional processes, have a large resource and energy potential, therefore they can be classified as dissipative structures.

5. In states far from equilibrium, even very weak disturbances can be amplified, as a result of which there is a resonance of the action of factors, which can lead to significant scales of system development. Synergetic processes in the economy are inextricably linked with reproduction and entering a sustainable development trajectory. The transition from one state to another is possible due to technological or price changes. This is a very important conclusion regarding the development of the field of bioenergy, it means that technological factors (for example, the development of 2nd generation biofuels) not only cause a change in the volume of production of this group of goods, but also encourage society to move to a higher quality level of consumption. In turn, price factors lead to a change in the demand for goods, as a result

of which both progress and regression in the development of bioenergy or its individual directions can be observed. In addition, the creation of modern production structures through cooperation, integration, formation of clusters, etc. is a logical process of evolutionary development and survival in conditions of limited financial, material and energy resources.

Of particular interest are the processes of mergers and acquisitions, which must meet the criterion requirements of operational or financial synergy:

1. The restructuring process, aimed at the effect of operational synergy, requires cost savings and the formation of the potential for accelerated, relatively sustainable growth.

2. The restructuring process, aimed at obtaining the effect of financial synergy, provides for the optimization of the tax burden, the ability to pay off debt obligations, and cover the shortage of monetary resources. Such processes usually require additional funds, investment.

Therefore, investment decisions are directly linked to the assessment of the synergistic effect. Assessment of synergy processes by investors mainly requires solving the following issues: determination of funding priority; calculation of the amount of investment in the reconstruction process (or a new project); determination of the investment mechanism. To determine the size of investments in integration processes, one of the most important elements of the assessment is the possession of specific resources, which primarily include innovative solutions, projects, know-how, innovative developments, etc. [209, p. 184]. From the point of view of investment, investments in innovative developments should first of all satisfy expectations for possible benefits and profits. Potential opportunities for innovative development are sometimes associated with the threat of non-return of investments. This is because research organizations have difficulty estimating and capitalizing costs. At the same time, there are problems of non-viable products, which do not go into production and sale, despite the fact that the project is financed.

Market volatility reflects the dispersion of expected cash flows. Investing in new projects is associated with the risk of non-return of investments, which, in turn, reduces the level of expected cash flows [214, p. 108].

Taking into account the fact that in recent years in Ukraine the amount of state funding of scientific research has been significantly reduced, the formation of a private investment system is of particular interest, which in Ukraine has certain regulatory restrictions and is unable to attract the necessary amount of investment in the development of high-tech business. In the field of bioenergy, this is connected with the presence of countervailing factors, in particular, insufficient legislative initiatives, mistrust of citizens and enterprise managers in bioenergy projects, etc.

The use of a synergistic approach in the field of energy security research is of particular importance. Ensuring the country's economic and energy security is the most important function of the state, aimed at protecting national economic interests, effective economic development and improving people's well-being. System-synergistic analysis allows us to consider the system of ensuring economic security of the national economy as relatively separate, one that has synergistic connections between different subjects at different levels of the system hierarchy.

The application of a system-synergistic approach to the study of energy security requires clarification of the concept of "system". Scientists distinguish two fundamentally different approaches to its definition - descriptive and constructive [219-222]. According to the descriptive approach, the system is isolated from the environment and its functioning is explained by the structure and connections between the elements of this structure. According to the constructive approach, on the contrary, the structure of the system corresponding to it is constructed based on the given function. The goal of the system under the conditions of a constructive approach arises from a problem situation that must be solved. In this case, the system is a means of solving the problem. In our research, we will use a descriptive approach, as we will separate the system of ensuring energy security from the environment of managing the national economy.

To be effective, the energy security system must be organized, dynamic, manageable, and controllable. Organization is considered by researchers as the arrangement of parts and elements in order from higher to lower. In the system of ensuring economic security, there is a division of management and decision-making functions between state authorities of different levels. This makes it possible to focus the solution of strategic tasks at the highest levels of management, where their solution is most effective. Tactical tasks, depending on their complexity and required resources, can be solved at lower levels, which ensures promptness of decision-making. In the energy security management system of the national economy, the organization of interaction of both state bodies with each other, and organization of interaction with non-state entities takes place. Connections between subsystems of different levels are vertical, and between subsystems of the same level - horizontal.

Dynamism is the ability of the energy security system to maintain essential characteristics of its existence under the influence of external and internal influences. External influences include changes in the geopolitical situation, changes in foreign market conditions, etc. Internal influences occur within the country and are caused by changes in current legislation and the state of the economy. Such a situation forces the management body of any level to restructure and adapt to new conditions.

When studying systems that have their own management bodies, the goals set for them are also considered. This makes it possible to exclude duplication in the activities of state authorities and to identify issues and problems that have remained outside the necessary managerial influence. The purposefulness of the energy security management system involves the actions of authorities in a certain territory, aimed at providing market subjects with fuel and energy, raw materials for their production, balancing the interests of economic subjects and protecting national economic interests in the field of energy with the help of regulatory acts, instructions, orders. According to the goal, current economic interests are distinguished, which are related to solving problems of the functioning or development of the economic system and eliminating threats at the current stage, and strategic ones, which express the goals of economic policy, including ensuring energy efficiency for the future.

Manageability presupposes the presence of an economic security management entity that helps manage the activities of the entire system and its individual components. He is responsible for the implementation of all management decisions, organizes feedback and system optimization in accordance with the assigned tasks. At the same time, the subject of economic security management of a specific level must possess the necessary competence, and the working conditions must enable the performance of certain assignments. Failure to comply with this requirement leads to subjective management decisions and may lead to neglect of national interests and advocacy of one's own corporate goals.

Controllability implies the exercise of control over the state of the subject of management, without exerting managerial influence on it. Such a mechanism is democratic civil control, intra-departmental, inter-departmental, branch and inter-branch control. The presence of direct and feedback links in the system is ensured by clear regulation of the activity of the management apparatus for receiving and transmitting information during the preparation of management decisions.

Management is essentially systemic, because management decisions made at one level of the system affect decisions at other levels. The components of the system approach are the principles of: 1) integrity, when each object in the process of its research is considered as a large and complex system, and at the same time as an element of the overall system; 2) hierarchical, that is, the presence of two subsystems - the controlling and the controlled; 3) structuring, which allows analyzing system elements and their relationships within a specific organizational structure. In general, the system of ensuring economic security corresponds to these principles. But the "control = desired result" scheme takes place only when the controlled system is in equilibrium with the environment and internal processes. When the system is in an unbalanced state, it begins to obey laws of a non-linear nature, which are studied by synergy. The task of public administration in a situation of uncertainty is to try to maintain the stability of the system while simultaneously searching for new alternatives for its development.

With a developed economy and a formed legislative and regulatory framework, developed monitoring systems and mechanisms for balancing the interests of all market participants, the main role of the state is to provide control and supervision and legal means of economic and energy security by establishing certain rules, criteria and standards. For a developing economy, state intervention should be more active and effective, because it is simultaneously aimed at developing the market and ensuring economic security. Energy security manifests itself as an emergent property of the economy, due to the presence of synergistic relationships between various entities at different levels of the system hierarchy, reflects economic relations in the production, sale and consumption of all types of energy, as well as protection of the interests of economic entities in conditions of uncertainty and risk.

Researchers identify the following methodological guidelines for economic analysis within the framework of a synergistic approach: 1) openness of economic systems; 2) imbalance of market processes; 3) irreversibility of evolution; 4) non-linearity of economic transformations; 5) ambiguity of economic goals [183].

The market system of Ukraine is open. In such systems, prerequisites are created for the implementation of a self-organizing process in them, which involves evolutionary development with transformation into a new, more efficient structure. Different mechanisms of functioning of closed and open systems require different approaches to forecasting possible ways of their development. In the conditions of globalization, excessive openness of the economy can create problems for the national producer and lead to predatory use of resources. Therefore, in order to ensure economic and energy security, the state must find the optimal balance between the openness of the economy and the protection of economic interests.

With the help of integration of the methodological apparatus of synergy and marketing, it becomes possible to study the anticipatory nature of ensuring energy security by preventing threats. Within the framework of the model of unsustainable development, real threats and their adverse consequences are considered. The model of sustainable development should have a threat prevention system. Synergistic aspects of ensuring energy security are related to the problems of economic development.

For a deeper understanding of the synergistic aspects of ensuring the energy security of the national economy, it is necessary to clarify the concepts of "development" and "sustainability".

Development is a complex and contradictory process in which positive and negative factors interact, and periods of progress can be replaced by periods of regression. Synergistic effects can be both positive and negative. Not every development meets security requirements. So, if high rates of development are achieved at the expense of "production for the sake of production" without ensuring the level of well-being necessary for the population, then such development is more likely to pose a danger to a socially oriented market economy. When there is no economic development, the ability of the national economy to counter internal and external threats deteriorates sharply.

The stability of the national economy reflects the strength and reliability of its elements, vertical, horizontal and other connections within the system, the ability to withstand external and internal influences. The synergistic effect in the economy is the result of the cooperative interaction of the elements of the economic system, which leads to a change in the qualitative composition of the economy and its retention on a stable development trajectory, despite exogenous shocks and endogenous fluctuations [224]. According to the Methodology for calculating the level of economic security, approved by the Order of the Ministry of Economy No. 60 of 02.03.2007, the components of economic security of the national economy are defined as: macroeconomic, financial, foreign economic, investment, scientific and technological, energy, production, demographic, social and food security [216]. The state of each of these components affects the development of the national economy. We consider energy security to be one of the most important.

Synergistic analysis enables the transition from a static understanding of economic security (the theory of functioning) to a dynamic approach (theory of development). The system of providing economic security is characterized by movement, therefore it must be considered on the basis of a dynamic approach, using the categories "attractor" and "point of bifurcation", which was discussed above.

Among the theoretical aspects of economic security, the definition of its hierarchical decomposition occupies an important place. We distinguish the following hierarchical levels of energy security: global, international, national, regional, subject of economic activity. The development of bioenergy contributes to solving problems and happy challenges at all levels. Each structural level of energy security is in a non-linear relationship with other levels. Economic changes at one level can affect the stability of the system, which will lead to instability and can provoke the emergence of economic threats.

Thanks to synergistic analysis, socio-economic development is described through two models: evolutionary and bifurcation. The evolutionary stage of development assumes the constancy of system quality and predictable linear changes. But it is here that an increase in internal imbalance (crisis) occurs, due to which the system is approaching a bifurcation moment. At the bifurcation point, the system branches out and becomes very sensitive to external and internal actions. The choice of one or another path at the point of bifurcation depends on the factor of randomness, realized through the activities of specific people (the government). A synergistic approach requires not only an analysis of reality, but also opportunities, a choice situation, a point of bifurcation of the economic process.

The goal of the socio-economic development of Ukraine is to achieve the modern socio-economic and technological criteria of an industrialized country. Realization of this goal in an evolutionary way requires a lot of time and resources, which makes it practically impossible. At the same time, accelerated economic and technological development or an economic breakthrough, in modern conditions, requires taking into account the factors of the global environment, which will be organically combined with internal factors and will be based on the concept of balanced development.

Balanced (sustainable) development of society (BDS) is considered as a complex synergistic process of balanced integration, interaction of social, economic, ecological systems, spheres of life of society. In the conceptual structural model of the synergistic methodology of the BDS, the key elements are the thematic methodologies of socio-natural synergism: socio-natural co-evolution, development of the noospheric state of society; systemic environmentalization of productive forces, institutions of society, etc. [227, p. 24]. Systems of integrated management of balanced development: local, regional, sectoral, corporate, state are considered as mechanisms for the implementation of synergistic methodology, adequate models of the BDS. In the context of this dissertation research, such a methodology receives additional content if it includes market research methodology and modern marketing concepts.

The theory of balanced development of society (BDS) as an extremely complex process of integration of ecological, social, and economic systems with the formation of a new balanced socio-natural integrity with an ecological economy is based on the fundamental synergistic foundations of development [227]. At the same time, the theory of BDS is a symbiotic theory, covering the theories of the noosphere, dynamic equilibrium, balances, systems development processes, etc. This is also a kind of synergy of theoretical systems of development, on which the synergistic methodology of BDS should be based. Therefore, the methodology of balanced development of society as a synergistic process of integration of ecological, social, and economic aspects of development is also a synergistic methodology in its essence. Synergy, synergism are concepts of natural or ecosystemic origin, related to the synergistic phenomenon of nature's creativity, synergistic processes, mechanisms of self-development, self-organization of natural systems, ecosystems. In the first decade of the 21st century, the concept of synergism was extended to socio-economic systems [197, 199]. Synergetics is becoming a new field of scientific research, the purpose of which is to identify inter-environmental integration patterns of self-organization of the development of complex non-equilibrium systems of different functional roles in nature and society. It explains complex processes, mechanisms of self-organization, self-development of not only natural, but also social and economic open stationary systems capable of maintaining homeostasis in the conditions of a competitive life environment, systemic market crises. Currently, the fundamental foundations of development based on the synergistic theory of self-development, self-organization of the transition from a disordered (unstable) state to an ordered (balanced, stable) state due to cooperation and joint action of the development potentials of various systems have been developed [197, 199].

The global strategy of sustainable development focuses on preserving the creative potential of nature, supporting synergistic mechanisms of self-organization of ecosystems by achieving socio-natural integrity, socio-ecological and economic balance of society's institutions, its socio-natural components - territorial communities. In the context of the balanced development of society, socio-natural synergy can be considered as a coherent process of joint development (coevolution) of territorially integrated social and natural systems, which is characterized by the transition of the social system to a noospheric state and a higher form of self-organization. This ensures the preservation and reproduction of the creative functions of natural systems with the achievement of a consolidated synergistic effect of improving the quality of life and the natural environment, maintaining socio-natural homeostasis through the coordination of laws, mechanisms of self-development of nature and society, and preservation of the socio-natural gene pool. This definition and characteristics of socio-natural synergism are based on taking into account the experience of countries that embarked on the path of balanced development and achieved a significant synergistic effect of the quality of life and the natural environment. These are Japan, Canada, Sweden with a high level of self-organization, self-development of territorial socio-natural systems (communities) and development of the "green" economy, harmonization of public institutions.

There are many factors preventing reformation, modernization of spheres of life and life support of society, consolidation of its institutions based on the principles and synergistic mechanisms of balanced development. One of these key factors is misunderstanding (or lack of perception) by persons responsible for making strategic decisions, the dominant role of laws, mechanisms of nature, the ecosystem in preserving a healthy, high-quality human habitat, supporting the vital forces of society, man. Such a state prevents the overcoming of the tendencies of the consumerist attitude towards nature in society, the transition to a balanced development, a "green" economy. The development and dissemination through training, education, propaganda, provision of marketing information, oriented towards balanced development, of a holistic synergistic methodology of balanced development of society as a territorial aggregate of socio-natural systems (territorial communities) should contribute to the awareness and perception of new values of life based on respect for nature, knowledge of the laws of its self-organization and self-development and the understanding of the need to harmonize the laws of being with them, to reject the consumerist philosophy of being, which is destructive in relation to the nature of behavior.

The synergetic methodology is based on a system of ideas about the common world, its socio-natural essentiality, integrity; balance of spheres of life activity and life support of society; a system of knowledge of laws, mechanisms of joint development (coevolution) of society and nature, achievement by society of a noospheric state capable of preserving the creative potential of both nature and society in the interests of present and future generations.

The synergistic worldview promotes the search for common ways of consolidating society, its institutions, and socio-economic structures in the interests of balanced development, achieving synergy of the quality of life and the natural environment for current and future generations. The implementation of the synergistic methodology in the full range of its social, ecological and economic aspects should ensure the synergistic stability of the national economy and society in the conditions of global crises: ecological, social, economic. Synergetic methodology is a rather complex, symbiotic "system of systems" that integrates numerous thematic methodologies, oriented towards goals, principles, and the theme of balanced development. Some of these thematic methodologies were developed by both domestic and foreign specialists. These are, for example, methodologies of ecological adjustment of macroeconomic indicators, integrated management, optimization of balanced nature use, modeling of the integrated (socio-ecological-economic) system of the region, territorial innovation clusters, transformation processes, institutional modeling of nature use, etc. [197, 199, 207, 209]. The integrated multifaceted structure of the synergistic methodology of the balanced development of society and its socio-natural systems (territorial communities) with integral development potential can be presented in the form of a conceptual structure (Fig. 1.8).

The task is to adapt such a conceptual model to each object of balanced development of society: enterprises, settlements with their infrastructures, rural areas, industrial and economic complexes, public institutions, etc. Such a task should be carried out by appropriate systems of integrated management of the balanced development of various objects with personnel prepared according to new interdisciplinary programs, oriented to the acquisition of synergistic competence and the involvement of scientists who have the methodology of balanced development of society and management of market processes on the basis of marketing.

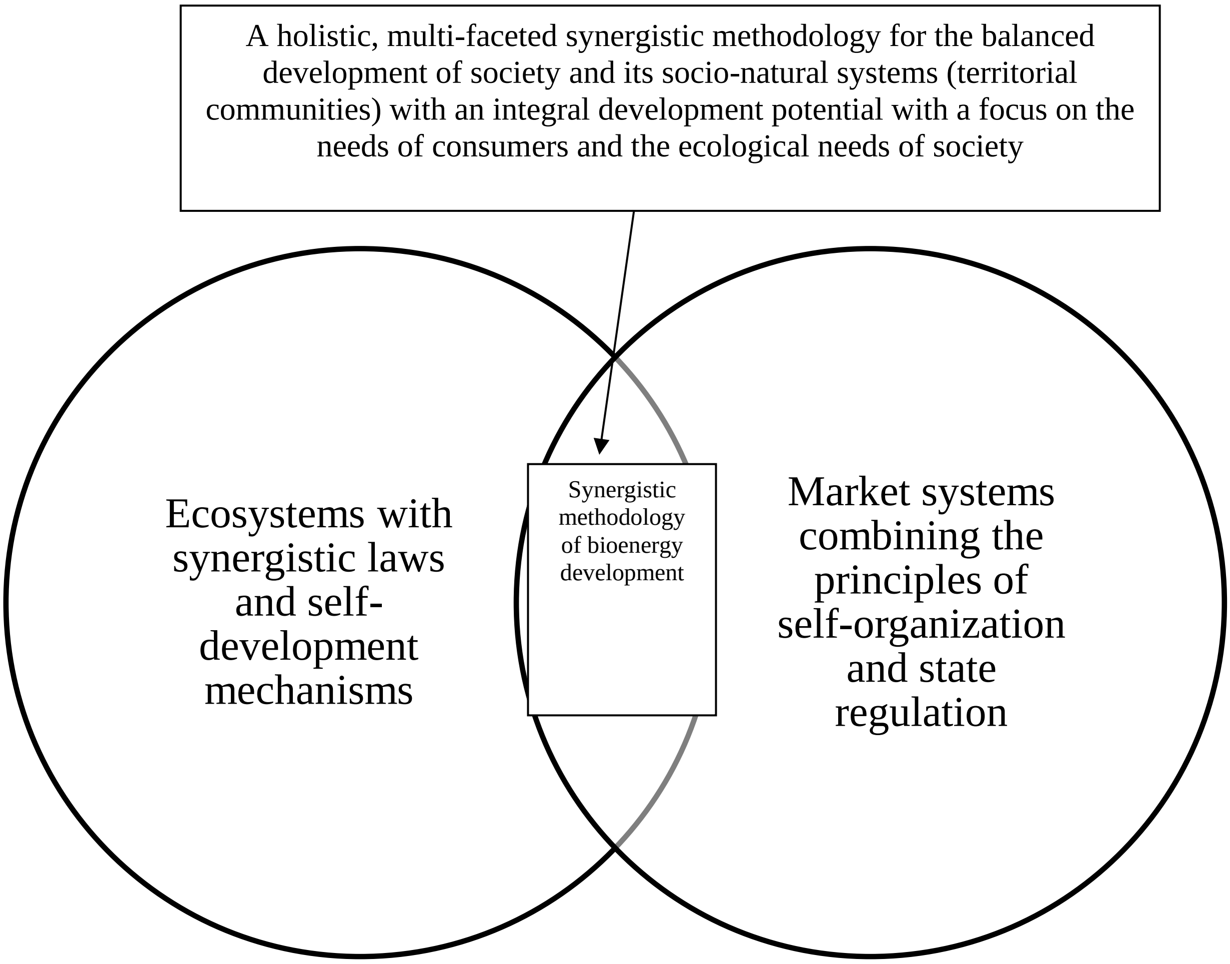

Fig. 1.8. Basic model of formation of synergistic methodology of balanced development of society.

Note. Formed by the author

Taking into account the above, it is necessary to form a research methodology for the development of the bioenergy market. Such a method, developed by the author on the basis of system-synergistic methodology and consistent application of the above methods, taking into account the specifics of the agrarian industry, is shown in Fig. 1.9.

At the first stage, it is expedient to carefully investigate the prerequisites (economic, legal, demographic, natural) of the development of bioenergy in Ukraine. In particular, it is necessary to analyze the formation of modern forms of agrarian formations, the sequence of transformational processes in the agricultural sector of Ukraine, to determine the key trends in the development of the industry, the dynamics of the number of agrarian formations of various types, the dynamics of the growth of acreage for crops whose waste can be raw materials for the production of biofuels, the dynamics of the number of bioenergy objects.

Next, it is necessary to analyze the efficiency of the use of resources of agricultural formations, calculate and forecast the amount of agricultural production waste, calculate the potential of biomass that can be used for processing into biofuel and its ratio by region, etc.

At the next stages of the research, it is necessary to segment the bioenergy market by solid biofuel and biogas sectors, evaluate target segments, and form portraits of target consumers (individuals and legal entities). The definition of the target market will be the basis for the development of marketing activities according to the elements of the marketing complex, including the price policy in bioenergy, distribution policy and logistics costs, as well as marketing communications, that is, their focus on the target and perspective consumer. Such approaches will help determine the possibilities of choosing a certain strategy for bioenergy market participants.

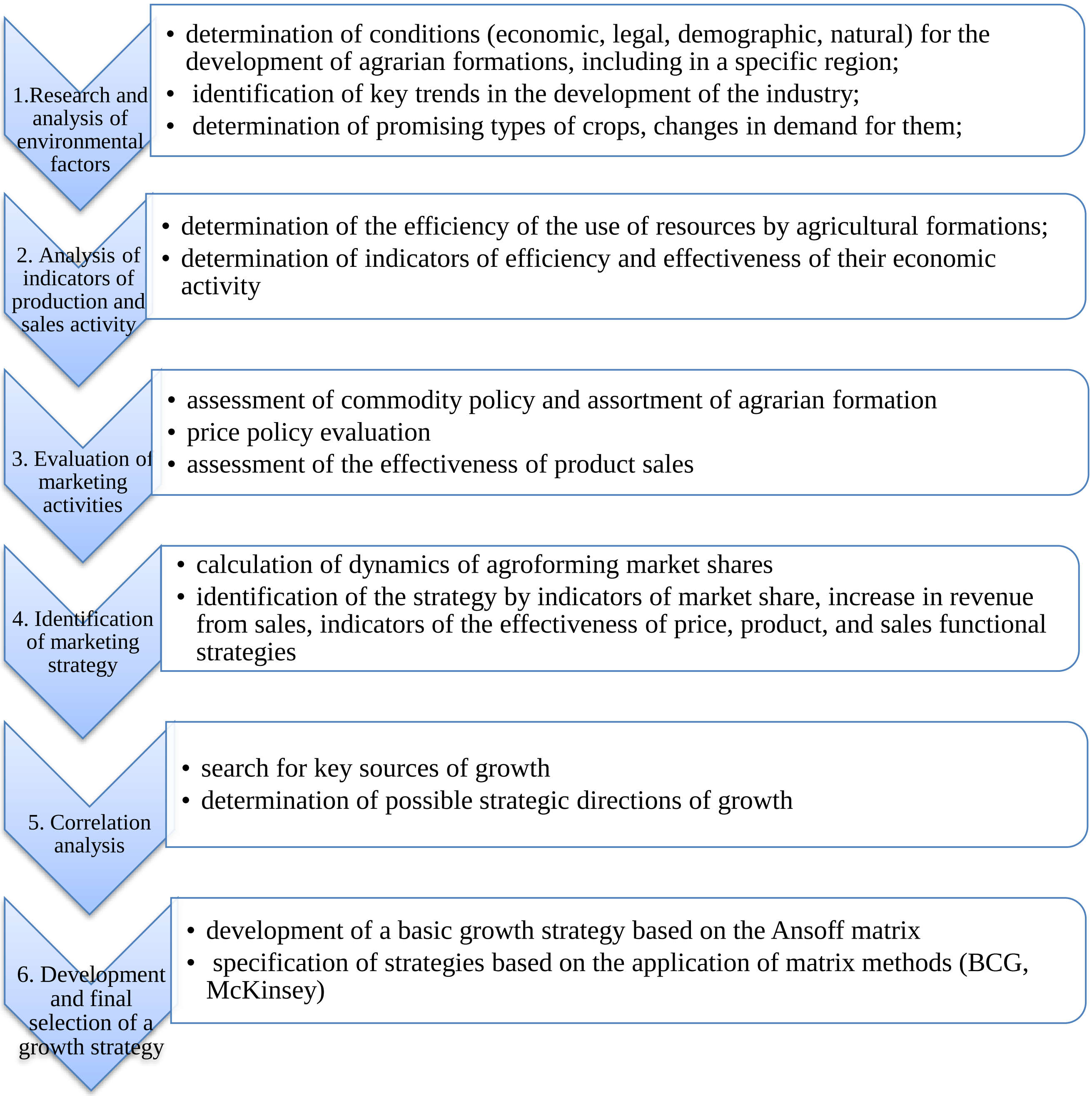

Fig. 1.9. Bioenergy market research methodology*

Note. Developed by the author

The last two stages of the research include the identification of strategic directions for the growth of the industry, forecasting of production and consumption volumes of various types of biofuels, development of proposals for improving state regulation of this industry.

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8. State regulation is an important factor in improving the efficiency of the fruit and vegetable market

Reforms in the agricultural sector have brought significant changes to the economic conditions of the fruit and vegetable industry, which has led to fundamentally new relations between producers and consumers, and a decrease in the level of consumption of fruits, berries and vegetables by the population.

Over the years of political, organizational, and economic restructuring, fruit and vegetable growing has experienced significant negative processes that have led to the loss of profit and bankruptcy of a significant number of enterprises and the country's dependence on imports of fruit and vegetable products of often poor quality.

The peculiarity and complexity of the current agrarian reform is caused by the lack of a well-grounded set of solutions to the problems of sustainable development of the fruit and vegetable industry and the formation of its effective mechanism.

In this regard, there is a need to identify the essence, criteria and methodological approaches to the mechanism of functioning of the fruit and vegetable industry.

The peculiarity of a market economy is that none of the mechanisms is dominant. Despite this, many scholars have made a significant contribution to the concept of "mechanism". These are O. Onishchenko [239], I. Lukimov [237] and others.

According to academician I. Lukimov, the economic mechanism is a rather complex set of regulators that implement the components of national and market policies - monetary, currency, price, financial, banking and credit, payment, tax, customs, insurance, etc.

A. D. Dibrova believes that the mechanism is a holistic dialectical set of interrelated, interdependent and purposeful principles, functions, methods, forms and instruments of state regulation of the economy aimed at harmonizing the interests of economic entities of the state [233].

Scholars suggest that the main element that can influence the efficiency of the economic mechanism of any industry is the economic mechanism.

According to Y. Ilnytska, the economic mechanism is the main part of the economic mechanism of the enterprise, which includes economic methods, ways, forms and tools of influence on economic relations and processes [235].

J. Zavadsky believes that the economic mechanism is a component of the economic mechanism, which includes economic incentives (state economic incentives for production and material incentives for labor) and levers (planning, self-sufficiency, financing, conditions for the sale of products, production and maintenance, business conditions, various limits, production costs, profitability of production, etc. [234].

But more and more in the economic literature such a concept as organizational and economic mechanism is used, which has been paid attention to by the following scholars: O. Zakharchuk, L. Melnyk, V. Paskhaver, V. Andriychuk, P. Sabluk and many others.

According to A. A. Melnychuk, the organizational and economic mechanism of the fruit and vegetable market is a set of organizational and economic levers that form and regulate the procedure for carrying out the activities of business entities, as well as contribute to ensuring balanced relations between them [238].

The fruit and vegetable industry, as well as the national economy as a whole, has undergone profound socio-economic and technological transformations. A new mechanism of production functioning has emerged, in which market relations are becoming increasingly important.

The study of the ongoing processes and the identification of real trends in the development of this industry necessitate the expansion and deepening of methodological approaches to performance evaluation. It has become increasingly important to eliminate one-sidedness in assessing the choice of the most rational solutions.

In our opinion, the economic efficiency of the sustainability of the fruit and vegetable industry should be considered from the standpoint of increasing production, overcoming fluctuations in production, and in the required range of products.

To study the economic efficiency of the fruit and vegetable industry, it is necessary to select certain criteria.

A criterion is a qualitative assessment of efficiency that reflects its very essence. It must meet at least two methodological requirements: objectively reflect the ratio of the real effect of production and available economic resources ("output - resources") and have qualitative homogeneity and quantitative comparability at all stages of the reproduction process[229]. Proceeding from the fact that small forms of economic activity in rural areas, as a rule, have a dual nature (purpose); firstly, the result (effect) of economic activity is intended to meet their own needs and, secondly, as a commodity part, is sold on the market. In the second case, small businesses act as entrepreneurial structures, with profit being the benchmark of their success. "It is profit," wrote Paul. E. Samuelson wrote, "it is profit that acts as a carrot and a stick, that controls the market mechanism, the market system makes profits and losses in order to stimulate the enterprise to produce the necessary goods efficiently" [229].

Summarizing the literature, we can identify two main requirements for the criterion:

1. Reflect the difference between the real effect of production and existing economic resources;
2. Have qualitative continuity and quantitative compliance at all stages of the reproduction process.

For a long time, the criterion of management effectiveness was the company's profit based on cash business, but times are changing. Many years of Western and domestic experience have proven that companies focused on profit for a given year or on ensuring profitability suffer from myopia. If the criterion for the effectiveness of management activities is the company's profit, this affects the decision-making policy, and since decisions are reflected in the cash flow, all management decisions affect changes in the company's cash inflows and outflows [232].

In order for the value of an enterprise to be a tool for a real increase in business efficiency, it is necessary to start managing it: to identify the factors that create a given competitive enterprise, to develop a real management plan that balances long-term and short-term goals and priorities, and to introduce cost-effective management elements at all levels of the company [233].

Management involves the regular implementation of targeted actions that ensure the achievement of maximum results with minimal resource expenditures. The main criterion of management effectiveness is the level of efficiency of the enterprise. It reflects the results of financing both the object (enterprise) and the subject of management (system), as well as the efficiency of the management process. Therefore, efficiency is increasingly becoming a measure of both production and management methods. The result of the enterprise's operation is inseparable from the activities and organization of the management system, which affects the effective functioning of the enterprise.

The economic efficiency of the enterprise management system is characterized by the results of its main activities and is determined by their comparison with the costs of performing management functions. By improving management activities while reducing their costs, the economic efficiency of the enterprise management system can be achieved. The effectiveness of the enterprise is expressed by one of the generalized indicators - profit or cost of production [232].

Efficiency is the effectiveness of business operations. The economic effect is an absolute indicator that characterizes the result of activity in monetary terms. In turn, economic efficiency is a relative indicator that allows comparing the effect obtained with the costs that must be incurred to obtain the planned effect[245].

Efficiency is defined as the following:

- evaluation of a certain result;
- compliance of the result (process) with the planned one;
- is a numerical characteristic of the satisfactory functioning;
- the probability of achieving certain goals [231].

In order to improve the efficiency of the agricultural sector at the regional level, domestic researchers propose:

- artificial formation of market infrastructure by administrative methods and at the expense of budget funds. Moreover, the feasibility of certain infrastructure elements proposed to be created (for example, a regional wholesale market) is assessed only in terms of its impact on trade intensification in a particular administrative region, but the need for a powerful concentrator of commodity flows in this particular point of Ukraine is not considered;

- creation of regional information systems (also under the guidance of government agencies);
- development of concepts of regional policy for the development of the fruit and vegetable industry [239].

In our opinion, the economic efficiency of the sustainability of the fruit and vegetable industry should be considered, on the one hand, as an order of factors influencing its development, on the other hand, as obtaining results based on the rational use of production potential, and on the third, as minimizing the costs of preventing negative environmental impact.

When assessing efficiency, it is important that the choice of a system of indicators objectively characterizes the state of economic and business activities of the enterprise. The assessment should focus on the rational use of production resources and the provision of food to the population in the required assortment and high quality.

In this regard, in a prolonged unstable economy, inflation, comparable prices and natural indicators should be used to determine efficiency.

Two subsystems are used to quantify the effectiveness of the formation of the economic and organizational mechanism for providing vegetable processing enterprises: subsystems of indicators of target efficiency and subsystems of indicators of resource efficiency (Fig. 1).

Indicators of satisfaction of the needs of the fruit and vegetable industry actors relate to the first subsystem, namely: producers of vegetable raw materials, fruit and vegetable processing enterprises, the state, investors, and consumers of vegetable products. The subsystem of resource efficiency includes indicators of the ratio between the value of the results obtained and the mass of resources used, i.e. productivity indicators.

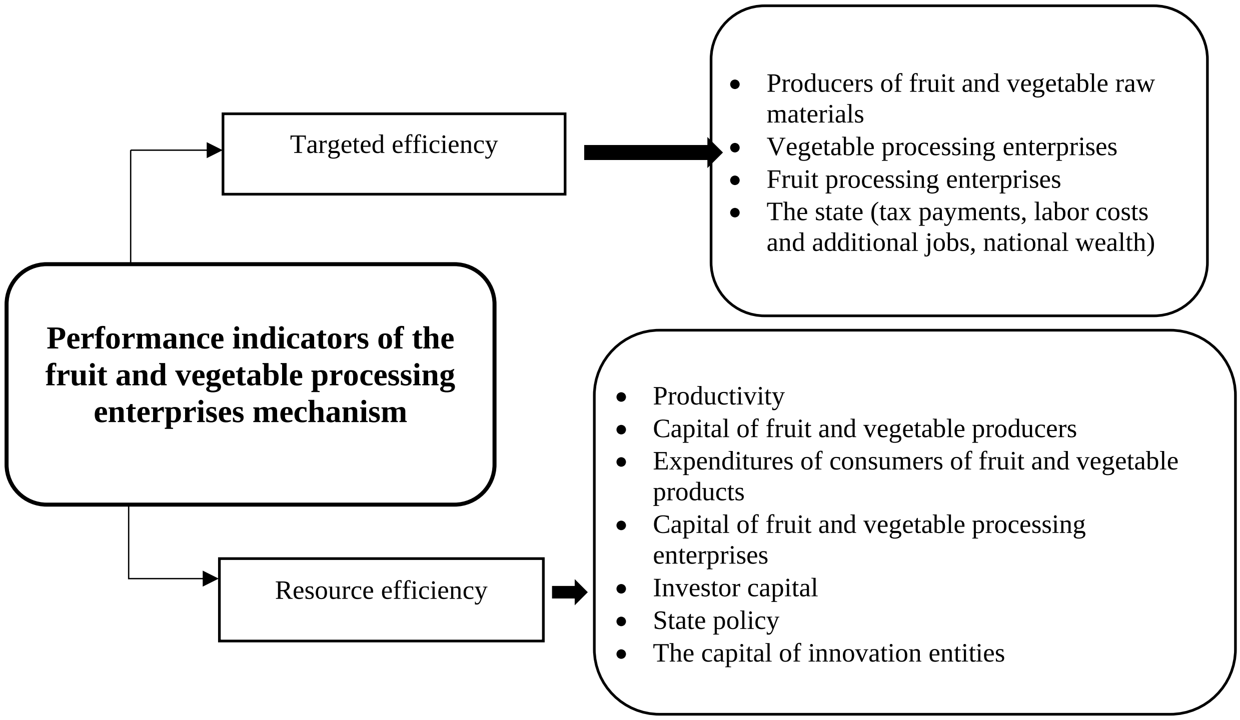

Figure 1 System of indicators of efficiency of the economic and organizational mechanism of fruit and vegetable enterprises

The author proposes the following as the main criteria for assessing the efficiency of the organizational and economic mechanism:

1. Increase in the production of fruit and vegetable products with continuous improvement of their quality characteristics;
2. Increase in profits and profitability;
3. Strengthening the competitiveness of domestic fruit and vegetable products in the market.

The economic efficiency criterion is reflected in the following formula [229]:

$$e = \frac{E \rightarrow max}{B \rightarrow min},$$

where e is the economic efficiency criterion;

E - economic result;

C - costs of achieving an economic result.

In economic science and practice, the efficiency of fruit and vegetable production is usually distinguished at the federal, regional, district and economic levels. At the state level, estimates of national economic efficiency are mainly used to account for: gross domestic product (GDP) production; profitability; labor productivity; profit margin; and the number of profitable and unprofitable enterprises.

We believe that a more complete system of indicators should be applied at the enterprise level (at the regional and district levels), taking into account the formation of cooperative and integration processes that allow for a deeper and more comprehensive disclosure of the dynamics, factors and level of efficiency of production and sales of products, as well as their quality.

For a more comprehensive assessment, we can distinguish four main groups of performance measurement:

- technological;
- economic;
- organizational;
- social.

The system of evaluation indicators should meet the following basic requirements:

- Establishing a close relationship between individual data, their comparability, and the dynamics of different levels;
- determination of evaluation indicators taking into account the time period;
- a comprehensive, scientifically based assessment of the use of production and labor resources, investments, fixed and current assets that affect the sustainability of enterprises;
- ensuring consistency between individual indicators and groups of indicators.

The functioning of the sectoral fruit and vegetable market depends on the reproduction, maintenance, and development of infrastructure conditions, as well as on ensuring sustainable prospects for fruit and vegetable security and increasing the income of producers.

The effects of economic transformations in the country, external conditions of influence on the fruit and vegetable industry and its processing sector should be taken into account: the ratio of prices for fruit and vegetable products and their processed products; inflation; forms of privatization and denationalization; organizational and legal forms of management; instability of production and economic relations, underdevelopment of market infrastructure; decline in public demand for fruit and vegetable products; deterioration of the demographic situation.

The problem of selling fruit and vegetable products is the boundaries of sales channels or obstacles to entering them, which significantly reduces the optimality of redistribution of the value of fruit and vegetable products between the organizers of the supply chain.

The methodology and assessment methodology should be based on the analysis of a system of factors: assessment of external and internal impact on the formation of the fruit and vegetable market and food security; analysis of the constituent elements of production potential; possible modeling of the formation of the fruit and vegetable market, taking into account the structuring of factors, development of options for optimizing the elements of production and consumption; regulation of economic relations.

Methodology in Greek means: μέυοδος - a way of research, a way of knowing, λόγος - science, word, doctrine. Literary sources define "methodology" as the doctrine of methods of cognition and transformation of reality, as well as a set of research techniques used in any science.

The methodological foundations for the study of the organizational and economic mechanism include principles, criteria, methods, and approaches. Factors and features of its formation, observance of which in determining the promising directions of its further development will allow to achieve the desired result (Fig. 2).

The methodological aspects of the development of the fruit and vegetable industry have been studied by such scholars as O. Rybakova, V. Shlapak, V. Barabash, O. Yermakov and others.

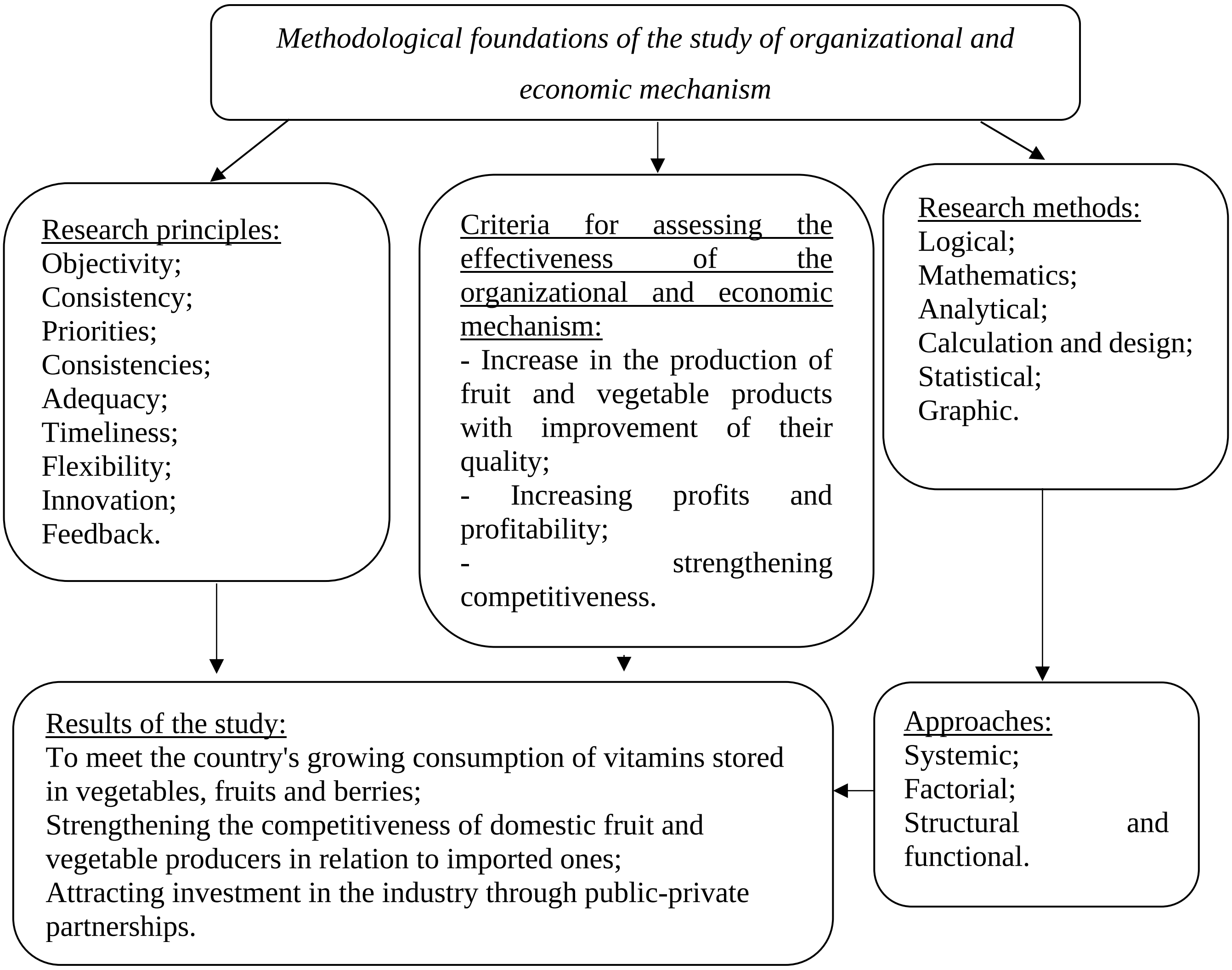

Figure 2 Methodological basis for the study of the organizational and economic mechanism *(summarized by the author on the basis of [234,233])*

In the methodological approach to assessing the sustainability of the fruit and vegetable industry, the author proceeds from the fact that each economic phenomenon, each process is often determined not by a single, isolated, but by a whole complex of interrelated indicators. In this regard, depending on the object of analysis, we have grouped all indicators into the following main blocks: organizational and economic level; logistics; production and sales; use of means of production and labor items; cost; profit and profitability; financial condition.

It should be noted that, in addition to the efforts of the fruit and vegetable industry itself to improve competitiveness and efficiency, better government support is needed.

We believe that it is advisable to create tactical and strategic goals for fruit and vegetable producers and intermediary enterprises by using certain principles to build a single sustainable chain.

In general, the implementation of the proposed directions for the development of the organizational and economic mechanism for the functioning of enterprises in the fruit and vegetable industry in modern conditions should contribute to the structural restructuring of production, provide motivation for highly productive labor and increase competitiveness.

Providing state support and building effective business relationships are important elements in the development of enterprises involved in the transportation, storage, processing, production and sale of fruit and vegetable products.

Methodological approaches and criteria for evaluating the effectiveness of the formation of the organizational and economic mechanism of enterprise functioning allow us to reveal in more detail the problem of improving the organizational and economic mechanism. In general, the implementation of the proposed directions of development of the mechanism of functioning of enterprises should contribute to the structural reorganization of the enterprise, provide motivation for highly productive labor and increase competitiveness. The carried out research provides an opportunity to solve further tasks on the formation of the organizational and economic mechanism of functioning of enterprises in the fruit and vegetable industry.

To develop the regional market for fruit and vegetable products and improve the efficiency of its functioning, it is worth using the positive practices of both the global agricultural market and a set of measures taken by state and regional authorities to stimulate this process.

By state regulation of the fruit and vegetable market, we mean a system of measures aimed at centralized influence of the state and regional authorities on the main elements of the market, such as supply and demand, sales conditions, quality control of fruit and vegetable products, infrastructure, etc. The concept of state regulation of the fruit and vegetable market arises from the fundamental principle of the market, according to which agricultural producers are guaranteed the possibility of free sale of all products.

The state regulation of the development of the economic potential of fruit and vegetable enterprises is to create and provide the state with legal, organizational and economic conditions for its effective development (Fig. 3).

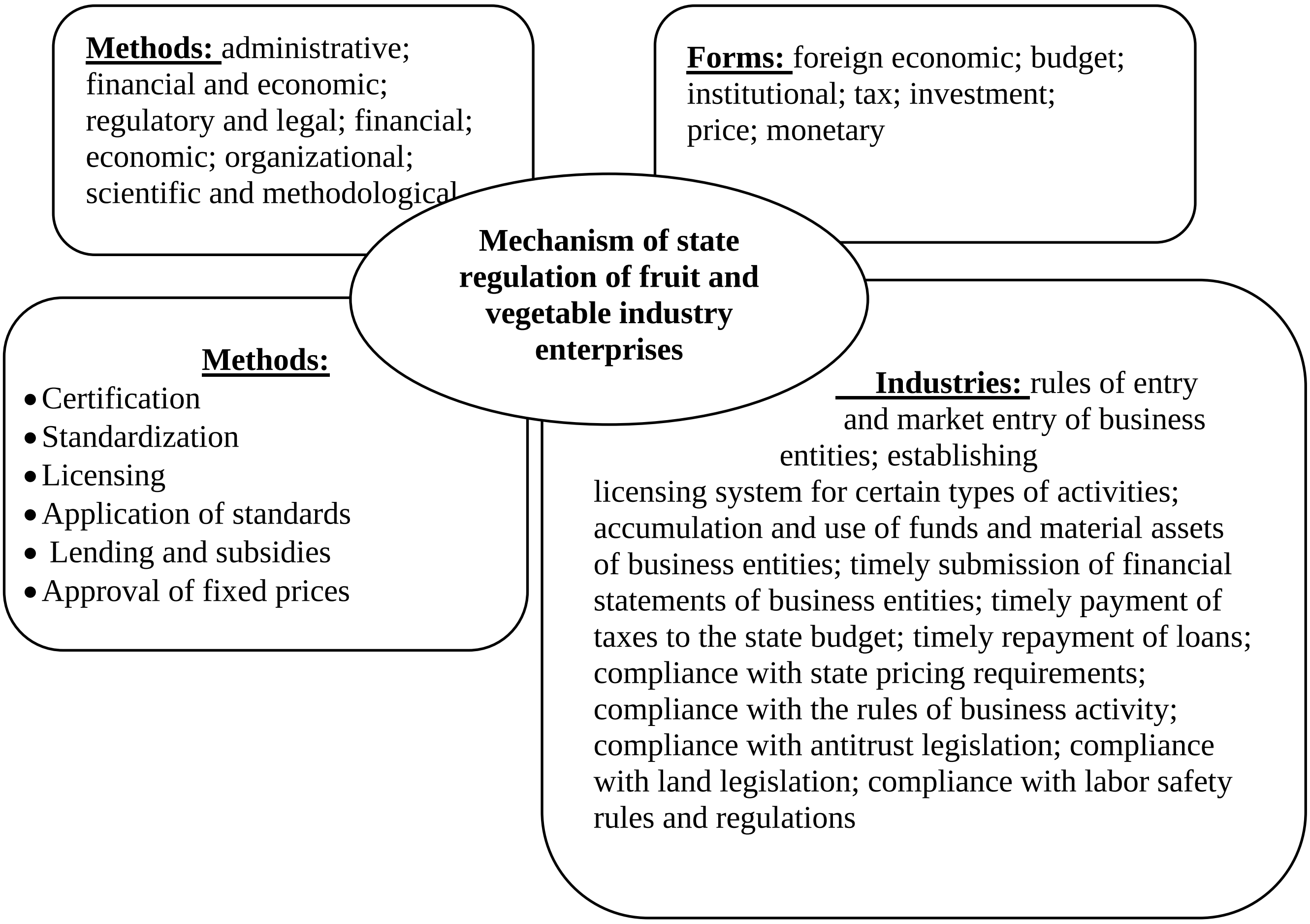

Figure 3 Mechanism of state regulation of fruit and vegetable processing enterprises

The task of the state authorities is to stimulate the formation of a market system for the sale and marketing of fruit and vegetable products. State regulation and regulation of the regional market of fruit and vegetable products are carried out in the following main forms:

- legislative, which provides for the adoption of special legislative acts that ensure equal conditions for competition and prevent the establishment of unreasonably high prices;

- tax and credit, based on the use of taxes and credits to support the production of fruit and vegetable products at the required level;

- Subsidized, which provides for the provision of state subsidies to agricultural producers of fruits and vegetables, allowing them to cover production costs

Implementation of state regulation of the regional market of fruit and vegetable products is necessary for:

- full provision of the population with quality fruit and vegetable products and their consumption at the level of scientifically based medical nutrition standards;
- stimulating growth in the production of fruit and vegetable products (increased supply in the regional market);
- stimulating an increase in the economic efficiency of production and profitability of enterprises engaged in the production and processing of fruit and vegetable products;
- guarantees of a certain level of income, which provides agricultural producers with the opportunity to accumulate funds for expanded production;
- protecting the domestic (regional) market from imports;
- development of market infrastructure.

In the country and its entities, the direct impact on the fruit and vegetable markets will be reflected in the following forms:

- regulation of prices and profits in the fruit and vegetable industry;
- direct commodity and procurement intervention by the state in the market;
- direct state involvement in the production and sale of fruit and vegetable products;
- Adoption of targeted state programs for the development of fruit and vegetable production;
- managing product quality through a system of standards, conditions and quality characteristics;
- lending and taxation;
- scientific support of the industry;
- legal and methodological support for state regulation of the fruit and vegetable market.

Regulated prices are set administratively - by the government, by decisions of the relevant regional state authorities. Price regulation also provides for the establishment of profit margins in the processing, harvesting and trading sectors to protect both consumers and agricultural producers of fruit and vegetable products.

In order to stabilize the fruit and vegetable market, the government makes procurement and commodity interventions. Direct procurement and commodity interventions are carried out by the state through a system of procurement organizations (state corporations, joint-stock companies, firms, etc.). Their activities are directly controlled by the state.

Procurement interventions are a means of supporting agricultural producers when they are unable to sell their products due to a decline in demand. Procurement interventions are also carried out when prices for fruit and vegetable products are below the minimum price. If there is a shortage of fruit and vegetable products on the market and prices rise above the maximum level, state agents organize the sale of products from the state reserves, i.e., carry out commodity interventions in the market. In this case, the state reserve fund can be replenished from the following main sources:

- procurement for state needs at guaranteed purchase prices for fruit and vegetable products;
- purchases on wholesale markets;
- purchases abroad (those types of fruits and vegetables that are in demand on the market but not produced in the country).

Along with procurement and commodity interventions, one of the forms of regulation of the fruit and vegetable market and support for agricultural producers is state participation in pledge operations with fruit and vegetable products.

The subject of pledge may be both already produced fruit and vegetable products and products of the future harvest. The state's participation in the pledge of fruit and vegetable products and raw materials consists in the allocation of budgetary resources; lending; budgetary allocations or lending necessary to compensate for the costs of storage and processing of fruit and vegetable products and raw materials acquired by the state.

The pledge of agricultural products and raw materials may be terminated at the initiative of the pledgor upon fulfillment of the obligation secured by the pledge or acquisition of the pledged agricultural products and raw materials into state ownership in accordance with the established procedure.

The pledged products and raw materials that have become the property of the state are used for state commodity interventions and the formation of state food funds for other purposes.

Direct participation in the production of fruit and vegetable products is carried out through state-owned enterprises or enterprises with state participation.

The quality of fruit and vegetable products is managed through standards depending on the end use of the products (fresh or processed consumption), which are developed according to appropriate methods.

Legal and methodological support for the system of state regulation of the regional market of fruit and vegetable products requires the following measures:

- development and formation of a system of state regulation of the regional agricultural market as a whole, as well as its main segments (the fruit and vegetable market in particular);
- development of methods and recommendations for calculating indicators used in the state regulatory system.

A prerequisite for the preparation of laws, legislative and regulatory acts and other documents to regulate the fruit and vegetable market should be a clear division of responsibilities between the state and domestic producers, as well as defined state powers. For each of the measures to be developed and implemented, it is necessary to determine the source of funding and the procedure for using the allocated funds.

In the transition to market relations and the abandonment of state planning of all sectors of agricultural production, the most effective tool for forming market structures and mechanisms for their regulation is targeted comprehensive programs covering not only production itself, but also other sectors of agricultural production in the region, as well as various aspects of production relations between them.

The program for the establishment and development of the food market of both Ukraine and its particular region should include measures to create the necessary level of supply (production) of agricultural products, measures to create market infrastructure, to maintain the profitability of agricultural producers at the level necessary for expanded production, the level of guaranteed prices and other organizational and economic measures necessary to organize the normal functioning of the food market. The program also provides for the amount of state budget funding, as well as various benefits and incentives provided to program participants.

Targeted comprehensive programs link most areas of state regulation into a single system, but at the same time do not exclude the independent use of other levers of state regulation, such as prices, financial and credit policy, taxes, etc. Targeted comprehensive programs are adopted for a limited period of 3-5 years.

Along with comprehensive programs covering the entire agricultural sector, development programs for its individual sectors and areas may be adopted.

In accordance with the adopted program, the system of state regulation of the supply of fruit and vegetable products on the regional food market should be aimed at achieving the following priority goals:

- ensuring stable economic and social conditions for the development of the agricultural sector of the fruit and vegetable market;
- formation of regional food funds;
- protection of the regional market from the external market (imports);
- integration of the market space;
- reducing the negative impact on the environment.

To achieve the set goals, the state intervention in the fruit and vegetable market should be carried out in the following main areas:

- state guarantees for the purchase of all products sold by agricultural producers on the market;
- introducing a system of regulated prices for fruits and vegetables;
- state subsidies for certain types of fruits and vegetables;
- state subsidies for the purchase of material and technical resources necessary for the normal functioning of the fruit and vegetable market;
- preferential lending and preferential taxation;
- funding research programs on breeding, seed production, and improving

production, processing, and preservation technologies for fruits and vegetables.

Speaking about the state's guarantees for the acceptance of all products, we note that this does not exclude the free entry of agricultural producers to the market, but only means that if a producer refuses to directly access market channels for one reason or another, the state guarantees the acceptance of its products at guaranteed prices (purchase and pledge prices). Thus, the guarantee of acceptance of products gives agricultural producers confidence in protecting them from bankruptcy, stimulates the growth of fruit and vegetable production, which ultimately contributes to the stabilization of the regional fruit and vegetable market.

The formation of a single market for fruit and vegetable products on the basis of mutually beneficial economic conditions, taking into account the territorial division of labor, is required:

- a unified price strategy for state support of agricultural producers for the entire territory of the state;
- abolishing any restrictions on interregional exchange of products in the fruit and vegetable market;
- government programs to support agricultural producers, especially those operating in unfavorable natural and climatic conditions;
- formation of state and regional food funds.

The existence of state and regional food funds is necessary, first of all, to accumulate inventories and intervene in the fruit and vegetable market. The state fund is also used to supply certain areas of the country, such as the northern regions, where fruit and vegetable production is impossible or extremely limited due to harsh climatic conditions. Regional food funds nowadays perform similar supply functions.

In today's environment, replenishment of state and regional funds should be based on the conclusion of contracts with agricultural producers for the supply of fruit and vegetable products. At the same time, the contract should be economically attractive for the producer. In this case, the following conditions must be met when concluding the contract:

- Guaranteed purchase prices for fruit and vegetable products should provide normal agricultural producers with conditions for expanded production;

- preferential loans and tax benefits, government support for agricultural producers through relevant programs, which specifically stipulate the conditions for the allocation of various grants, subsidies, and subventions upon fulfillment of the terms of the contract.

It should be noted that similar requirements may be formulated in relation to other sales channels available to state regulation.

State support and protection measures for agricultural producers should help to reduce production costs and redistribute profits from the sale of the final product rather than increase retail prices. In this case, measures aimed at reducing the cost of material and technical resources, transportation tariffs, and the use of various forms of compensation will be more effective. Such a mechanism will be effective at the first stage, until certain relations between agriculture and other sectors and areas of agro-industrial production are established. However, this approach does not exclude, but rather provides for the use of guaranteed prices for the procurement of products that cannot be sold at market prices, commodity purchases, interventions and other forms of regulation of the fruit and vegetable market.

Another group of measures aimed at normalizing economic relations in the fruit and vegetable market is related to the formation of the wholesale link of the food market. In today's environment, the small retail sector is developing rapidly, diverting huge financial resources from the normal circulation of money capital.

The system of wholesale food markets should cover all levels: state, regional, and local. Wholesale markets will perform their functions at each of them. At the same time, it is extremely important that agricultural producers everywhere participate in the market, as a rule, in organized associations, mainly of the cooperative type. In our opinion, in this case, agriculture will have more opportunities to receive a part of the profit from the sale of final products.

Given that these are markets for specific types of products, such as the fruit and vegetable market, it is also advisable to create appropriate combinations: vegetables, fruits, processed products, and others. This process should start from the basics, from direct agricultural producers, and require government support at both the regional and national levels. First of all, it is necessary to have the state participate in financing the creation of capital-intensive infrastructure facilities for wholesale food markets: storage facilities, transportation, and information support.

One of the important problems in agricultural production today is also the relationship between agriculture and the processing industry. The analysis showed that the share of agricultural producers in the final price of the product is unacceptably small and does not reflect the real contribution of all participants in the food chain "from field to store."

In the current situation, we see a way out in changing the forms and content of economic relations in the agro-industrial complex, the main participants of which are agricultural producers and processing enterprises. They are in a single technological chain, working for a single end product (result), so their interests must be harmonized. This task is difficult to solve without active government intervention. There are many options here, one of which is the creation of various associations and cooperatives on the basis of partial participation in order to pool resources and attract investment. The direct members of the association are enterprises that process fresh fruit and vegetable products and nearby horticultural and vegetable farms.

An agreement on joint activities related to the purchase of fruits and vegetables, their processing, storage, and sale may serve as the basis for an association that ensures that the interests of all its members are respected.

The main point in regulating relationships is the economically justified distribution of the share of the cost of the final product among all participants. Such distribution should be based on a methodology that takes into account the standard capital, material and labor intensity of production in each of its links.

State regulation of the fruit and vegetable market can be effective only if it is carried out on a legal basis. The adoption of legislative and regulatory acts, resolutions of the Cabinet of Ministers of Ukraine, namely the State Contract of the Ministry of Agrarian Policy "On the State Contract and State Order for Agricultural Products, Raw Materials and Food", contributes to solving this problem to some extent [243].

This contract provides for the establishment of general legal and economic norms for the formation, placement and use of orders for the purchase and supply of agricultural products, raw materials and food, including fresh vegetables and fruits, as well as their processed products for state needs on a contractual basis. The contracts are based on prices guaranteed by the government and executive bodies of the entities, which ensure that producers cover production costs and receive a profit sufficient to expand production. Partial prepayment under the concluded contracts and price indexation are provided for. Various privileges for producers supplying products to the state and regional funds, as well as sanctions for breach of contract, have been established.

All these and other provisions of the law create a minimum stabilizing framework for the fruit and vegetable market, but unfortunately, the government is not yet fully implementing it.

Currently, purchases of agricultural products, raw materials and food for state needs make up a small percentage of total production.

Another important law that addresses this issue is the Law of Ukraine "On State Support of Agriculture of Ukraine" adopted by the Verkhovna Rada. The law stipulates that state regulation ensures the economic influence of the state on the production, processing and sale of agricultural products, raw materials and food, as well as on production and technical services and logistics of agricultural production. The law identifies the following forms of influence: state guarantees of price parity for agricultural products and agricultural inputs and services, sale of agricultural products at least at guaranteed prices, financing of fertility restoration measures, development of social infrastructure in rural areas, preferential lending, partial compensation of costs for fuel and energy resources, mineral fertilizers, mixed fodder, and preferential taxation of agricultural producers.

The Law pays special attention to the state regulation of lending and subsidizing agricultural producers. Analyzing the provisions of the Law "On State Regulation of Production and Circulation of Ethyl Alcohol, Cognac and Fruit Alcohol, Alcoholic Beverages and Tobacco Products" and the Law of Ukraine "On Supply of Products for State Needs", it can be noted with great confidence that these documents address many complex and ambiguous issues in the Ukrainian agro-industrial complex that arose during the transition to market relations. But, as we have already mentioned above, state regulation of the fruit and vegetable market should be carried out both at the national and regional levels. Therefore, it is very important that the state executive bodies, together with the executive authorities, take all possible measures to implement the main provisions of the Laws being adopted.

Regional regulation of the market of fruit and vegetable products in modern conditions should use all existing mechanisms to increase the real responsibility of public authorities for fulfilling their obligations to regulate both the regional food market as a whole and its main segments, to perform functions of protecting the domestic market and controlling the quality of imported products, regulating prices and timely public procurement, stimulating scientific and technological progress in the agro-industrial complex, preventing the destruction of the material and technical base of agricultural products, and preventing the destruction of the agricultural sector.

Summarizing the research, it is clear that the scheme of information, product and money flows in the marketing service of rural producers is not sufficiently rational. Therefore, the main task was to create a scheme in such a way that it would be based on a combination of efforts of processing enterprises by industry, located within several adjacent districts. The article also presents a scheme of information, product and cash flow in the marketing of small rural processing enterprises. Existing proposals for the formation of a scheme of interaction between various services of processing enterprises for the purpose of attracting investment cannot be considered effective. The solution to this problem is to improve it so that the interaction of departments is carried out taking into account the principle of decentralization of management. To do this, a number of stages are used, which are presented in the organizational flowchart. In order to improve the performance of fruit and vegetable enterprises, there is a need for consulting activities, the creation of agricultural cooperatives, the availability of highly qualified personnel and the improvement of domestic practice.

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9. Marketing communications in the agribusiness of Ukraine

The agricultural sector holds a specific place in the national economy of Ukraine. It provides for economic safety of the state and contributes considerably to the Ukrainian GDP. The essential part of the agribusiness potential of Ukraine is not used nowadays; therefore, it is necessary to apply marketing approaches to assure its full use. The paper studies the ways to raise efficiency of agribusiness in Ukraine by applying modern achievements of the marketing communication. Communication instruments are being permanently improved and changed, they make it possible to increase sales, maximize production efficiency and raise cost-effectiveness. The main point is that they enable to establish a closer contact between the producer and the buyer, and customize production in accordance with the prospective consumer requirements.

In the theory and practice of public relations, one of the key is the multifaceted concept of "public". In the most general sense, the public means any group of people (perhaps even individuals) that is somehow connected with the life of the organization or institution. These can be its own employees, the community living next door, consumers, media workers, civil servants, celebrities, and so on.

In public relations, the public is often perceived as synonymous with the concept of "audience" (audience). However, the connection between these two concepts is much more complicated than it seems at first glance. In fact, sometimes there are situations when the concepts of "public" and "audience" can be equated. This happens in cases where a particular group of people is seen as the object of certain forms of influence, as a passive recipient of information: for example, in the form of a lecture, address, message or even the line of conduct of any person or organization being advertised. .

However, from the point of view of the theory and practice of public relations, the passive audience has a specific interest for specialists in this field. Any passivity of the audience for a public relations worker (especially if this audience is a group that significantly affects the functioning of the organization) means that through the fault of the organization itself or due to miscalculations of those responsible for public relations in the organization is not all right . Therefore, it is no coincidence that short- or long-term PR campaigns are constantly being developed and actively conducted, aimed precisely at transforming the passive audience into an active one, which responds vividly to the policy, line of conduct, products of the organization and firm. For PR practice, such an active audience becomes the public.

However, in the theory and practice of public relations, the situational approach is most widely used, when the term "public" (active audience) means any group of people who under certain circumstances somehow united around specific common interests or experiences. This approach to the definition of "publicity" was proposed at the beginning of the century by the American philosopher, pragmatist John Dewey. In his opinion, the public is an active social entity that at some point unites all those who face a common problem and can together look for ways to solve it. A group of the public is formed on the basis of the recognition of a certain evil, which can harm the common interest of a certain circle of people. However, without communication, a group of people may be left without a form of shadow, one that frantically searches for itself, focusing on ghosts rather than the point.

Based on these considerations, the American researcher James Gru-nog drew attention to three factors of a situational nature, which, thanks primarily to communication between people, turn the latent (hidden) public into an active one. Among these factors, he calls:

1. Awareness of the problem. This is a factor that shows the extent to which people feel the change in the situation and thus realize the need for information.

2. Awareness of limitations. This is a factor that indicates the extent to which people feel depressed by external factors and look for ways out of a particular problem situation. If people think they can make a difference or have an impact on a problem, they will look for more information to make a plan of action.

3. Level of inclusion. This is a factor that shows the extent to which people see themselves involved in a problem situation and feel its impact on themselves. That is,

the more they see themselves connected with the situation, the more they will communicate, look for a new one information in this regard.

It is more complicated when it comes to an individual, to which group to refer it. This can be illustrated by the following example. It is known that each individual as a multifaceted and multifunctional individual, while remaining an autonomous individual, can actually belong to different groups of society. What kind of public groups can these be?

First of all, like any other person, it certainly belongs to a group of consumers that can be easily identified (described) by marketers. For example, this is a young man, aged 18-21, who, from the point of view of the market, can be attributed to a group of consumers with the conditional name "students". This group of young people deserves special attention from producers of various goods and services, because, even if we take into account the current situation of students, it is a capacious market and can give a good profit. In most cases, students live not only on their scholarship, but also receive parental support. No matter how hard it is for parents, they want to see their son or daughter well-dressed, fed, and so on. Young people, in spite of everything, try to organize their leisure in a certain way. This also sometimes requires certain costs. In short, there is a lot of money in the youth market, and marketers are well aware of this when they single out such a group of consumers as "students". This young person can also belong to a certain organization: political, social, sports, etc., ie be part of these groups of society. Finally, it can be a representative of a certain nationality, belong to a separate ethnic or religious group, and so on. The same can be said of any other person. Thus, each person simultaneously belongs to different groups of the public (not only in the PR sense) and, probably, few people want to be "the public in general." The task of public relations specialists is precisely to identify and define these groups as accurately as possible.

The problem of grouping and identifying the public or "active audience" is essential in the theory and practice of public relations. The approach used by this science to define groups of society is largely consistent with that used by sociology and social psychology. At the same time, it is easy to notice a number of significant differences.

Public relations experts approach the issue of public grouping only from a pragmatic point of view, distinguishing those groups that one or another institution (corporation, government agency, socio-political organization or even an individual) considers "their own". That is, we are talking about those groups of the public that are influenced by one or another organization and on whose attitude to the organization depends on the success or failure of its activities.

In the literature on public relations, the most common, but at the same time too generalized catheterization of the public is its division into two groups: external and internal. The external public is those groups of people who are not directly related to the organization; the press, government agencies, educators, customers, residents close to the organization, suppliers, etc. The internal community is a group of people who belong to the organization itself: workers, engineers, managers, shareholders, the board of directors, and so on.

PR practitioners sometimes refer to the "internal community" exclusively as employees. But this approach has a significant drawback in terms of the social functions of the institute of public relations, because instead of considering all employees in the organization as a single team, it rigidly distinguishes them into managers and subordinates. This can cause a "ghetto effect" in the minds of ordinary employees and complicate communication problems within the organization, especially if, on the basis of such opposition, the workers' union, for example, begins to conflict with the company's management.

Assessing the overall positive division of the public into external and internal, it should be noted that this is a very general approach and it is of little use for the practice of public relations.

The typology of the public proposed by the American researcher Jerry Hendrix is considered more fruitful. For purposeful, again communicative work of any organization he recommends to allocate the following main groups of the public:

1. Employees of mass media (local, national, special channels), including press, television, radio and departmental mass media.

2. The public of the organization itself, including the management and official staff of the central office, the main elected and appointed specialists of various profiles, honored and honorary members of the organization, production staff of various levels, service personnel, union members and others.

3. The local community, its media, group leaders and leaders of local political, public, business, religious, cultural and other organizations.

4. Investors, including real and potential ones, financial press, statistical service, financial and economic information networks, insurance organizations, etc.

5. State bodies, including representatives of the legislative, executive and judicial branches of the central and local levels, local self-government bodies, etc.

6. Consumers, including the staff of the organization itself, various groups of the consumer community, consumer protection activists, consumer publishers, local media and leaders of the local community and local organizations.

7. The public of special interest groups, their information channels, leaders and leaders of organizations, etc.

Only about 150 different groups of the public stand out in an expanded form.

Depending on the tasks of the organization and specific situations, there may be other approaches to the general typology of groups of society, which is divided into several categories, which in social terms mostly intersect with each other. In particular, in terms of the importance of public importance for the organization, the following groups of the public are distinguished:

1. Primary, secondary and marginal. The main public is the community that can provide the most assistance or do the most tangible damage to the organization's efforts. The secondary public is the community that is of some importance to the organization, and the marginal community is the community that is least important to it. For example, the tax administration, which oversees tax matters, may for a time become the most important public for commercial organizations waiting for specific rules and

instructions on income tax returns, when legislators and the general public may move to the secondary level.

2. Traditional and future. For example, employees of the organization, its current regular customers are traditional groups of the public, while students and potential customers are the public of the organization in the future. No organization can be satisfied with its ever-changing relationships with its groups. Today, the public of organizations is represented by numerous social groups, starting with women, national minorities and ending with the elderly, the disabled, and so on. And each of them can potentially become important for the life of the organization in the future.

3. Supporters, opponents and indifferent. Such a typology of the public is important from a practical point of view. Yes, it is clear that an organization or institution should treat those who support it differently and those who oppose it. For example, with regard to supporters, the organization should establish such communications that would strengthen their trust in it. As for the skeptics, in order to change their opinion in their favor, the organization must quickly resort to argumentation and persuasion. The indifferent public, especially in the political sphere, is crucial. Numerous election and other political campaigns have been won precisely because some candidates or politicians have done better than their competitors to attract voters who are hesitant or indifferent to politics. you need to pay attention to the special interests, wishes and problems of each of them.She must remember that any special interest group today is in itself a complex social phenomenon. Therefore, the harmonious coordination of actions necessary to win its support can be achieved only through a well-thought-out, flexible system of public relations, when in a given situation the features and interests of each of the target groups are taken into account. Thus, any ordinary organization in a given situation can deal with a huge number of important groups of society with which it must communicate.

Examining the "situational theory" of the public on the basis of a number of problematic situations, including environmental, we mentioned D. Grunig concluded that, for example, environmental groups formed on the basis of the coincidence of communicative behavior about environmental protection, as a rule, have a unique dynamics and differ significantly from other groups formed by demographic or any other characteristics and attitudes. Hence, he proposes to distinguish four types of public.

1. The public that responds to all problems, ie shows its activity on any issue.

2. Indifferent public, ie indifferent, which is not active on any issues.

3. The public around one problem, ie active on one or a limited number of related issues (eg animal protection).

4. The public around the problem that has worsened. This public begins to act actively after the problem becomes known to almost everyone through the media and is widely discussed in society (for example, reducing the birth rate in the country).However, the situational approach to grouping the public and the definitions of their groups proposed on this basis in specific circumstances are unique, so they can rarely be used in other specific circumstances. For example, it turned out that effective definitions of public groups, as a rule, go beyond purely situational, demographic or "psychographic" approaches and include relevant indicators that indicate the recognition of the common interests of people in general. , and about situational variables that sharpen the interest of only certain individuals in specific situations or problems. That is, the process of grouping the public is mostly the result of people's response to special problems or situations, and not just the coincidence of the features of their individual characteristics. Hence, it is the specific problems and situations that determine the composition, size, and strength of the reaction of each of the relevant groups of the public.

In modern theory and practice of public relations, the psychographic approach to the peculiarities of people, first of all taking into account their emotional state, value orientations, peculiarities of behavior, lifestyle, etc., acquires more and more importance in the typology of public groups. This approach, by the way, like most PR-approaches to public grouping, makes it possible to overcome the rigid and mostly rough classical-sociological requirements, which are built taking into account the socio-demographic, socio-economic characteristics of the population, and to single out certain groups of the public that are transsocial in nature. This is especially important for public relations, as the typology of public groups, primarily taking into account their inherent interests, attitudes, beliefs, daily preferences and habits, is quite effective for solving specific problems of the organization, for example in the field of advertising . We, marketing, etc. This approach is widely used to address a number of political issues, especially during election campaigns by political parties or individual candidates.

An example of this is the typology of the consumer community, which has been developed taking into account the value orientations and lifestyles of people. This is one of the new systems of psychographic segmentation and prediction of consumer behavior (primarily American), which was called the "consumer typology grid" (VALS 2).

Such a system (see diagram) has been leading in the psychographic approach to the typology of the consumer community for more than ten years. The principles laid down in it proved to be quite effective for the areas of marketing and advertising.

Consumer typology grid (based on their values and lifestyle)

This approach to the typology of consumers is based on the concept called "individual self-orientation", as well as on a special understanding of their resources.

Self-orientation. The concept of self-orientation is based on the fact that consumers are looking for and buying those goods, services or products that satisfy them, fill them and characterize their individuality. Consumer behavior is motivated by one of the three effective types of self-orientation of the individual - the principle, status or action. Principle-oriented consumers in the process of choosing a product or service are guided by beliefs and principles rather than feelings, events or the desire to get approval from others. Status-oriented consumers are extremely prone to react to events, approvals and opinions of others. Action-oriented consumers are guided by the needs of social and physical activity, the desire for diversity and risk. Each of the consumer segments, typologized on the basis of the peculiarities of values and lifestyle, differs significantly from each other in its self-orientation.

Resource. In this case, resources mean a set of psychological, physical, material and demographic opportunities available to consumers. The amount of such resources ranges from minimum to maximum. The state of resources is determined by indicators of the level of education, income, self-confidence, health, level of intelligence and energy of consumers, the desire to make purchases. This kind of resources usually increase during the period of formation and maturity of the individual (especially in the period between adolescence and middle age), and then decrease in old age, when financial resources are reduced, physical and psychological condition deteriorates and depression occurs.

A grid of distinctive interconnected segments. Using these two indicators - self-realization and resources, the proposed typology identifies eight segments of consumers that differ from each other in value orientations, patterns of behavior and decision-making. These segments are balanced in size so that each represents a very specific group of consumers, which actually exists and is the object of influence. The typology covers a grid of interconnected segments. The types of consumers in the neighborhood have roughly the same characteristics and can be combined in one way or another to meet specific marketing needs. The system as a whole is quite flexible and predictable in terms of consumer behavior.

Implementers. These are prosperous, tried and tested active people who take responsibility, have a sense of self-worth and have significant resources. They are interested in their own careers, seek to develop, test and express themselves in various ways, sometimes guided by principles, sometimes the desire to impress, to achieve change. Image is important for implementers, but not in order to prove their status or power, but to demonstrate their taste, belonging to a certain state, character. Implementers are those who have become or aspire to become a leader in business, government activities, but continue to test themselves. They have broad interests, are concerned about social issues and are ready for change. their lives are rich and varied. The property they own, the rest are marked by refined and refined taste.

Those who have realized themselves and believers are principle-oriented

Principle-oriented consumers seek to relate their behavior to their own perceptions of what the world should be like.

Those who have realized themselves are mature, satisfied, well-to-do and thinking people who value order, knowledge and responsibility. Pain six of them - well-educated, pre-retirement age or those who have just retired after a highly skilled job. They are well-versed in international and domestic events, and tend to use every opportunity to expand their worldview. These are people who are satisfied with their career, family and position, their vacation is focused on the family hearth. Those who have realized themselves are sober about the existing status quo, institutions of government and social ethics. However, they are open to new ideas and social change, tend to make decisions based on established principles, and therefore feel calm and confident. Despite the fact that their income allows them to make a wide choice, those who have realized themselves remain conservative, especially in the field of consumption; when shopping, they prefer the functional properties, values and long-term use of the product.

Believers are ordinary conservative people with specific beliefs based on traditional, established codes: families, churches, communities, and nations. Many believers adhere to moral values that are deeply rooted and literary. They uphold the established order that surrounds their homes, families, social and religious organizations to which they belong. As consumers, believers are conservative and predictable, preferring domestic goods and well-known brands. their education, income and energy are moderate, but this is enough to meet their own needs.

Performers and caring, status-oriented

Status-oriented consumers occupy or seek to take a prestigious place in society. their choice is related to the desire to improve their situation or move to another, more prestigious social group. If caring people look closely at who they want to become, performers, with great potential and energy, strive for recognition and self-determination through success at work and in their families.

Performers - people who are work-oriented and make a successful career; they not only strive but also tend to control their lives. In contrast to risk, they prefer a stable structure, predictability and stability, love intimacy and self-discovery.

These are people who are deeply committed to their work and family. Work for them is associated with a sense of duty, material reward and prestige. their social life is concentrated and structured around family, church and work. Performers lead a moderate life, are politically conservative, and respect power and the status quo. Image is important to them. As consumers, they prefer traditional goods and services that demonstrate their success among their peers.

Caring people are people who, in their motivation and self-esteem, seek approval from the world around them. They strive to find a safe place in life. Being insecure, with little economic, social, and psychological resources, caring people are deeply interested in other people's opinions and seek support from others. Money for the caring is a sign of success, but because it is not enough, they often believe that life has not worked out for them. Caring people are impulsive, easily despair. Many of them want to be chic. They try to outdo those who have more opportunities, but what they aspire to is beyond their means.

Performance-oriented testers and masters

Action-oriented consumers prefer to influence their environment in practice. Testers do this at home or at home. Masters do it on a larger scale. Both types are people who are too enthusiastic.

Testers - young, energetic, enthusiastic, impulsive and rebellious people. They look for variety and excitement, taste the new, go against the flow and take risks. Being in the state of formation of life values and patterns of behavior, they quickly ignite new plans, but just as quickly cool down. At this stage of their lives, they are politically illiterate, poorly informed and extremely ambivalent in their beliefs. Testers combine abstract contempt for conformism and power with outsider reverence for the wealth, prestige, and power of others. their energy finds a way out in the form of sports, leisure outside the home and social activity. Testers are greedy consumers who spend most of their money on clothing, music, movies and videos.

Masters are practical people who have the skill to design and value independence. They are confined to the traditional problems of the family, practical activities, physical recreation and have little interest in what is beyond this. Craftsmen learn about the world by remodeling it: building houses, raising children, repairing cars, canning vegetables. At the same time, they have enough skill, profit and energy to implement their plans. The masters are politically conservative, suspicious of new ideas, respect state power, and organized work, but angrily reject the state's encroachment on individual rights. They are not interested in material values, except for those that have a practical and functional purpose (for example, tools, trucks, fishing tackle, etc.).

Wrestlers. The life of fighters is limited. Chronically poor, uneducated, low-skilled, without strong social ties, aging, concerned about their health, they are passive, often on the verge of despair. As limited people, they do not show the ability to self-orientation, focused on overcoming everyday problems. Their main concerns are safety and caution. Wrestlers are careful consumers. They represent a fairly modest market for most goods and services, but are loyal to their favorite brands.

Thus, the peculiarity of the approach to defining public groups used by the theory and practice of public relations is that they aim not just to find out the value orientations of certain segments of the population (on which sociologists-empiricists actually end their work), but taking into account these and other data of socio-psychological content to develop a strategy and tactics, implement a program aimed primarily at achieving mutual understanding and interaction between the organization and the public, which has or may influence the organization (in this case become a consumer of its products or services). Therefore, it is not accidental psychographic characteristics of people and especially public opinion are considered by experts in public relations, on the one hand, as source information to help evaluate the work of the organization, determine the effectiveness of its behavior, and on the other - most importantly - as landmarks of influence in the desired direction for the organization.

In the system of public relations, the definition of groups of the public for directed influence is usually performed by PR practices. For them, public groups have abstract names, which for pragmatic reasons are more convenient to use when planning programs (hence it is not surprising why in the theory and practice of public relations there is such a huge range of foundations on which to build a typology of public). However, those responsible for planning need to identify (name) certain groups of the public in a certain way in order to determine the goals, strategy and tactics of the PR program. But although the names given to groups of the public in this way are mostly abstract, they usually have real equivalents in social reality.

The most common, but also the least useful abstraction, in terms of the needs of PR practice, is the concept of "general public". If public relations practitioners had unlimited material resources at their disposal, they would probably abandon such abstraction altogether and deal exclusively with specific individuals. But this is an unlikely situation. Therefore, by abandoning too general abstractions, they seek to deal with the definition of specific groups of the public, although here, too, they cannot overcome the habits to some extent of abstraction that have developed in the vocabulary of PR practitioners.

Demographic approaches to the definition of public groups common in the practice of public relations are not always useful for the development of strategic PR programs. After all, a simple list of general categories of potential key groups of the public does not contain comprehensive information for those who develop and implement these programs. Such a list tells them little about how people in each of the general categories affect the problem situation and organization or how they fall under the influence of the latter.

For example, key categories of the public, such as employees, shareholders, graduates, consumers, the community, government organizations, etc., may include what James Grunig calls “the non-public, the latent public, the informed public, and the active the public ". What does D. Grunig mean?

Non-members are people who do not face the problem situation, are not involved in it or are not influenced by the organization or other people. The level of their "inclusion" is so small that they do not have any impact on the organization, and the organization in turn does not have a significant impact on them.

The latent public includes people who are objectively involved in the problem situation, who are simply not yet aware of their involvement in other people or organizations on the issue or problem situation.

Informed public - people who have realized that they are affected in some way by the problem situation, or they are all involved in it, but have not yet exchanged views (did not communicate) with each other on this issue.

Active community - people who realized the problem situation and began to communicate and organize in order to curb this situation.

Thus, the most useful for the public relations program are those definitions of public groups that are based on understanding the extent to which people are involved in the problem situation and how it affects them, who they are, where they live, what organizations they belong to, how they act in this situations, etc. Such definitions are derived from the specific situation for which the PR intervention is planned.

Next, in a generalized form, we present various approaches used by publicists in determining the target groups of the public of one or another organization. Each of these approaches can be used individually or in combination.

Geographical - natural or administrative-political boundaries are taken into account - indicates where to look for people. However, this approach provides little useful information about the existing features and differences within these borders. It is convenient when you need to choose information for yourself, allocate resources to implement the program taking into account population density. Important components of information here are postal codes, telephone codes, city limits, districts, etc.

Demographic - gender, income, age, marital status, education - the most commonly used individual characteristics. However, they do not allow us to understand why or how people get involved in a problem situation or fall under its influence. Demographic and geographic data make it possible to make the first "slice", but without additional information (how people get involved in the problem or are affected by the problem or situation) they are right do little to help develop strategy and tactics.

Psychographic - psychological and lifestyle characteristics (cross-situational) - is widely used by publicists under the name VALS (a separate example of this approach has already been given above) and segments the adult population based on its "psychological maturity". Undoubtedly, information about lifestyles and price orientations of people is useful, but only in conjunction with other attributes that connect these segments with something else relevant to a specific situation.

Given the hidden power, it is an approach that takes into account people who are not necessarily at the top of the pyramid of power, but have a significant, invisible economic and political influence on the opinions and decisions of others. To identify these people need a combined, careful and long-term observation, interviewing people involved in the problem situation, analysis of documents that record or track the hidden power.

Given the status. In order to identify such target groups of the public, this approach pays attention to the official status of the individual, and not to the attributes of his individuality. In certain situations, people are recognized as important because of them position under certain conditions. The positions they hold make them important "players" in efforts to achieve the program goals and objectives of PR people.

Reputation-based is an approach that identifies “knowledgeable” or “influential” individuals based on other people's opinions and opinions about them. Such groups of the public include "opinion leaders", influential people who are recognized by other interested and involved people. they should not be confused with groups that use covert power or with those who, according to outside observers, are considered opinion leaders.

With regard to membership - an approach that draws attention to the place of a person in the official staff list, list, his party affiliation as indicators of involvement in a particular problem situation. Membership in a professional association or special interest group is more likely to indicate the inclusion of that person in a particular situation than any other outsider. For example, members of an organization can usually use media that belonging to her.

Given the role in the decision-making process - an approach that involves monitoring the decision-making process, finding out who and what role plays in influencing decisions in specific circumstances. This approach helps to identify the most active of the active groups of the public, those who really make decisions, actually act and communicate. In this case, knowledge only of the personal qualities of individuals, again, may be less important, than knowledge of how they behave in the decision-making process related to the problem situation.

Thus, it can be seen that a key feature of the approach of public relations professionals to the definition of the target public is to establish how people get involved in the situation and how it affects them. This enables PR people to develop and effectively implement intervention programs in problematic situations. Those responsible for planning PR programs can set goals and propose strategies only if they know what information different people have about the situation, what their attitude to it is, what they are doing to eliminate or escalate the problem situation. In other words, the knowledge of what people know, how they feel and what they do, combined with information about who and what occupies a higher position, is the basis for the preparation of well-thought-out program tasks for work with each target group of the public.

Public relations practitioners need to communicate and communicate not with the public in general, but with its individual groups. Each of the numerous groups of the public has its own special needs, value orientations, and even requires the use of special types of communication, approaches to self. As noted, the boundaries between public groups are often quite blurred and intersect. Therefore, from the point of view of the needs of each subject of public relations (institutions, organizations), the definition of priority groups of the public (prioritization) is always of special importance.

This task is not easy, especially if we take into account the impact of scientific and technological progress, the "massification" of society on the interdependence of people and organizations. Hence, the question of how to deal with the "web" of such interdependence is becoming increasingly important for the leadership of organizations.

Indeed, within the organization, management must deal directly with its subordinates at different levels, with the influence of different situations that arise when these subordinates interact with each other. At the same time, when it comes to the external environment, management must deal with a system that includes government agencies, trade unions, consumer groups, and many other interdependent, often interconnected, organizations. Hence, the task of public relations is precisely to effectively regulate the processes of communication between management and these various groups of the public, which at the same time pull the organization in different directions, like a "swan, cancer and pike".

Therefore, the importance in the practice of public relations is given to the ranking of weight, the importance of a particular group of the public for the activities of a particular organization in a particular period of time. Depending on this, under certain circumstances (problem situations) a priority group of the public can be determined, ie the target group of the public (target public), which moves into the focus of PR-efforts of the organization.

To illustrate how a particular group of people becomes a priority, let's look at a few examples. If, for example, a new health care program is offered in the country, then the opinion of the Academy of Medical Sciences of Ukraine as a public group is key. The organization or institution initiating the program, as well as other associations that support this initiative, should, first of all, focus their attention on the members of the academy as the target public, get their support, professional and authoritative opinions and conclusions. After all, without the approval of the proposed health care program by well-known specialists of the Academy of Medical Sciences, especially when it comes to purely medical issues, it is doomed to failure from the very beginning. Similarly, the priority groups of the public should be clearly defined when it comes to economic justification and political and public support for the program.

Sometimes the prioritization of public groups can be determined by global changes in the socio-economic or socio-political conditions of the organization. For example, in the late 1980s, in order to maintain and strengthen their competitiveness in the world market, where American corporations began to lose leadership significantly, giving way to Japanese corporations, they significantly modified some priorities in their activities: in relation to competitors. - more cooperation; for suppliers, more long-term relationships; for investors - more long-term relationships and those that go beyond banks; with regard to employees, a stronger partnership; regarding the government - constant cooperation.

The practices of public relations, especially those representing organizations (corporations, firms, political and social formations), constantly and carefully update the lists of internal and external communities, identify those groups that may be of exceptional importance for the implementation of a particular specific program. Those groups of the public that are not a priority, but which may be affected by the implementation of the organization's program, are also monitored. With complete and accurate information about each of them, the organization can timely neutralize possible undesirable consequences for such peripheral groups.

Undoubtedly, the most reliable way to identify and identify priority groups of the public is research, careful analysis of who is really part of them, what is their real opinion, what is their attitude to certain issues, to the organization, why their line behavior is just that, not different. We emphasize the importance of researching all these and other issues, and not the use of assumptions or intuition. Violation of this rule ends in great trouble, and long-term.

To have a clear idea of the attitude of the priority groups of the public, the publicist must develop a sensitivity to each of them, be able to understand their situation and ask himself: if he belonged to this group, had the same training, was burdened with the same problems Mom - how would I act in these circumstances? By developing such a habit, ethics of attitude to the target group, the publicist has more chances not only to develop a plan of work with it in short-term circumstances, but also to choose the most effective channels of communication with its representative. It is also always important to remember - the hierarchy of priority groups of the public of any organization never remains stable. Depending on the circumstances, it can vary significantly.

As early as the 19th century, the publisher of the American newspaper Atlantic Mansley, James Lovell, noted: “The pressure of public opinion is similar to that of the atmosphere. You can't see it, and yet it presses with a force of sixteen pounds per square inch. " Sometimes public opinion is called "an unknown god, before whom they burn with rage." No matter how you treat public opinion, one thing remains indisputable today. Never has public opinion been as strong as it is now. Numerous facts show that in democratic countries, public opinion on certain issues significantly affects public policy, legislation, the behavior of political parties, the dynamics of election campaigns, decision-making by economic entities, even the planning and holding various cultural events. In other words, public opinion is a huge dynamic force. Therefore, one of the most important components of public relations is to help organizations recognize, understand public opinion and work professionally with it.

However, this case is not easy. Public opinion does not necessarily agree with the laws of logic, it is often amorphous, ambivalent, contradictory and fleeting. Those who seek to influence public opinion, to shape it, always dream that their efforts will not be in vain and over time will push people to the expected consensus on a particular problem. Experience has shown that the public has an amazing ability to ignore indisputable facts if they are not interested in them; the growing amount of information is also not necessarily enriched by the enrichment of its knowledge and expected behavior.

Nevertheless, public opinion remains a powerful force in modern society. But any organization, if it hopes to maintain fruitful ties with various groups of "its" internal and external public, must deal not with a sham, but with a real and well-defined public opinion.

In all cases, public relations programs are usually designed to:

- persuade people to change their mind about a problem, product, organization, or individual;
- to crystallize an opinion that has not yet been finalized, or to strengthen existing public opinion.

Hence, it is clear that public relations specialists must have a deep understanding of the mechanisms of public opinion formation, know how it grows from the attitudes (attitudes) of people and how it can be influenced by communicative efforts.

The essence of public opinion

In a generalized form, the concept of "public opinion" means a set of views of individuals on a particular problem. Edward Bernays called public opinion "a concept that describes a barely noticeable, moving and unstable set of individual judgments." About Princeton University professor Harwood Childs, after analyzing about 40 well-known definitions of public opinion, Herman Boyle considers the most successful of them: "Public opinion is not the name of something alone, but the classification of a certain amount of something."

To better understand the concept of public opinion, it should be divided into two obvious components - public opinion and opinion. We have already talked in detail about the community as a group of people united by common interests in a certain field. As for the opinion, it is considered to be an expression of a person's attitude (attitude) to a certain specific issue. When the installations become sufficiently stable, they surface as thoughts. When thoughts become sufficiently stable, they lead to verbal or active acts.

Thus, public opinion is a set of opinions of individuals about a common problem that affects the interests of a group of people. In other words, public opinion represents a kind of consensus. This consensus itself stems from people's consensus on this issue. Attempts to influence a person's attitudes, that is, how he thinks about the problem, how he treats it - this is the first basis of the practice of public relations.

The generalized approach to the understanding of public opinion as a "coincidence of individual opinions of a certain number of people", although it does not cause much objection, but somewhat leaves aside the qualitatively important circumstance that it is public. After all, individual perception of reality may or may not represent consensus ("commonality of thought"), but it is this consensus that more fully represents the types of opinions that are formed as a result of communication between people who have a "sense of community." Therefore, public opinion is a phenomenon that is more than just the sum of the views expressed by a certain category of individuals.

The attitude to public opinion only as a state of judgments that are inherent in a certain set of individuals is not entirely successful. After all, public opinion is not a static, but a dynamic process of expression, clarification and coordination of opinions, during which the direction of action is jointly developed.

Public opinion arises within a group of people who communicate with each other, together find out the essence of the problem, its possible social consequences and consider what actions should be taken. Despite the fact that this process, of course, affects personal judgments, the opinions of individuals on the social problem in its form and content depend significantly on the collective (public) discussion. That is why communication is not accidentally put on the same level with thinking that has acquired a certain form (externalized). After all, communication requires "common thinking" and vice versa.

However, both theorists and practitioners of public relations, researching public opinion, in fact make it a static "photographic mock", carefully capturing individual moments, then to compare the moments described at the same time with other times. Moreover, the research of publicists too often focuses mainly on the direction and intensity of public opinion, leaving out other important details of the picture.

And this is not accidental at all, because the practices of public relations tend to deal with a specific reality, because they set themselves mostly pragmatic goals: how to direct thought in the desired direction and so on.

Therefore, based on such positions, experts in public relations are mostly interested in the following characteristics of public opinion:

The orientation of the opinion, which indicates the general qualitative assessment of the problem, informs about the attitude to it in the form of judgments such as: "positive-negative-indifferent", "against-not-determined", "against-on-condition". In its simplest form, the direction of the opinion on the questionnaire is fixed by the answer "yes" or "no". In general, it is the clarification of orientation that is the main and most widespread dimension of public opinion, which is of interest not only to publicists. The intensity of thought, which is an indicator of the strength of people's opinion, regardless of its direction. The form of measuring the intensity (at the same time and direction) of public opinion can be the answers of respondents to questions such as: "I completely agree-agree-I do not care-disagree-completely disagree."

Stability of thought, which means the length of time during which a significant proportion of respondents invariably show the same direction and intensity of feelings. Fixing the stability of thought requires a comparison of the results of at least two time-diluted studies.

Information saturation, which indicates how much knowledge about the object of thought people have. Experience shows that people who are more informed about the problem also express a clearer opinion about it; as for the direction of thought of such people, it is difficult to predict. Those who have more knowledge and a clearer mind are more predictable about the problem.

Social support, which is evidence of the degree of confidence of people that their opinions are shared by others within a given social environment. The measure of social support shows the degree of consensus of people about problems.

Installation and public opinion

To better understand the process of influencing public opinion, PR people are particularly interested in the psychological mechanisms of its formation.

We noted above that an opinion is an expression of an attitude toward a particular problem. (In this case, we consciously use the term "installation", which, in our opinion, is closer to the English attitude than the Ukrainian term attitude. - VK). There is a general assumption that the installation is a stable tendency of a person to perceive a certain object, problem, and so on. At the same time, recent research by experts has led to the conclusion that attitudes are mostly assessments that people give to specific problems or issues, based on their orientations.

Individual orientations include the individual's perception of problems or objects under certain circumstances and the perception of the importance of other people's opinions about the same problems or objects. When the orientations of two or more individuals are directed to the same problems or objects, and to each other, these individuals are in a state of "coordination".

Let's consider these phenomena in more detail.

Orientation

Individuals have opinions of varying degrees of stability and intensity. They reason about the value of objects both on the basis of previous experience of interaction with them and on the basis of assessment of these objects in the current circumstances. The first type of object value is determined on the basis of a pre-formed personal inclination of the individual, as his feelings about the object were obtained and enriched on the basis of previous personal life experience. This tendency is due to the fact that the individual from his own experience has brought something into the situation. Another source of value is the stability associated with the relative value of the object, which gives him an individual on the basis of object-by-object comparisons, taking into account some of their properties. The stability of a value can vary depending on which properties of the object are taken into account in the comparison or which additional objects are used for comparison. In other words, a pre-formed personal inclination indicates what feelings the individual evokes in the object, regardless of the situation, when stability depends on how individuals determine the situation. Therefore, in order to describe and understand an individual's opinion about a certain object, it is necessary to measure both its pre-formed tendency and stability. The difference between us helps us to clarify the connection between attitudes and opinions.

Installation as independent of the specific situation, the established advantage given by the individual to a particular object, is stable, formed on the basis of long life experience and evaluation of accumulated information, the tendency to perceive objects in a certain way and respond to them. An opinion, in turn, is an expressed judgment about an object in a particular situation or under a specific coincidence. As already mentioned, opinions to some extent reflect the attitudes of the individual, but at the same time take into account (contain an assessment) the features of the current situation.

The difference between attitudes and opinions can be explained in two ways. First, thoughts are usually a verbalized or other open form of reaction to certain stimuli (problems), while attitudes are deeper tendencies of the general positive or negative prejudice to a set of stimuli as a whole. That is, if thoughts are mostly situational in nature, then attitudes are more stable formations in the human psyche that are not related to a particular situation.

Second, by their nature, thoughts are mostly cognitive and less affective (normative) in nature. If the thought is without a mediocre, intuitive orientation, then the attitude is a balanced, thought-based possible choice of actions among certain alternatives to the social matrix.

Precisely because opinions take the form of statements and judgments, they are of great importance for the study and formation of public opinion. On the other hand, interpersonal previous dispositions (attitudes) do not influence the formation of public opinion until they are expressed in the form of an opinion during a conversation or other form of social communication. These opinions are public statements that constitute public opinion as a social phenomenon.

Coordination

The social or interpersonal concept of public opinion presupposes two or more oriented individuals who enter into communication about an object of common interest. That is, such individuals are "focused" on a common problem and on each other.

Coordination involves intrapersonal and interpersonal elements of communicative actions. Intrapersonal coincidence (congruence) indicates the extent to which the point of view of one person corresponds to his assessment of the point of view of another person on the same issue. This situation is sometimes called "conscious coherence." Based on it, a person develops a common line of relations with another person and spontaneously reacts to it during the interaction.

The degree of accuracy with which you evaluate another person's thoughts determines your actions accordingly. Everyone can remember cases when the position of another person on a common problem is not so clear. So accuracy is the extent to which your assessment coincides with the opinions of another person. Since this requires a comparison of the observations of different people, it can be argued that accuracy is an interpersonal phenomenon.

Other interpersonal phenomena are agreement and understanding. Consent is the degree to which two or more people share the same assessment of a common problem.

Understanding - the degree of coincidence of definitions, the background of the urine of two or more people. From the point of view of the question of individual orientation discussed above, consent can be compared to inclination, and understanding to stability.

Individual orientations, which form the basis of the installation, are determined, formed in each person, based on a number of signs and circumstances of his life:

Personal - physical and psychological characteristics of the individual, including height, weight, age and social status.

Cultural - the environment and way of life of a particular area or geographical area, such as one or another country, urban or rural area, and so on. Candidates for elected political positions, when developing their programs, usually take into account the specific nor the cultural features of the regions of the country where they are running.

Educational - the level and quality of education of the individual. Today, in order to attract more and more people, say with higher education, communication with such a public is becoming more and more differentiated.

Family - the origin of people. It is known that children perceive tastes, prejudices, political preferences and much more from their parents. Experts argue that most of the knowledge children acquire during the first seven years of life, and few will deny the crucial role of the family in shaping their attitudes.

Religious - a system of beliefs in God or supernatural forces. Religion is constantly being revived. For example, after many decades of imposing atheism, religious passions in post-socialist countries have resumed with renewed vigor.

Socio-class - the situation in society. As people's social status changes, so do their attitudes. For example, university students who have little to worry about earning a living while studying change their attitudes abruptly as soon as they enter the job market.

National, racial - ethnic or racial affiliation, originpeople are increasingly influencing its formation attitudes.

Taking into account these characteristics and circumstances helps to influence the formation of attitudes more effectively. In addition, an important role is played by human experience and belonging to a particular social group, a particular political or social organization. Recent studies have shown that attitudes and types of human behavior are also situational in nature, ie they are influenced by specific problems in special circumstances. Yet when different people come to the same opinion under the same circumstances, consensus or public opinion is born.

In general, the installation can be divided into three categories: positive, negative, neutral (no installation). A person can defend something, oppose or be indifferent. Research shows that most people tend to remain neutral about a problem. At the same time, there is one relatively small group of people who strongly support such a problem, and another, just as small, strongly disagrees. The vast majority of people, who remain passive, neutral, indifferent, are called "silent majorities" by politicians. It is this part of the people in many cases, especially during election campaigns, that holds the key to the success of candidates, as they are the group of voters who can be most quickly influenced by skillful, persuasive communication.

It is difficult to change the consciousness of a person who strongly opposes a certain problem or person. Conversely, it is easy to increase support from a person who sincerely advocates the problem or sympathizes with the person. Researcher Peon Festinger drew attention to this fact when talking about "cognitive dissonance". In particular, he concluded that individuals tend not to show interest in information that does not fully correspond to or dissonant with their own point of view, and, conversely, to seek additional information that corresponds to their own attitudes or is consistent with them. To achieve its goal, the organization may try to eliminate this dissonance. For example, a factory that manufactures tobacco products and therefore creates a negative impression of itself may try to alleviate this negative feeling by supporting arts or education development programs.

L. Festinger's theory further proves that people whose attitudes are easy to influence are those who have not yet decided. In the language of politicians, this game is called "swing vote". Many elections were won or lost at the last minute because of appeals to voters who had not yet made their final political choice. But we should not forget that it is possible to spread information that causes dissonance in people's minds.

Understanding the essence of this theory, the potential for influencing the "silent majority" is of paramount importance to the public relations specialist, whose goal is to gain support through clear, thoughtful and convincing communication. To transfer a person from a latent state (from the point of view of forming attitudes) to a state of greater awareness, and then to an active state - all this becomes a matter of motivation.

Motivation to change the installation

Actions, thoughts, attitudes of people can be motivated by the action of different factors, and each person reacts differently to the same circumstances. The fact is that the motivators for each individual are different motivations and needs.

The clearest description of what is motivating for people was made by the American psychologist Abraham Maslow. His hierarchical theory of needs allows us to clarify the nature of motivation, which in turn makes it possible to explain the change in attitude. According to Maslow, there is a five-level hierarchy of needs.

1. The lowest level includes physiological needs: food, water, breathing, sleep, physical activity, rest and sexual needs.
2. The second level consists of existential needs: the need for security of their existence, protection, comfort, peace and stability of living conditions.
3. The third level consists of social needs: preferences, love and devotion, belonging to a group.
4. The fourth level is the needs of prestige: recognition, trust and leadership, opportunities, competence and influence, intelligence and success.
5. The highest level is the need for self-expression, ie the need to become who you can become. Self-expression includes self-realization and achievement of goals through creativity.

All these five levels of needs form the basis of motivational factors of any person or group of society.

Such and other conclusions of psychologists are widely used in the field of political work in order to motivate changes in people's attitudes. However, every politician who tries to change people's attitudes must follow the following important rules:

1. Do not use graphic symbols until you are sure that they will not provoke unforeseen actions. Many movements in the United States (such as the campaign of cool guys, on the one hand, and the abortion ban movement, on the other) once used graphic images of death and destruction. However, such insults ran the risk of pushing people away from these movements rather than attracting them. Concerns about presentations rarely lead to a lasting change in attitude.

2.Do not call people to yourself, but go to them yourself. Most people will never take an active part in political campaigns. They frighten them. But by understanding the limited human interest in politics, one can develop a realistic strategy to rely on the goodwill of the public without demanding more from people than they are willing to do.

3.Do not think that you need to change your attitude to change your behavior.Research by psychologists calls into question the assumption that the closest path to behavior change is through a change in attitudes. In fact, the relationship between attitudes and behavior is often quite weak. It is no coincidence that spreading information about the link between cigarettes and cancer among people who smoke is much easier than getting them to quit smoking.

4.Use moral evidence as an aid, not as a main argument. Moral values are difficult to change. It is much easier to gain support by emphasizing the practical benefits of your decision than the immorality of your opponent. For example, it is easier to turn people into vegetable advocates by proving the benefits of vegetables over meat than by discussing with them whether the Bible gives people power over animals.

5.Use the main channel. During any campaign, to win, you need to enlist the support of all segments of the population. You can't win a campaign if it's nicknamed "radical" or "weird." Therefore, if you are going to change the installation, involve all people in it.

6. Don't offend the people you want to change. Studies of the problem of persuasion show that the influence is usually stronger when people like the person who persuades them, when they consider it their own. It is impossible to convince someone you have pushed away from yourself. There is a saying: "Flies fly better on honey than

on vinegar." The same can be said about people. Using such approaches to understanding the laws of public opinion formation, public relations workers develop programs, seek methods and means of careful research (survey) of public opinion of those groups whose attitude to the organization is of particular importance.

Due to the fact that public opinion is changing and that it can be influenced, tracking its status and orientation is constantly in the field of view of public relations workers. In most cases, they can use opinion polls, which are constantly published in the media, or, if necessary, obtain such information from commercial organizations that conduct sociological research. In Ukraine, for example, the Institute of Sociology of the National Academy of Sciences of Ukraine, the SOCIS Research Center, the Kyiv International Institute of Sociology, the Democratic Initiatives Foundation, sociological centers of a number of leading universities, etc. are professionally engaged in this. Apparently, everyone has heard of such world-famous American opinion polls as Harris and Gallup. There are also many lesser-known research groups conducting small-scale research, including marketing.

At the same time, every specialist in public relations must have a good understanding of the technology of public opinion research. Knowledge of the basics of public opinion polls, analytical study of people's attitudes, the ability to interpret different kinds of statistics are extremely necessary for public relations not only for independent performance and work, but also for a critical approach to sociological information, often disseminated through various channels.

But at the same time, it is important to emphasize once again one key circumstance, namely: the difference that exists between sociologists-professionals who study public opinion and experts in public relations. Many years ago, this difference was formulated by the American publicist Fred Palmer: “The function of sociologists-researchers of public opinion is to study, measure, analyze and weigh public opinion. The function of public relations specialists is to help people to be constructive about the power of public opinion ”.

The study and skillful use of the results of public opinion research, as a rule, bring public relations workers to various problems that lie outside their direct profession.

We have seen above that it is very important for PR people to have an idea of why and in what way people communicate with each other, where public opinion comes from and how it is formed, how certain groups of the public are formed. Knowledge of the general issues of socio-psychological theory allows them to understand how to influence public opinion, why people act this way and not otherwise.

But this is not enough. It is no secret that the mood of people, the direction of their thoughts reflect the processes of everyday life, the problems of economics. To understand the patterns of behavior of certain groups of the population, analysts in the field of public relations in this case have to penetrate into the economic sphere and find out whether the problems are rooted there.

It is well known that there is a big difference between public opinion and people's knowledge. Realizing this, public relations experts have to practically find out this difference, especially in the field of politics. Hadley Kentril, a well-known expert in both public relations and public opinion research, has already mentioned that public opinion is functional knowledge, not based on experience and tested in practice. However, the fundamental knowledge possessed by the public is mainly the result of intellectual efforts, and they do not significantly affect the perception of specific situations. Kentril stressed that public opinion research should monitor cases where "knowledge" (including political knowledge) grows into "understanding", as well as find out why groups with opposing ideological views (knowledge) to go to understand the common goal and the need for a coalition decision.

This is especially true of political campaigns, when the knowledge of party doctrines and the awareness of citizens do not always determine the opinion and line of their behavior, especially as voters, where knowledge can change the "climate of public opinion", which, incidentally, is too difficult to measure . Therefore, an important way to feel the tension of this "climate" is a political analysis of general phenomena and processes, which should also be understood by experts in public relations.

Types of public opinion research

One of the most important methods of studying society, which is still used by the social sciences, is observation. Observation provides an opportunity for representatives of the humanities to deepen their theoretical knowledge, understanding of the laws of human behavior. PR research is also based on this method. In this regard, we can distinguish the following three most common types:

1. Sociological research. their task is to find out the attitudes and opinions of people, that is, what they think about certain subjects.

2. Communication audit. Its task is to clarify the discrepancies that arise in communication between the leadership of organizations and target groups of the public. Managers may have certain assumptions about the correctness of their methods of work, the media used, information materials, messages when the public for which they are intended can confirm or refute these assumptions.

3. Informal research. They include: accumulation of facts, content analysis of various information materials, etc.,so methods that do not require direct intervention in the work of research objects.

Each of these types of research has its own characteristics and advantages, which should be known and which should be able to use modern specialists in public relations. Consider briefly only the most common of them - sociological research.

Sociological research

This type of research is most widely used in the field of public relations. It can be used to study a wide range of social issues, from researching the value orientations of the population, finding out public opinion about a candidate for an elected political position, and ending with a survey of employees of the organization on a certain organizational measure of its leadership. In general, there are two general types of sociological research:

1.Descriptive (descriptive) research. They make it possible to take a snapshot of a particular problem situation or existing conditions. Such studies are reminiscent of the ratings that capture

reality at a particular moment. A typical example here is a public opinion poll.

2.Problem research. Their purpose is to explain how this or that situation has developed, why certain thoughts and attitudes prevail.

Often such problem or analytical studies are designed to answer the question "why?": "Why employees of the organization do not trust the appeal of its leadership?", "Why you fighters did not evaluate the platform of the candidate in the election?", "Why cars is the reputation of one or another state body so low? ” etc.

3.Sociological research, including public opinion research, usually consists of four elements: samples, questionnaires (interviews), interviews, analysis of results. Since sociological surveys of public opinion are of fundamental importance for the sphere of public relations, we will dwell in more detail on each of their elements.

Sample

One of the main tasks of a public opinion researcher is to determine who exactly needs to be interviewed. That is, it is a sample, which is a specially selected group of survey units, which should represent the general population (object of study), the opinion of which the researcher seeks to know. This representative sample is a group of respondents from whom information will be collected. Sampling is a difficult task. The researcher should be aware of the hidden pitfalls that can be expected of him in the process of forming a representative sample and you will be such that will spoil the reliability of the collected data. After all, the results of research are aging too quickly due to population mobility and changes in the political and economic spheres. From here, the sample should be formed quickly.

In addition, at least two factors need to be taken into account in the sampling process:

- determination of the method of probabilistic sampling;
- adherence to the principle of objectivity.

Taking into account these factors determines the formation of the following two main methods of selection of respondents: random and non-random (quasi-random). The first method is more scientific, the second -less formal.

Random (stochastic) selection. This method gives each member of the population the opportunity to be included in the sample. Here, the rule of random selection of a representative number of respondents, based on the criteria of thematic statistics, mainly works.

There are four types of random or probabilistic sampling:

1. Simple random sampling. It allows all representatives of the village to have equal opportunities to be selected. First, a general list of the population is compiled, and then the required number of units for the survey is selected from it by chance. This is usually done using a computer. But what should be the size of the random sample? The answer to this question depends on a number of factors, one of which is the population.

At the same time, the more homogeneous the population will be in terms of the characteristics to be studied, the smaller the sample size required. When forming most of these simple random samples, it is recommended to follow the ratio between the population and the sample size with a 5% marginal error.

The reliability of random sampling is proved by the laws of fidelity, which can be demonstrated by the following simple example: if you put in a bucket and mix 10,000 balls, of which 5,000 are red and 5,000 are green, and ask a blindfolded person take a certain number of these balls from it, say 400, then according to the laws of probability, it will quickly pull out of the bucket about 200 red and 200 green balls. These laws further prove that, with certain margins of error, a small number of balls can also represent a bucket filled to the brim, no matter how large it is, say, the size of a city, region, or country as a whole.

2.Systematized random sampling. It is similar to a simple random sample, with the only difference that a random starting point in the general census is determined here, from which the researcher then, using a certain reference step, selects surnames for the sample. However, since in this case each member of the population does not have the same probable possibility of being selected, this type of sampling is less reliable than the first.

3.Stratified random sample. It is used to study different segments of groups (strata) of the population. If, for example, an organization wants to determine the relationship between work duration and attitudes, it is possible to stratify the sample so that the distribution of respondents accurately reflects the structure of the public group. So, if, say, most of the staff of the organization has been working in it for more than 10 years, tin this case, most of those to be interviewed should also belong to this category of workers. It is in this way of sample stratification that an organization can obtain reliable results of public opinion polls of its employees.

4. Sample formed by cluster selection. Cluster selection of samples first involves the division of the population into small subgroups (clusters), and then the appropriate representative selection from each of them of potential respondents. Such samples are often referred to as territorial when, for example, public opinion polls are conducted in different parts of the constituency.

Non-random (quasi-random) selection. This type of sample can be divided into two types: suitable and quota.

1.Suitable samples. they are also called "convenient case samples". These are mostly unstructured, unsystematized samples designed to clarify an opinion or point of view. Appropriate samples are widely used by journalists when interviewing citizens on the street. In practice, these public relations include focus groups to this kind of convenient sampling. They usually include 8-12 people who, under the guidance of a coordinator (moderator), discuss an in-depth topic in depth. (Focus groups will be discussed below).

2. Quota samples (they are also called target) give the opportunity to experiment

public opinion polls to select respondents for certain characters tricks, for example, when you want to find out the settings of a particular circle bones of women, men, members of certain races, national men tires, property status, etc. The quota is set in proportion to each of the groups of the general population. The advantage of quota sampling is that it allows to achieve greater homogeneity of the studied population sample and thus increase the reliability of the study. However, with this type of sample, it is too difficult to classify the people interviewed on the basis of only one or two discrete demographic characteristics. For example, the person being interviewed may be a foreigner, a Catholic, a man under the age of 25, a member of a trade union, etc., which makes the demographic demarcation too vague.

Questionnaire. Before developing and writing a questionnaire, it is necessary to clearly define the purpose of the study and the method to be used. After that, you need to think about building a questionnaire. The following rules must be followed:

- The questionnaire should include only those questions that will help achieve the goal. It is worth remembering that the questionnaires used to "examine" the respondents take their time. The shorter the time for the survey and the clearer the questions asked, the more likely it is to rely on the respondents' consent to cooperate. The only way to write short questions is to know in advance what exactly you need to find out with each question.
- When preparing a questionnaire, first write an introduction. In the introductory part it is necessary to explain to the respondent who addresses him and for what purpose. It should also be noted that the name of the respondent and his answers to the questions will remain confidential information.
- Use structured, closed-ended questions. Closed questions are easier to ask and quicker to answer, as they do not require long reflections from the respondent.

Such questions, as a rule, assume similarity of answers like "very satisfied", "satisfied", "dissatisfied", "very dissatisfied". Don't get carried away with closed-ended questions that offer a "yes" or "no" answer. Answer options such as "hard to say" or "don't know" should be treated with extreme caution, as respondents may use them more quickly instead of thinking and analyzing their opinions.

- Ask questions so that they are clear and specific.The words should be simple for the interviewer who utters them and clear to the respondent. It is advisable to avoid technical or slang terms that may be incomprehensible to respondents. Also avoid slang and local dialects that are perceived differently by respondents.

- Do not formulate biased questions. After all, your main task is to find out the real opinion of the people and how they are going to, say, vote in the next election. However, the question can be asked in such a way that it will affect the respondent when choosing the answer. It is difficult to fully trust the answers to such questions.
- Do not combine two different questions into one.
- Ask questions that cover the problem as a whole.
- Always try the questionnaire. Send the developed questionnaire to your colleagues and listen carefully to their comments and suggestions.

Group interviews. Focus groups

The interview process can provide an opportunity to personally, so to speak, "first hand", to feel public opinion. Interviews come in a variety of forms, from personal, telephone, and group to focus groups. Given that this method of collective interviewing is not often used in Ukraine, let's consider it in more detail.

In the practice of public relations, focused group interviews are one of the most common forms of research work, which is based on clarifying people's opinions about certain problems. Unlike a personal interview, it is an interview of the whole group of people at once. Such interviews with a certain number of specially selected people at the same time, for example, can be used to investigate consumer habits or the impact of certain events, advocacy campaigns, PR programs, etc. on the local community, certain groups of people coming together. around some common interest. This technique can also be used to assess the general attitudes of people to a particular object, say, new legislation, political, economic and other decisions of government agencies, the planned action.

Using the technique of focus group interviews, an experienced coordinator (moderator) organizes the exchange of views on the selected issue or point of view and manages this process. The members of the group to some extent represent the territorial, socio-economic, socio-demographic group of people, which depending on the task may include a pensioner and a student, an entrepreneur and the unemployed, a professor and a person with primary education, etc. -groups for participation in the discussion are almost always rewarded by the organizers of the study. The progress of the exchange of views is often recorded on audio or video tape, and then analyzed and used as a source material for the development of a more thorough, special sociological questionnaire.

When organizing focus groups, you should always follow these rules:

1. Define tasks and audience. The more precisely the goal is set, the more carefully the composition of the audience of interest will be determined, the higher the probability of obtaining reliable information. That is, the organizer should not include his people (friends, relatives) in the focus group, hoping to get the basic material quickly and at a lower cost. Nothing valuable will come of it.

2.Staff the group. The selection of focus group participants may take some time. This is due to the difficulty of establishing contacts with the target public. Contact is usually made by telephone. This raises questions that help weed out those who do not meet the requirements, for example, are not members of the party (if the party community is surveyed) or are employees of the media. The latter category of people is especially undesirable for a focus group, as conversations in it should not be the subject of news. Those who have been members of focus groups in the past should also be eliminated; they may be more interested in receiving a fee than in helping to clarify what interests researchers.

3. Find the right coordinator (moderator). Staff members of the focus group who speak well are not necessarily the best coordinators of the group discussion. Being a "state of mind" is not all. The professional coordinator must be able to quickly establish contact with the audience, know how, when and what to tell them, how to "squeeze" comments from silent participants, keep the group within the topic of conversation, tactfully not let any of the participants dominate the conversation, correctly interpret the results of the exchange of views in the focus group, etc.

4. Conduct a sufficient number of focus groups. One or two focus groups are usually not enough. Four or six focus groups are much better at revealing the full range of ideas and opinions of interest. However, no matter how many groups are interviewed, the temptation to arithmetically compose the answers given by the participants should

be avoided; in practice, focus groups as objects of study are often given much more cognitive value than they actually are.

5. Use a discussion plan. The plan is a fundamental sketch of what the organizer seeks to explore. The plan helps the moderator to break through the thorns of the discussion and keep it in the right direction.

6. Find a suitable room. The discussion room should be cozy, participants should sit at a table so that those who observe the work of the focus group can see everyone. Spotters can use the internal TV network and mirrored windows, through which you can see only in one direction. But focus group members should always talk about what they are watching.

7. Strictly restrain the intervention of observers. Observers are usually allowed to be in the room with the focus group participant. Each group must work in a separate room. Observers should take everything that happens in the focus group seriously, like professionals; focus group is not a "dinner party".

8. Think about possible help from others. Forming a focus group can be a long and difficult task. In order to professionally select it, conduct it professionally and evaluate the results correctly, it is better to turn to professional organizations. From a scientific and methodological point of view, the focus group method is used to probe how people will react to a planned action or proposal, and to gather information for the development of a sociological questionnaire that will be used for more formalized scientific research methods. .

Lively and emotional conversation of focus group participants sometimes allows you to suddenly penetrate into the deeper layers of the problem. Such unexpected information is called "happy discovery" by publicists. Hence, the fixation of unexpected reactions is the most important prerequisite for the use of informal methods, one of which is the focus group. After all, it is better to know about possible surprises before a large-scale sociological study begins.

At the same time, although the focus group method is informal, it still requires some structural approach. As a rule, the focus group, as already mentioned, should include 6-12 carefully selected representatives of the target group, who are asked to discuss the problem or idea in depth. Focus group meetings, as already mentioned, are recorded on video or audio tape, which is then carefully analyzed so as not to miss the smallest details in the participants' comments.

The greatest benefit of focus groups is that this method of dosing prefers to organize an open, spontaneous and detailed discussion, even among people who were previously unfamiliar. In addition, if necessary, the focus group can be quickly planned, conducted and analyzed, even in one day, and have initial information for planning further research. For example, if the entire focus group unanimously declares a negative attitude towards the organization's advertising materials, it should lead it to think twice. It is also important to keep in mind the limitations of the focus group method: even though the group of people is carefully selected, the results of the discussion in the focus group, as well as the information obtained in the individual conversation, cannot be extrapolated the total number of people or the population of a certain territory. After all, here we are dealing with a small group, the selection of which, as a rule, is not accidental. In addition, the group discussion takes place in an artificial context. created environment. The results obtained from this, in a strictly scientific sense, cannot be considered as representing the public from which the participants were selected. In fact, focus groups can be called typical small groups of unknown representativeness. In addition, this method is not without other drawbacks:coordinators (moderators) during the conversation can influence the course of the conversation in the group; Those who observe the focus group meeting and then analyze the materials obtained can filter out individual elements of the conversation based on their subjective perceptions and their own interpretations.

Thus, there is no reason to conclude that the results of the focus group interview method can replace the data obtained on the basis of the formation of a scientifically sound sample and a full-scale survey of public opinion. Let us emphasize once again that the main purpose of such a method of collective interview is to identify and probe problems in advance for their further study with the help of formal sociological methods.

Analysis

After the sample was formed, the questionnaire was developed and the respondents were interviewed, the fourth, no less responsible stage of public opinion research comes - the analysis of the collected data. It is on its basis that recommendations are made for further work.

But the reliability of all the proposed recommendations depends on the extent to which the collected data are reasonable and reliable. The main thing here depends on the errors that arise depending on how representative and how large the sample was, whether the questions of the questionnaire were successfully formulated, and to what extent the interviewers performed their work correctly and impartially. But of all this, the reliability of recommendations and predictions depends most on the magnitude of the marginal error for samples of different sizes.

Sampling error is an error that occurs because only selected individuals are interviewed, not all those on the list. If we interviewed all citizens on the full list, there would be no sampling errors. If everyone but one were interviewed, they would still have an error, because one person on the general list would still be untested. That is, the smaller the sample size, the greater the error.

There are other issues that need to be kept in mind, especially in opinion polls during election campaigns. It would seem that the samples are large enough to represent the set of voters needed for the survey, but still, given the marginal errors, the survey results are statistically insignificant. That is, the difference or deviation in the real public opinion recorded by the survey may often not be large enough to cover the limits of the standard marginal error. Hence, when analyzing the collected data, it is always necessary to determine the magnitude of the marginal error.

The marginal error indicates the size of the limits within which the real opinion of all probable respondents (the general population, the size of which is more than 100 thousand) on a certain question may deviate. If the marginal error ranges from ± 5% (sampling error of 400 people) and the results collected are 60% vs. 40%, for example, for the fight against toxic waste, we can be sure that in 95 cases of 100 percent of those who will vote in favor of this struggle will range from 55 to 65%. Thus, we can predict the victory of fighters for the protection of the environment. However, if the marginal error is within ± 10% (100-person sampling error) and 55% of respondents would vote for this fight, the election results cannot be predicted. The real results will range between 45 and 65%.

Here is a table of the standard marginal error for samples of different volumes (see p. 140).It is worth noting that the percentage distribution of "yes" / "no" answers is given here (ie how far respondents are from a single opinion). The task of such careful consideration is to determine which sample is desirable to reject in order to avoid high error, even for a question that received 90% of positive answers. It is clear that the error decreases under the condition of a more perfect sample, as well as if all respondents have almost the same opinion. In addition, this error order is based on the confidence interval, which is usually 95%. This means that the survey results are considered statistically significant at the 95 percent level plus or minus the sampling error.

As can be seen from this table, a larger sample makes it possible to assess even greater differences in the opinions and intentions of voters with a greater degree of reliability. But even here you need to be too careful in your conclusions. Opinion pollsters are often quick to announce that their results reliably predict a candidate's victory in the election, but with a marginal error of 2-3%. This means that this prediction accuracy is within ± 3%. So, if a researcher says that a certain candidate will win an election with 51% of the vote, it actually looks like he can either win with 54% of the vote or lose with only 48% of the vote.

In addition, it should not be forgotten that the results of a public opinion survey record its state only at the time of the survey. But people's moods and attitudes change under the pressure of political events. Extraordinary in their appeal, they can change public opinion from one extreme to another.

Today, one of the main elements of the successful activity of state bodies, political parties, business and other organizations is the development of a comprehensive program of relations with the media. Indeed, those organizations or individual politicians who establish bilateral relations with the public, achieve greater popularity, have a favorable image, enjoy the trust and respect, good attitude of the population.

The first step in developing a successful media relations program begins with the appointment of a public relations manager. This should be a person who is constantly looking for new ways to increase the organization's popularity, especially through contact with the media, as well as a person who makes sure that the authority of the organization gains even more weight.

The second step is for the organization's management to devote time, find resources, and make every effort to successfully disseminate information about it.

Once these two steps have been taken, there is a period of ongoing use of public relations tools and media for the specific needs of the organization.

Let us consider in detail the practical issues of using the media in the election campaign. The advice given here, which to some extent is borrowed from the experience of Western countries, can help the leaders of our election campaigns, party leaders to gain more public trust (voters) in the case of more professional use of the media.

Working with the media

Establishing fruitful business relationships with print and electronic media is vital for election campaign committees or party organizations. Gaining the respect of employees of these important parts of public relations can save the candidate and the party from many troubles.

Coverage in the media that "deserves". The term "earn the press" means to be covered in the media through your achievements, notable activities, outstanding events or statements that deserve to be included in the news program. Unlike paid advertising, such a press is certainly very important for the candidate. or parties, as this way of covering their activities in the media does not require financial costs. However, such coverage is not completely free. It requires creative effort, activity and hard work. "Deserved" press coverage is important for the election campaign for the following reasons:

First, because a candidate is unable to meet with every voter in his or her constituency, press coverage of his or her campaign can be a major channel of communication with the public.

Second, "deserved" media coverage gives the candidate a credit of trust that cannot be obtained through paid advertising. Appearing on television, speaking on the radio, or in a newspaper may give voters the impression that the candidate is a prominent figure in the news. This is important for his portrayal as a person with sufficient training and authority to hold an elected office.

Third, the cost of paid advertising is so high that during many election campaigns, candidates cannot afford it. Every opportunity to cover your activities in the press should be used, as it is an extremely important component of elections of any scale. As you know, election campaigns often lack money and other resources. Well-planned "deserved" media coverage can bring a candidate a credit of trust and attract voters to him in a way that paid advertising would never do.

As a rule, election campaigns at the oblast and local levels receive only two opportunities for guaranteed “free” press coverage:

- when a candidate nominates his candidacy;
- when a candidate wins or loses an election.

In other cases, the attention of the press must be actively won. Election campaigns of this level often have to work twice as hard to attract the attention of the press as they do during national-level campaigns. Elections to local authorities are not given to the press as important.

To attract media attention, the candidate and his campaign should be made interesting to the press. With this in mind, you need to work hard; the election campaign really deserves to be covered in the media.

What is news? There are no strict rules that define what deserves to be news. There can be many options. However, it is worth considering the following issues when planning or organizing an event, information about which should be published in the press:

- Does this event go beyond the ordinary?

- Is it timely?
- Is the event, comment or action meaningful?
- Is the event news from the point of view of the observer: reporter, editor news, publisher or station owner, etc.?
- Is it interesting for the area or is it local?
- Is she emotional?
- Will it be unpleasant for the candidate and his campaign or for his opponent?
- Is it of general interest?
- Does it contain an element of conflict?
- Does the event excite the reader, listener or viewer?
- Are local celebrities and celebrities involved?
- Is that what people are talking about?

This list is far from complete, but it gives an idea of what the news is. One should not think that creating news is a self-sufficient process. A lot is required of a candidate to get into the press. This requires that he pose the problem and suggest a way to solve it. However, the candidate will not receive the press with only one statement about it. There must be something more significant that confirms the statement. One of the best ways for a candidate to become a news object is to behave as if he or she has already been elected as an official. The candidate must demonstrate his leadership qualities by drawing the public's attention to the problem and proposing an innovative solution.

In order to reach the attention of the press, the development of effective measures to gain the right to cover the election campaign in the media should be made one of the main tasks of the election campaign. Measures to gain the media's attention to the candidate should become an integral part of its plan. In order to achieve the press coverage that is necessary for victory, one must be ready to allocate certain resources for this.

Campaign spokesman. The person appointed by the candidate to be responsible for the work aimed at gaining the attention of the press can be called the press secretary, the director of information, the head of the public relations service and the media, and so on.

Ideally, the press secretary should be hired at full time during the election campaign. Often, in local elections, it is not possible to pay the head of the election campaign at the same time: the press secretary. Therefore, as a rule, the spokesperson works on a voluntary basis or the campaign manager assumes additional functions from the person in charge of attracting media attention. Both options or a combination of them can work if the people are well chosen.

The spokesperson should be a member of the team that is directly involved in decision-making and helps implement the campaign plan. Gaining the attention of the media is a key component of the implementation of the election campaign strategy. To do his job well, the spokesperson must understand the overall plan of the campaign and its strategy. It is desirable that he have a broad political outlook and the ability to work with the press. The spokesperson should be a person the candidate trusts, as they both have a lot of work to do together. And for his work to be fruitful, he needs to find common ground with all the other members of the team.

The main responsibilities of the press secretary are to develop the theme of the campaign and disseminate it through skillfully organized relations with the press. He must understand how to develop the theme of the campaign in various publications and debates on various issues. The spokesperson should know when and how the candidate wants to promote the topic during the campaign, and clearly understand how it will unfold in all forms of paid advertising.

The spokesperson is the only person on the team who deals with the media with the candidate. This is a very important, time-tested rule. All requests for information on any matter must be granted by one person. This approach protects the campaign and especially the candidate from mistakes in working with the press.

The development of good relations with the media is a cornerstone of effective work with the press. It takes a lot of time and consistent effort to provide reliable information to the press before mutual understanding can be reached.

Having established mutual understanding with the press, the press secretary not only seeks positive coverage of his election campaign, but is also able to receive important information about individual issues and the election campaign as a whole. Media representatives want to deal with one member of the team to whom they can refer and make sure that they are provided with reliable information that is trustworthy.

The individual duties of the press secretary may change with each election campaign. But in general, the spokesman must:

- provide positive coverage of the candidate in the press;
- if necessary, act as a spokesman for the candidate's team;
- plan each interview;
- respond to all press inquiries about information, regardless of the relationship of specific journalists with the candidate;
- ensure that the candidate is fully informed of all issues that may be of interest to the press;
- inform the candidate about everything related to the interview or actions related to the press;
- prepare and distribute press releases, statements for the press, radio and television, bulletins, explanations and speeches of the candidate;
- organize a study of the problems and study the opposition from the point of view of the political strategy of the campaign and the strategy of working with the press;
- organize and control the details of all press conferences and for moves for the press;
- coordinate the coverage of the campaign by the "deserved" press and paid advertising.

Tip: You should think twice before hiring a local journalist. A well-meaning journalist will benefit the campaign much more if he stays where he works all the time. In addition, journalists are not often skilled propagandists as soon as they become members of a candidate's team.

Deserved "favorable" coverage in the press is the result of good relations with the media. Representatives of the press are the same as all other people. They have their strengths and weaknesses, likes and dislikes. Achieving mutual trust and respect with the press requires time and patience.

If the media are personally acquainted with the candidate, they will be more willing to listen to him. And if they listen to him more, it is more likely that he will receive a positive press.

The candidate and his team members should not be biased towards journalists. Journalists are not enemies. It is best to forget about past misunderstandings. If a candidate and members of his / her election committee are suspicious of the press, the press will repay them the same. . Media workers communicate with her directly. At the same time, every candidate or person already in power is obliged to deal with the press in order to inform the public.

The basic principles of media relations include, in particular:

1 . To have access to specific media, it is necessary to find out who represents them and how they work.

2. To have a good press, a candidate must submit his or her appeals and messages in a way that is understandable to reporters and easy to print.

Compilation of complete lists of media.

To facilitate communication with the media, an attentive, detailed, constantly updated list of media is compiled. This list should cover all daily, weekly and monthly publications, as well as TV and radio stations serving the constituency population.

You can use the following approach to compiling such a list of media outlets where the addresses and telephone numbers of organizations and institutions of this profile are indicated. In addition to data on journalists and reporters, it is also desirable to have information about media managers - editors and publishers.

Media checklist

TV stations

• postal address;

• owner, network affiliation, channel number;

• telephone numbers; working hours in the evening, working days and weekends, size and nature of the audience,

• names of the head, news editor, editor-in-chief, local reporters, as well as their personal contact numbers; and duration of daily news programs, their rating;

• deadline for submitting information or request for coverage of events in the news program;

• schedule and requirements for coverage of events (When? In what form? Who is responsible for the form and the amount of material? Live or pre-recorded? Pre-order requirements?);

• political platform of the station (Does the station provide support to candidates? In what form and when is it done?); {{1 }} • the station's capabilities in matters of "live" (For example, does the station have the technical capabilities to conduct long-distance transmissions?);

• the station has any "subsidiary" stations with which it shares information, the presence of a bureau or correspondent in the capital.

Radio stations

• postal address;

• owner, network affiliation, broadcast frequency, type (mixed, news, music only, etc.);

• news studio phones; the name of the manager, news editor, local reporter and their personal

• telephone numbers;

• frequency, duration and rating of each local news program;

• deadlines for submission of information; {{1} }} • the station belongs to the national "news network" or independence,

• the ability to provide the station with ready-made programs;

• names of people who compile and control local news programs;

• recording and broadcast time;

• type, genre of programs (for example, whether there are programs with inviting speakers, guests);

• organization of guest appearances;

• political platform of the station;

• duration of work (eg 24 hours, evening, etc.);

• data on station listeners (age, interests, place of residence)

• political sympathies of the main employees of the station; candidates

• they have supported in the past;

• the cost of paid advertising for candidates

Daily newspapers

• postal address; name of owner and publisher; contact telephone numbers of the editorial office;

• names and telephone numbers of the publisher, news editor, political and other commentators;

• number of issues per day, per week and deadlines for submission of materials; availability of Saturday (Sunday) issues and the appropriate staff for them;

• political platform of the newspaper, its attitude to candidates, readiness to publish materials that cover other opinions; circulation and where it is distributed; policy of using photographic materials; agencies used by the newspaper; the newspaper has a bureau or correspondent in the capital; attitude to the rubric "Letters to the editor"; the presence of a column of a political columnist, gossip, secular chronicle; who prepares these columns and how is the information collected? the political mood of the editorials and which of the candidates had previously enjoyed support; political bias of leading leaders and reporters;

• what issues the newspaper, its leadership and reporters advocated; the cost of paid advertising for candidates.

Weekly newspapers

In addition to issues that overlap with previous (daily newspapers), the following should be noted: , time,

when subscribers receive the newspaper;

• connection with other newspaper editions in the country;

• attitude of the newspaper to the "Guest Column" or editorial articles; }} • newspaper distribution area and demographic characteristics of subscribers,

• availability of a weekly "Calendar of Events" in the newspaper and when review material should be submitted.

Additional information channels. Sources of information for many print media, radio and television stations are telegraph agencies, both domestic and foreign. The press secretary of the election campaign must have their telephone numbers, the names of the heads of central and local branches, the names of reporters who cover a range of issues, and have an idea of the political orientation of such agencies.

It is also necessary to compile a list of independent journalists who send their own materials to various media. It is known that, in addition to political parties that have their own media, there are many public organizations, unions, religious organizations, associations, which also print and distribute newspapers and bulletins. This group of organizations will be happy to respond to requests to publish materials that address issues of particular interest to them.

Tip. When distributing press releases or sending invitations, care should be taken to ensure that no information channel is overlooked. The press is too sensitive to keep abreast of all developments. It is also very important to constantly update the media checklist. In the media, especially on radio stations, there is often a reshuffle. If a candidate starts sending materials to the wrong person or to the wrong person, there is little chance that they will be published or made public.

Approach to media workers

After analyzing the range of media and their capabilities, we move on to developing a strategy for an effective approach to them. It depends on the peculiarities of the political situation, the tasks of the candidate and opponents, their personalities. The main thing is not to be afraid of media workers, but to treat them with respect.

Here are some tips on how to communicate with media workers.

Make your first visit. The candidate should personally get acquainted with key employees of local media. The first visit is a courtesy visit, during which the candidate informs the media about his intention to run for office and gives each of them a well-prepared package for the press. The candidate may be accompanied by a spokesperson. This trustee can make a separate visit later.

Keep in touch. The candidate should meet with media executives and reporters regularly, not just when he has something to "sell." He organizes weekly breakfasts with them in person, visits and meetings such as "race for a minute."

Be a source of information. The job of reporters is to constantly search for news and information. Sensations, events, messages, etc. - all this is their bread, especially in market conditions. If a candidate provides reporters with relevant information, it becomes necessary and important to them. The candidate and his / her press secretary should become a constant and reliable source of information for the press. Use your phone. Press releases undoubtedly play the role of documents containing news. But the news can be reported by phone.The candidate calls reporters when he has something to tell. They can quote the candidate's telephone message much faster. A press release sent by fax can also be quickly used for media distribution.

Think before you speak. A candidate may consider any reporter to be his good "comrade" and then be shocked by the unwanted or devastating material written by this "comrade" for his election campaign. Remember: the reporter's job is to report the news (good or bad), regardless of personal relationships. The candidate and his team members should be wary, because everything they tell the reporter can be published.

Control the situation. Before speaking to a reporter, the candidate or his or her spokesperson should know what they want to say. They do not allow the reporter to confuse or put other people's words in their mouths, they have all the subtleties of the message or problem, they do not allow themselves to be distracted from the topic of the interview.

Be professional and compassionate. When reporting on the progress of the campaign, it is necessary to act in such a way as to satisfy the requests and the mode of operation of the media, to answer all telephone calls from the press. You should not send badly composed information and avoid typos.

Be honest. You should never lie to a reporter. By doing this once, you can lose trust forever. If he is interested in something too delicate, we can say that it is necessary to check before giving an answer. However, the candidate and his team will not achieve anything by refusing to provide information that will become known to the public without them. Also, don't bluff when answering sensitive questions.

Don't fight with someone who buys ink in barrels and tons of paper. The press always has the last word. In a situation where the campaign headquarters feels that the press is treating the candidate unfairly, it is first necessary to make sure that the reporter made an involuntary mistake or really wanted to harm him. If there are serious distortions in the information, the situation should be treated as follows:

1. Contact the reporter and calmly discuss the article. Offer your explanation of an opinion or fact, but do not get into a heated argument.

2. Ask for an amendment, not a rebuttal.

3. Ask to write or broadcast material that reflects the candidate's point of view.

If the reporter does not agree, you can ask his / her supervisor for help. But it should be borne in mind that this way you can make an enemy in the person of a reporter. In no case should he be accused of being deliberately biased.

How to handle information

To get a good press, make it easy for reporters to write about the candidate and the campaign . At the same time, they do not rely on journalists, simply providing them with facts and allowing them to decide what is most important for dissemination. The candidate and his team need to manage their messages in order for the press to act in their best interests.

When providing information to the press, it is better to stick to the middle ground between "primitive" presentation of facts and frank self-promotion. To find a happy environment, relevant and newsworthy messages are passed on to the media, which indirectly promote the interests of the campaign. Reporters are not naive at all, they immediately guess that such messages serve the purposes of the election campaign. But they will immediately reject material that is openly reminiscent of a candidate's paid political advertising.

Each message must have a certain "point of view." This "angle of view" or "hook", on which you want to "catch" the reader, should be the main material.

Candidates often try to emphasize several key points in one statement, message, or interview. If this happens, the press is faced with the fact of redundancy of information. In analyzing it, the reporter or editor must then determine the point of view that should be emphasized. It is because of this "hook" that journalists come to the press conference. This is the main point of the press release or the main quote from the statement in an interview for radio or television. This is what you can then see in a newspaper or hear in a program.

Successful communication with the media requires an idea of how news is collected. The news industry is working in a hurry, on "borrowed time." Reporters are very busy people. The campaign announcement is just one of many that they need to process and pass on.When reporting on breaking news, reporters and editors do not have time to analyze all the facts to prepare an article. There is not enough time for a full report on the event. A thirty-second report on an event based on a candidate's material in a five-minute broadcast of local news on radio or television is a pretty good cover. To do this, they are given such messages that it is easy to sort the information and find the "rod" on which, as they say, you can string the material.

To get good press, you need to:

Schedule messages in advance. Each material should focus on one thing. Employees are persuaded that the story or message they receive deserves to be news.

Use keywords. The main idea is presented in the form of a position that can be quoted. This key position is repeated in all materials transmitted to the press. The position should be short and simple.

Do not overload the press with excessive information. The press is given enough facts to draw a conclusion, but not so much to confuse the question. It is not to be expected that reporters will read ten pages of material. Therefore, highlight the main ideas and show how they develop the topic.

Duplicate efforts. They use all possible means to promote the message: press releases, telephone interviews, one-on-one interviews, radio reports and events that deserve to be news. Repeat the main idea in all materials.

Be consistent. The messages should always be such as to support and promote the theme of the campaign, and it should be consistent with its strategy. Every opinion expressed in an interview or article should work on the main point of view that is embedded in them.

Speak to the press in "human" language. The news is reported in order to show how problems affect a person's life. That is why they buy newspapers. The concepts and illustrations used in the materials presented to the press should be set out simply and clearly, revealing the significance of a particular news or problem for people's lives.

There are basic tools that need to be used to to promote "deserved" coverage of the election campaign in the press.

Package for the press. The media package or the press package is designed to provide reporters with complete initial information about the candidate and his / her election campaign. It can be used by the reporter as a ready reference when preparing materials about the candidate and the campaign. This package, as a presentation of the campaign, should be sent to each news channel on a list of media, it can also be handed out personally by the candidate, as it gives him the opportunity to meet in person with reporters and editors.

Folder. The materials of the press package must be placed in a folder with two compartments. The title page may be decorated with the emblem of the election campaign. The most important information should be placed in the right compartment of the folder (last press release or information about a particularly important event). Materials with general information, such as photos, biographies, etc., are placed in the left compartment of the folder.

Contents of the press package:

1. A press release is a brief statement of the nature of an event.

2. Statement - the last statement or text of the candidate's speech on a particular issue.

3. The biographical data sheet is a one-page resume containing information about the candidate's political and official career, as well as personal information (family, education, place of birth).

4. Biography - a few paragraphs of a more detailed story about the life, origin, education, achievements of the candidate, which reporters can either repeat verbatim, or use when writing articles.

5.Data on the campaign headquarters are the names of the main members of the team, the working committee, the honorary chairman, the financial director, the treasurer, etc. List of telephone numbers of chiefs of staff only.

6. Election campaign materials are samples of brochures, emblems, campaign badges, as well as copies of friendly articles or essays written about the candidate.

7. Characteristics of the district - a brief, in several paragraphs, statement of political, demographic and historical information about the district. This is especially useful for members of the press from other areas and given the greater informativeness of the campaign.

8. Photos - black and white glossy portraits of the candidate (newspapers do not like color photos) size 8x10 cm; one with a smile and the other with a serious facial expression of the candidate (for different occasions). Special color slides for television, which allow the director to overlay images on his material (slides with a smiling and serious facial expression of the candidate).

Press releases. A press release is a reliable way to see the material in the press as the candidate wants it to be. It is prepared by the press secretary and passed to the press. The press release is written in a newspaper style, focusing on one issue.

Press releases are used to announce the next steps, actions or plans and the composition of the election campaign headquarters; presentation of a report or material on a particular issue; dissemination to the public of the candidate's point of view on a particular issue; accusation of the opponent; in order to support certain actions or individuals. All press releases must be carefully checked by the candidate and the head of the election campaign or one of them.

Basic rules for preparing a press release:

• the press release is printed on the letterhead of the election campaign headquarters the candidate has a clear, legible font and contains the name of the election campaign, the address of the headquarters, the contact telephone number;

• above the title, in the left corner of the page, a stamp is placed: "For immediate distribution", if there is no need for some reason to keep the material. In the latter case, they write that it is for distribution at a certain time, but there is no guarantee that the reporter will not use the information before the specified time,

• indicate the date and place from which the press release was sent;

• the most important facts are summarized in the first paragraph.This key paragraph should answer the question: who? what? when? where? why? Sometimes to the question: how?

• the second paragraph contains one or two quotations from the candidate's speeches;

• each subsequent paragraph in descending order should be less important (inverted pyramid). This is done so that the editor, in case of lack of space to present all the material, can shorten its end without distorting the main content,

• the press release is printed at two intervals on one page with large margins. Do not print on the back of the page. If the text cannot be placed on one page, write “see below. further "and continue to write on the next page. At the very end of the text of the press release, the line is receded and the sign ### is printed in the middle of the line. This indicates the end of the material (international standard),

• the press release information must be accurate. It is important not to overdo editing. If the press release is prepared in a newspaper style, it has a better chance of seeing the world.

• grammatical errors should be avoided, and the text should be edited carefully. Any mistake will undermine the credibility of the election campaign,

• the press release is submitted manually. Mail or fax are used as a last resort. The mode of operation of the media should be taken into account. Timeliness is a guarantee that a press release will be printed,

• all press releases must be registered, indicating topics and dates.

Press releases. Press releases are a special type of press release. The press release informs the press about the specifics of the upcoming event, which should be covered in the media.

The press release is printed and distributed in much the same way as the press release. However, in addition to the headline, it should be marked "Press Release" without quotations and no longer than two or three paragraphs. The press release should also answer the question: who? what? when? where?

It should contain just enough information for the press to be interested in an event, but not enough to interfere with its coverage. After spreading the message, don't forget to call and remind about the event again.

Press conferences. Press conferences are an effective way to get into the press. However, early preparation is very important here, as the candidate will feel like "in a frying pan" during the press conference. It is necessary to prepare and rehearse answers to possible questions in advance. Although a press conference on a particular topic is usually planned, the press may ignore it. Therefore, you should be prepared to ask questions on other topics.

Write an introductory speech in advance, which explains the main reason for convening a press conference. A press release containing excerpts from the candidate's forthcoming statement is distributed. A package for the press with all the materials on the topic of the press conference is being prepared. The materials of the election campaign are added here.

Press conferences should be used for the main statements of the candidate and prepared in advance in accordance with the strategy and plan of the election campaign. It is important not to abuse press conferences and convene them only when the candidate has something to say. A series of interviews with reporters, in person or by telephone, can convey information to the press without a press conference.

The following rules must be followed when planning and organizing a press conference:

1. The press conference is planned taking into account the work schedule of the media. The day and time are chosen when the press is not loaded with other events, such as regular events of state bodies.

2. There is a possibility that something may prevent the press from attending the press conference.

3. The press reports on the event no later than 48 hours, preferably a week. Journalists are periodically reminded of the time and place of the press conference.

4. Recalling the press conference, the press representatives are convinced of the importance of the event. Journalists are told which perspective to look at the news they learn about at the press conference.

5. Choose a comfortable and beautifully decorated room, and it is best to find one that would symbolize the content of the message at the press conference. This is especially important for television. They always worry in advance about getting permission to use this room.

6. The candidate should be well prepared. He must rehearse the statement, prepare for the questions and answers, be well informed about the content of all materials that will be passed to the press during the press conference.

7. Journalists are shown hospitality. They prepare soft drinks and coffee for them.

8. The room is inspected in advance to make sure everything is ready. You need to take care of electrical outlets if you expect television, stage, chairs, lighting, microphones, which will be used by the press.

9.The press conference should start on time and end before interest in it begins to wane. Otherwise, a reporter will use it for a provocative question. The candidate must be prepared to linger after the press conference and give a self-interview.

10. Press releases or packages for the press are distributed before the conference, and a sufficient amount of these materials is available in a place accessible to all participants. It is not necessary to write down which of the press representatives did not come and send them all the materials after the press conference.

11. The press conference is usually scheduled for half an hour: 10 minutes for a speech and 20 minutes for questions and answers.

12. The press conference is recorded on a tape recorder to document everything that has been said.

Photos in the campaign. Photos are an effective means of communication. A set of photos is prepared in advance so that they are always at hand throughout the election campaign.

The campaign requires black and white glossy photos of the candidate for the press, size 8x10 cm, one photo - with a smile and one - with a serious expression . Next, you need to prepare a set of different photos of the candidate for use in election literature and sending to the media. Finally, the candidate is photographed at all major events and sent to daily and weekly newspapers. For example, if the main theme of the campaign is education, a set of photos of the candidate with children is prepared.

Only photos that create the image of the candidate are used. You can never distribute photos that do not depict him in the best way. You should spare no time and money and prepare high quality photos.

The candidate should be the focus of all photos used during the election campaign. The best type of photos are nature shots, taking the candidate with other people, where he looks casual and natural.

Varieties of photos that will be needed for the campaign:

- official photos - black and white glossy , size 8x10 cm, one photo - with a serious facial expression, the other - with a smiling facial expression;
- candidate and workers - pictures of the candidate with workers of one of the leading enterprises of the district;
- candidates seven natural photos of the candidate with his wife and children; the candidate works - photos of the candidate at his workplace; candidate speaks - photos of the candidate when he speaks in front of different groups of the public; candidate and students; candidate and veterans,
- candidate in his district - pictures of the candidate in the sights of the district.

Weekly programs for the media. When preparing and using them, it is important to follow some tips:

1. A list of events in which the candidate will take part next week is sent to the local press. Everything should be done so that all these events are news.

2. Candidates' supporters and the press are sent one-page ballots to keep them informed of the campaign.

3. The candidate should be informed about local and district-wide issues and, if appropriate, comment on them during the interview. Comments must be made in a timely manner.

4. Representatives of the press are invited to all speeches of the candidate.

5. It is necessary to make newspaper clippings of all articles and reports about the campaign of the candidate and his opponent.

6. Holidays and commemorative dates celebrated during the election campaign may be used to issue press releases and press releases.

7. It is necessary to know the election calendar and keep copies of the reports of the candidate and his opponent on the election campaign in case the press asks questions about it. Any violation of the deadlines provided by the election law can be used to have the press.

Reports from the scene. In this case, the report is simply a recorded voice of the candidate coming to the radio station by phone from the scene. Because radio news is only broadcast for a few minutes, such reports should be heard for no more than 30 seconds.

Always call the radio station in advance to find out if such a report will be accepted. Sometimes stations do not accept a recording of a candidate's application.They prefer an interview recorded by a reporter. And this is also good, because there is an opportunity for the candidate's voice to be heard on the air. You should always agree to give such one-on-one interviews.

Event reports as a special genre of radio broadcast are useful for press secretaries who want to report as much as possible in a short time. Topical reports can be made after an important statement for the press, during which there was no radio reporter. They can also be used when it is necessary to make a statement, and the candidate is now far away.

Today, there are many technical means that contribute to the dissemination of current affairs as a genre of radio programs. They are simple and inexpensive, so they should be used during election campaigns.

To send a report to a radio station, in the simplest case you need to have:

• an inexpensive cassette recorder;

• a pair of clothespins;

• one or two telephones (if two - it goes ¬al conditions, but success can be achieved with a single device).

The tape recorder is connected directly to the telephone line with a wire with clothespins. To do this, one end of the wire with the tip for the tape socket is inserted into the socket marked "output". The cover where the telephone diaphragm is located (the lower part of the telephone handset) is unscrewed, and the other forked end of the wire with clothespins is attached to the metal contacts, which are clearly visible when the diaphragm is removed. After pressing the "play" tape recorder, the message begins to be broadcast on the telephone line.

Some tips on how to prepare a report:

• write a short (30 seconds) statement for the candidate, which he

• the candidate should read the entire text of the statement as if he were talking to a reporter;

• the candidate should not be allowed to read the text monotonously, it will spoil it all; a tape recorder is prepared, connected to the telephone by means of a wire with clothespins, a cassette with a recording of a statement on a topical topic is placed. Use the second telephone to connect to the radio station,

• There should always be a person next to the candidate (preferably a spokesperson) who would call the radio station and arrange with the reporter to turn on the tape recorder.

The reporter is explained all the circumstances surrounding this event.Briefly inform

about the content of the press release about which the report was prepared; If the radio station has agreed to accept the report, they count by phone: "Three, two, one." After the word "one" turn on the tape; remain on the line to make sure the station has a good record. Thanks to the reporter and hang up. Current reports cannot be abused. Even those stations that broadcast them often prefer to conduct personal interviews with the candidate. During election campaigns, one or two topical reports a candidate during the week is too much.

If the station refuses, you have to be kind. Thank you for the lost time and go to another station. Controversy should never be resorted to: radio stations are not obliged to accept such topical reports.

Again, it is important to be convinced that the candidate's statement deserves to be news. If she doesn't deserve it, it will be difficult to arrange a next report or interview in the future. In addition, it is necessary to ensure that the report does not look like commercial advertising.

Radio and television interviews

Some people may need to give radio and television interviews. Even some of the most experienced statesmen and public figures have their palms moistened, their heartbeat faster, and other symptoms of fear as soon as they appear in front of a camera or microphone.

However, radio or television interviews should not cause fear or emotion. If you follow a few simple tips, you will be able to give radio and TV interviews easily and confidently. As a result, these powerful means of communication can be used as part of an extensive public relations and information program.

Both when the candidate is giving an interview in person and when someone accompanies the representative The organization in which they will be interviewed, the situation that causes fear, can be turned into an effective method of communication with the public and promotion of the organization. This requires:

1. Prepare. Master a deep knowledge of the problem, anticipate the most difficult questions and prepare the best answer to them.

2. Determine the position of the statement. This must be done in advance. The position of the statement should focus on the opinion that it is desirable to convey to the audience or listeners through interviews, and thoroughly rely on the facts in order to inspire confidence. If necessary, it is necessary to use materials from reputable sources to support it. The relationship between the organization represented by the interviewer and the position of his / her statement should be shown. In essence, an

interview is a free advertisement.You need to make the most of the opportunity to talk to people and tell them about the organization.

3. Be natural. Relax. Talk to the interviewer as a friend. Simply put, do not restrain facial expressions and gestures. Avoid long words and words that are difficult to pronounce. they may not be understood, and the interviewer will appear to be a pretentious person.

4. To be confident. Interviews are conducted because someone is aware of certain issues. Therefore, you should not be afraid of the interviewer. The interviewer knows more than he does. Every question should be answered calmly and confidently, using affirmative and sincere language.

5. Answer briefly. Answers should always be direct and on topic. Radio and television journalists need short, clear, logical statements that are spoken for no longer than 30 seconds, and sometimes less.

It is necessary to adhere to the main idea, which is thought out in advance. Avoiding lengthy statements that will scatter messages will tire listeners, take away everyone's precious time and, as a result, will not be aired.

6. Maintain self-confidence. Be honest. Trust in the interviewer depends on him. You should never hide and distort information, lie to the interviewer. A journalist who notices that he has been misled will never again trust the person he is interviewing and his organization.

7. Dress accordingly. They dress attractively for TV interviews. Avoid extra bright colors, floral dresses, hats and more.TV viewers need to focus on what the speaker is saying, not on how he is dressed.

Interviews for the press

The manner of conduct during interviews with the press is generally the same as during interviews for radio and television. Therefore, in a conversation with a reporter of a newspaper, magazine or bulletin, you can use all the advice given in the previous section, which was about interviews for radio and television. Here are just a few tips that relate exclusively to the specifics of the print media and that will help make the most of public relations for the benefit of the organization:

1. Offer additional information. After the reporter has received short answers to all the questions, you can offer him the original additional information, if you have it. This confirms the answers to the questions.

Even though newspapers are limited in size, they tend to use more detail on their pages than radio or television news. Therefore, it is necessary to take the opportunity to convey authoritative information that will make the interview more meaningful.

2. "For printing", "not for printing", "on the basis". The best rule during any interview is the "print" rule. This means that everything said to the reporter can be quoted or paraphrased and linked in the article to the name of the interviewer. You should never talk to a reporter on any grounds other than "for the press," or you can do so very rarely, in an emergency. If it is undesirable for the name of the interviewer and the information from his / her organization to appear in the newspaper, it is better not to give an interview at all.It is known that most reporters interview only "for the press." However, there are two other possible levels of dialogue with reporters.

"Based on" means that statements can be quoted or paraphrased, but the name of their author will not be mentioned as a source of information. . For example, a reporter may attribute a quote to "a responsible City Council official who asked not to be named."

"Not for printing" means that the statement cannot be used in any way. Everything that is said "not for print" cannot be quoted, paraphrased, and the name of the author of the statement should not be associated with this information. However, a reporter can use the information in his article if he is lucky enough to get it from another sourceTherefore, before giving an interview, it is necessary to agree with the reporter on how to use the statements made. It is not necessary to tell the reporter after he has received answers to all questions that it is "not for print." It is too late, and the reporter can quote it openly if he wishes.

Oratory

One of the most important components of communication with the public is the word of mouth, the ability to make speeches in front of an audience, to communicate with the masses. Probably, few people will deny that most of the time of the head of any organization is spent on the preparation and delivery of various reports and speeches. Of course, this is not an easy task and to make it effective, you need a lot of skill.Thomas Mann was absolutely right, emphasizing that only "language in itself is a special civilization." You need to be able to use it to better and more clearly communicate the ideas and opinions of the organization, attract people to your side and enlist their support.

Next, we will consider in detail some aspects of the problem, how to make public speaking as effective as possible.

Subject of the speech

There is a saying: "a speech that does not touch on any topical and interesting topic for everyone is the same as a journey started without a purpose and destination." Hence, the first step in preparing any speech is to determine its purpose or specific topic. What task do you set for yourself, giving this speech, what do you want to achieve?

And only after this issue is clarified, take the necessary actions and steps, think about a specific plan for their implementation. If the speech is well prepared and logically structured from the beginning, it gives the speech more power, and the speaker is more confident in success. ; sometimes it is a multifaceted combination of all these goals. The speaker can influence the audience not only with words, but also with the manner of behavior, the form of presentation of his report. If each sentence of the speech is well thought out, it is possible to turn even a simple list of dry facts, development trends or even statistics into a means of political influence and a cause of action, thus turning the audience back to its supporters. Here we can agree with Schilling, who said, "Words are the greatest drug in the hands of mankind." To achieve the maximum result and effect, you should develop a plan for presenting a problem or idea.It is necessary to proceed from the fact that not to be verbose, not to resort to too large flow of unnecessary words, ie those that do not contain information, not to keep the audience in tension, splashing on it too many external stimuli. A short and concise but convincing ten-minute report can be much more likely to achieve a goal, as well as save time and money, than a boring report for an hour. That is, the effectiveness of the speech has a direct relationship not with its duration, but with the quality of content and meaning of what is said, with how to convey the opinion to the audience, use quality visual aids and supporting materials. We emphasize once again that too long a report, inability to properly state the purpose of his speech, poorly prepared visual aids and materials can lead to failure and negative attitude towards the speaker in the hall.

When the topic of the speech is clearly defined, you can move on to the next stage - planning the form of presentation and strategy of the speech. Answers to a few basic questions can help. In particular, the speaker should ask himself: What is he trying to achieve, what is his goal - that is, what is he "selling"? To whom does he "sell" it? Against whom does he act and what does he fight for? In which audience, in front of which audience is going to make a report? Let's consider these questions in more detail.

1. What is "for sale"? Why was it decided to make this report? It is important to be able to evaluate the topic and main ideas of the report to an outside observer. What is still "for sale"? A plan or an idea, an initiative or a motivation to act, a specific product, product or service? Or is it just a statement in defense and support of someone's idea?

2.To whom is it "sold"? If the speaker is familiar with the audience, he or she should probably have some suggestions regarding his or her reaction to the report. A performance that is potentially successful in one audience may fail completely in another. Each performance strategy must be targeted to a specific audience. After all, the audience of listeners can consist exclusively of "specialists" or so-called "amateurs" or combine representatives of these two groups. Is it worth thinking that perhaps the people gathered in the hall are already familiar with the topic under discussion? What information could they get? Are they able to make a final decision immediately, relying on their own opinion, or do they need to report the recommendations and opinions they will hear in a speech to their senior management? Before the performance, it is desirable to learn as much as possible about the audience: their behavior and work style, interests, social status and emotional mood. Don't they prefer a certain type of visual accessory, do they like when they take breaks during a performance, or do they want to drink coffee during a break? Isn't their time limited? We must not forget that the people in the audience are different and they all have different likes and dislikes.

3.What is the intention to fight against? When the emotional and spiritual needs of the audience are well studied, it is possible to influence the attitude of the listeners to the speech and change their point of view imperceptibly for them. Speech can arouse lively interest in listeners and easily make them companions of the speaker, if you know exactly their worries and expectations. The most common barriers to a report can be summarized as follows:

• the listener's fear that the plan or idea proposed to him or her may affect his or her prestige, credibility, or long-term plans;

• reluctance of the listener to perceive something new because it may lead to organizational changes or cause personal inconvenience and unnecessary hassle;

• the pride of the listener, his painful selfishness.

4. In order to know the conditions in which the meeting will take place and the general setting that will accompany the presentation, the speaker should first try to answer the following questions:

• Will the audience be friendly or hostile, sympathetic or indifferent?

• Will the audience in the hall be open or distrustful and silent?

• Will there be only his supporters or Maybe there will be representatives of the opposition?

• If the presence of opposition forces in the hall is assumed, do they hold the same position or conflict with each other? There are also some other factors that affect a favorable performance, namely:

• When and at what time will the report be presented: in the morning, in the afternoon,

at the end of the working day or before the official dinner?

• Will the people in the room be in a hurry to visit somewhere else?

• Isn't the speaker in danger for some reason?

In making a final analysis of the whole situation and considering what form and strategy to choose, the speaker must proceed from the task of his speech and an absolute understanding of what he is "selling" to whom he is selling it. ", What circumstances and obstacles may arise, in what atmosphere and to what audience he will make his report.

Organization of a speech

A successful speech contains not only well-chosen material, but also, more importantly, indisputable arguments and evidence. Such a speech demonstrates the speaker's free orientation and deep knowledge of the case. But even a very strong and convincing speech that has a plan, contains a basic idea, the necessary information that the public is interested in, can easily fail if these facts are not properly organized and arranged. parts of the speech. From the very beginning, the speech should arouse the interest of the listeners, acquaint them with the main content and idea of the report. In the final part, the experienced speaker will briefly repeat the key points and meaning of the whole speech. Once again, we will focus on the actions to be taken.

The main part of the report, which follows immediately after the introductory part and ends immediately before the final part, contains the main idea and essence of the idea. They should be considered by the speaker with full knowledge of the case. It is impossible to keep the audience in suspense for a long time, revealing the main content of their plans, ideas or just "splashing" on it a constant flow of information, without a special approach, the desire to "merge" with the audience, to make it part of his speech.

To make it clear and confident that the idea of the speech is understood and accepted by those present, it is necessary to present their views accurately, clearly and simply so that it is clear to all.

The organization of the speech involves the composition of separate parts of a single monolithic report.The method chosen for this depends on the topic of the speech and the strategic intentions of the speaker. Some consider the most appropriate and usual form of presentation to be an hourly or chronological presentation of the material. Many speakers, especially legislators in parliament, choose a logical list of problems and ways to solve them as their favorite form of submission. When the problem of comparing alternative solutions to the same problem arises, a contrast-comparison approach may be best. The stimulus-response technique may also be needed when reporting an information plan. If the purpose of the speech is to clarify or declare the meaning and purpose of any action or fact, the "definition" technique is used. Another form that speakers often turn to is the use of the technique of discussing the "details" of the main whole, which may include, for example, different departments in the organization or different areas of work and so on. Close in content to this technique, the speech is built around the basic systems, functional mechanisms and technical characteristics of the subject, such as discussing the activities of different departments and groups within one large organization or problems of standards and quality of production to achieve the best world standards. If none of these techniques or forms used by most speakers are suitable for a future report, the speaker should probably consider creating a special form and technique for presenting at his or her own discretion.

Of course, when there are strong and relevant grounds for the speech, they are set out immediately, in the introductory part of the report. After all, in this case, the speaker has strong trump cards, because he does not need to bring the audience to the main idea of the report. If a plan or idea is "sold", the whole meaning of the organization of the speech should be built around these two aspects, which are considered from different angles and from different points of view, but in no case forget about their main role. Another reason for highlighting a single key point or points of speech and repeating them repeatedly in the report is the fact that especially important for the speaker listeners may leave the room or be summoned in urgent cases before the end of the report. If this happens, the speaker will at least not blame himself for not all the listeners he needs to hear and understand the main ideas of his report.

Following the "sale" of the plan or idea, when the speaker convinced the audience of the originality and originality , showed all the advantages of the proposed project, the main emphasis of the speech should be shifted to strengthening the positions expressed. Moreover, the evidence in favor of the idea must be built downwards. It should be remembered that if even the most meaningful and convincing arguments and facts could not influence the reaction and attitude of the public to the idea, then there is nothing to say about the insignificant and uninteresting - they will never bring success. As for the persuasiveness of the evidence, they try to express it as clearly, clearly and concisely as possible.An example is how a ten-year-old child did this by telling his younger sister the meaning of the play "Pygmalion": "It's about a dirty girl who was taught pure language."

The performance should be long enough to cover everyone questions outlined by the speaker. In general, the duration of the best performances is up to one hour. Most of those present simply will not be able to perceive the large flow of information pouring on them like a waterfall. The content of the speech, which consists of three or at least four main aspects, will almost always reach the minds of listeners and be fixed in their brains. In some cases, even six points of speech, if they are close in content and meaning, will be accepted. All irrelevant information that repeats each other or goes into too much detail should, if possible, be removed from the text of the speech before it begins. Such materials, if there is absolute certainty that they are important enough and serve the general idea, can be distributed to the audience before the speech or discussed promptly.

After the speech, the audience should form and strengthen the impression of the speaker and his personality. To do this, he needs to turn once again to the main idea of his report. If the speaker expects any action and reaction from the speech, he should warn the audience before the end of the report, sometimes openly asking their opinion and offering to speak on a particular issue.

If someone wants to become a good speaker, he should always rehearse his speech, practice, repeat several times the thoughts he preaches. Once the material has been collected and distributed among the items for the presentation, it is necessary to begin to assess its content. This concept includes the analysis of the actual material, elaboration of forms and means of its submission and clarification of the personal attitude of the speaker to it. Of course, in every audience there will be a person who will not have any interest in what is happening, or will be dominated by an attitude such as: "So what?". In this case, it is advisable to choose a reviewer, professional advisor or assistant who knows his business, so that he determined that the speech is clear and will go to "cheers", which will work effectively, and what part of the speech should be reworked or

Lack of sufficient preparation and knowledge of the case, precise task, confidence in what the speaker wants to express in speech, inherent in almost all boring and protracted speeches. Conversely, short, concise speeches usually indicate a higher level of professional training. And even if such a speech is not brilliant, it is effective in that it is short and does not take away too much time and energy from the listeners. Sometimes one hears the following opinion: "If the speaker fails to ignite the fire of interest within thirty minutes, he must stop wasting time and matches." One speaker once said: "I'm sorry, my speech took a little longer, I forgot my watch and I don't see a wall anywhere ...". In response, from the back rows was heard: "But to your right is a wall calendar."

Speech language

In order to arouse interest in the audience and keep the attention of those present until the end of the speech, you need to properly master all the functions of language and learn to pay attention to the quality and strength of words used. To do this, each speaker must learn to determine the goals and results that he wants to achieve through his speech, to anticipate, at least to some extent, its consequences. It is known that words affect people unpredictably. And the authority and public position, as well as the future of many public figures and professionals, finally depend on what impression they will make and how long they will be etched in their memory.

The speaker must watch by the quality of their language. Most people record the fact and remember that the speaker's language was too interesting and professional, but almost no one is able to determine exactly what this professionalism was. The quality and skill of the language, of course, does not mean that the language should be excessively refined and magnificent. The statement once made by Joseph, the leader of an American Indian tribe, is a classic example of the quality use of language and expression: "I will never fight again!" This is an ingenious example of the precise transmission of thought - here everyone understands the purpose and meaning of what is said and forgives the incorrect grammatical construction of the expression.

There are ten basic commandments that every speaker should know. Of course, the list below is not something that is firm and unchanging, it is just a reason to think. Therefore, the speaker should:

• be easy to communicate.To study the characteristics and laws of a clear and simple and understandable language;

• to be open and clear in expressing one's opinion. Often, two-thirds of the content of the report should be subject to support and explanation of the main topic. It is necessary to try to reveal its different aspects from different angles, but not to make the speech "stuffed" with disparate topics and those that do not complement each other;

• be specific. Special terms and narrowly professional statements reduce the number of potential supporters of the speaker, and sometimes lead to a general misunderstanding; Refer to the facts and appeal to common sense;

• be a person. Use his individual words and expressions, peculiar only to his language; be balanced. Use a smooth rhythm of speech. Avoid

sentences and topics that distract from the main idea of the speech,

• be energetic. Do not use a large number of introductory words, too loud and ideomatic expressions, or use them in conjunction with common and understandable expressions;

• be purposeful. The audience attaches importance only because it hears, and the speaker's desire, if they are not supported by strong words, will not cause the listeners a special perception;

• to be eloquent. Use rhetorical phrases and expressions from time to time, which will increase the effect of the speech. Sometimes even a slight alliteration can make the right impression,

• adapt to the situation. Study the audience. Try to adapt the report to her needs and expectations.

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10. Aspects of strategic company management in the context of value marketing

Abstract. The key aspects of the development of marketing research in the context of value marketing, quality and logistics in managing the development of the organization are proposed for consideration. The main criteria of the product promotion strategy on the market and its features are determined. Classified strategies for promoting products and services on the market. The main modern toolkit of promotion strategy is considered. Of the Marketing of Values and socio-ethical marketing become an attribute of the development of intellectual, social, human capital, business philosophy and at the same time the most important tool for improving the image of the company and the country as a whole on the world stage. It has been proven that the Marketing of Values is gradually ceasing to be just one of the company's activities, becoming a fundamentally new type of service, and its development has a significant impact on the socio-economic potential of business entities on national and global markets.

Key words: management strategy, of the Marketing of values, logistics, of marketing strategy components

Formulation of the problem. The formation of the company's development strategy on the basis of value marketing becomes the philosophy and ideology of the life of the population, business and the state. At the same time, this most important tool for the formation and development of human capital allows taking into account both historical and cultural heritage and national values, as well as monitoring changes in the external competitive environment, taking into account force majeure circumstances and environmental changes. It is on this basis that it allows to adjust the strategy and tactics of business entities. Accordingly, the formation of the company's development strategy on the basis of the Marketing of values acquires special importance in popularizing the most static material and moral values, including those of historical and cultural, national and world significance.

Analysis of recent research and publications. In the conditions of transformational economics and the emergence of force majeure circumstances, military actions on the territory of Ukraine, the formation of strategies for managing the activities of national companies, including the effectiveness of marketing value strategies for the promotion of goods on national markets, optimization of logistics and quality management is relevant.

Important aspects of the key trends in the modern development of the Marketing of Values were considered in scientific works by outstanding foreign and domestic researchers in the field of marketing: F. Kotler, H. Kartajaya , I. Setiawan (essence, development trends, marketing strategy 3.0., environmental responsibility, principles of marketing 3.0.), D. Haider (local marketing), L. Nagoeva., O. Nugaeva, Y. Kryvodonova (essence, correlation of the concepts of "value" and "value orientations"), V. Neganova (category of value in relationship marketing), V. Sedelnikov (classification of approaches to the definition of the concept of value), S. Yelyshev, L. Kapustina.

Highlighting previously unresolved parts of the overall problem. Marketing of values as a component of the analytical function of management should determine the ways of actualizing knowledge about cultural values and their distribution in the world cultural space. It creates positive grounds for improving and forming the features of the product promotion strategy on the market, optimizing the use of modern promotion strategy tools. Issues of consideration of the current state of the theory and analysis of approaches to conveying valuable achievements in the context of cultural-ecological-social marketing directions of scientific research remain unresolved. This actualizes the issue of marketing research of intellectual, social, entrepreneurial aspects of national and global development of human capital and substantiation of the principles of materialization of the effect of historical and cultural heritage.

Formulation of research objectives. The purpose of the study is to determine the role of the Marketing of values in the formation of strategic management of the company's activities.

10.1 Marketing strategy as a component of organization development management

Strategic management as the basis of the organization's development concept "systematically combines targeted and integrated approaches to activity in the formation of development goals in accordance with available opportunities and justification of strategy implementation" [249, p. 402]. Scientists consider two options for defining "strategy": "strategy as a process" and "strategy as a result." The concretization of the strategic process considers the existing state of the system ("who we are and where we are"), the future state of the system with the answer to the question "who we aspire to be and where the path is headed", the transformational state ("what will be done to change the current state and when we will achieve our goals") [250, p. 21]. Strategy as a result equates the goal and strategy of concrete landmarks for the formation of the management perspective and the selection of specific approaches [251, p.173].

The organization's strategy within the framework of the first approach equates the market position, the justification of measures to increase competitiveness, increasing the share in "own markets", the position of entering new markets and its expansion.

"Strategy" defines the specific indicators of the position of the organization in terms of the assortment of goods on the market under the influence of changes in the internal and external environments, the effectiveness of adaptation to external factors not controlled by the organization, and the implementation of necessary internal changes in structural components in a combination of components of the internal environment [252, p. 217]. According to another approach, the strategy evaluates the standard of experience of the strategy of a successful organization. The third approach implements the expectations of owners and managers and considers the strategy as a management goal and an ideal model of a diversified enterprise with a diverse list of products for introduction and promotion to new markets based on SWOT analysis [253, p. 214].

The philosophical management concept emphasized the general importance of the strategy for the formation of the offer of the product range. She defined strategy as the philosophy of managing an organization.

The philosophical management concept is defined as a position or way of life that does not allow stopping at what has been achieved, and focuses on continuous development [253, p. 268], an integral part of the management of awareness of the future [254, p. 580], the thinking process, intellectual exercises that require special training, skills and procedures [255, p. 371], reproduction of value to achieve the best results of staff activation [256, p. 224].

The general strategy is determined by the features of the formation of competitive goods, their introduction and promotion to the market, the formation of corporate culture values and social, ecological and ethical direction.

The organizational and management concept of strategy is defined by competitive actions, measures and methods of implementing strategic activities.

From the point of view of A. Chandler, strategy is "the definition of the main long-term goals and objectives, the adoption of a course of action and the allocation of resources necessary to fulfill the goals" [257, p. 80]. Strategy is a method of allocating resources between current and future types of activities, existing and forecast assortment of goods. "The strategic alternative should be based on a comparison of opportunities and resources, taking into account the accepted level of risk"[258, p. 357]). "Strategy is a general, comprehensive plan for achieving goals" [259, p. 42], "this is a plan of action in a specific situation that depends on the opponent's behavior" [260, p. 143]. The approach to justifying the strategy depends on the specifics, provision of services and production of products, potential, market positions and type of market, activities of competitors, their number, state and level of development of the national
economy [261].

According to A. Thompson, strategy is "a specific plan of management actions aimed at achieving set goals and determining the functional development of the organization, substantiating entrepreneurial, competitive and functional measures and actions to achieve the desired state" [262, p. 539].

I. Ansoff defined the essence of strategy as "a list of rules for making decisions that the organization uses in its activities" [250, p. 254]. He believed that "an experienced business specialist will always be able to discern from the success of the firm one or another original strategy" [250, p. 256].

Therefore, the strategy is a concentration of types of production and economic activity of the organization, a combination of types of capital based on human capital and formed universal values for establishment in existing and conquest of new markets in order to increase one's own competitiveness.

Strategic marketing as a separate direction of strategic management, according to J. Lamben, is "a constant and systematic analysis of market needs, contributes to the development of effective products for specific groups of consumers with special properties that distinguish them from the products of competitors" and provides the manufacturer with a sustainable competitive advantage.

Strategic marketing according to the definition of R. A. Fathudinov is an activity related to the development of standards of competitiveness of the organization and its products based on research of strategic needs, values, products and markets. Marketing strategy combines marketing goals with the capabilities and strengths of the organization, the interests and desires of consumers, the use of competitive advantages of the organization and the weaknesses of competitors [249].

A comprehensive approach to the formation of an effective marketing strategy (Fig. 1) is based on the pentagon of the marketing strategy, including the definition of the target market, product and price policy, marketing communications policy, promotion and sales, logistics (production, transportation, storage, service), as well as the use of various types of capital (current, financial, real, human) with an emphasis on innovation and creativity of human capital.

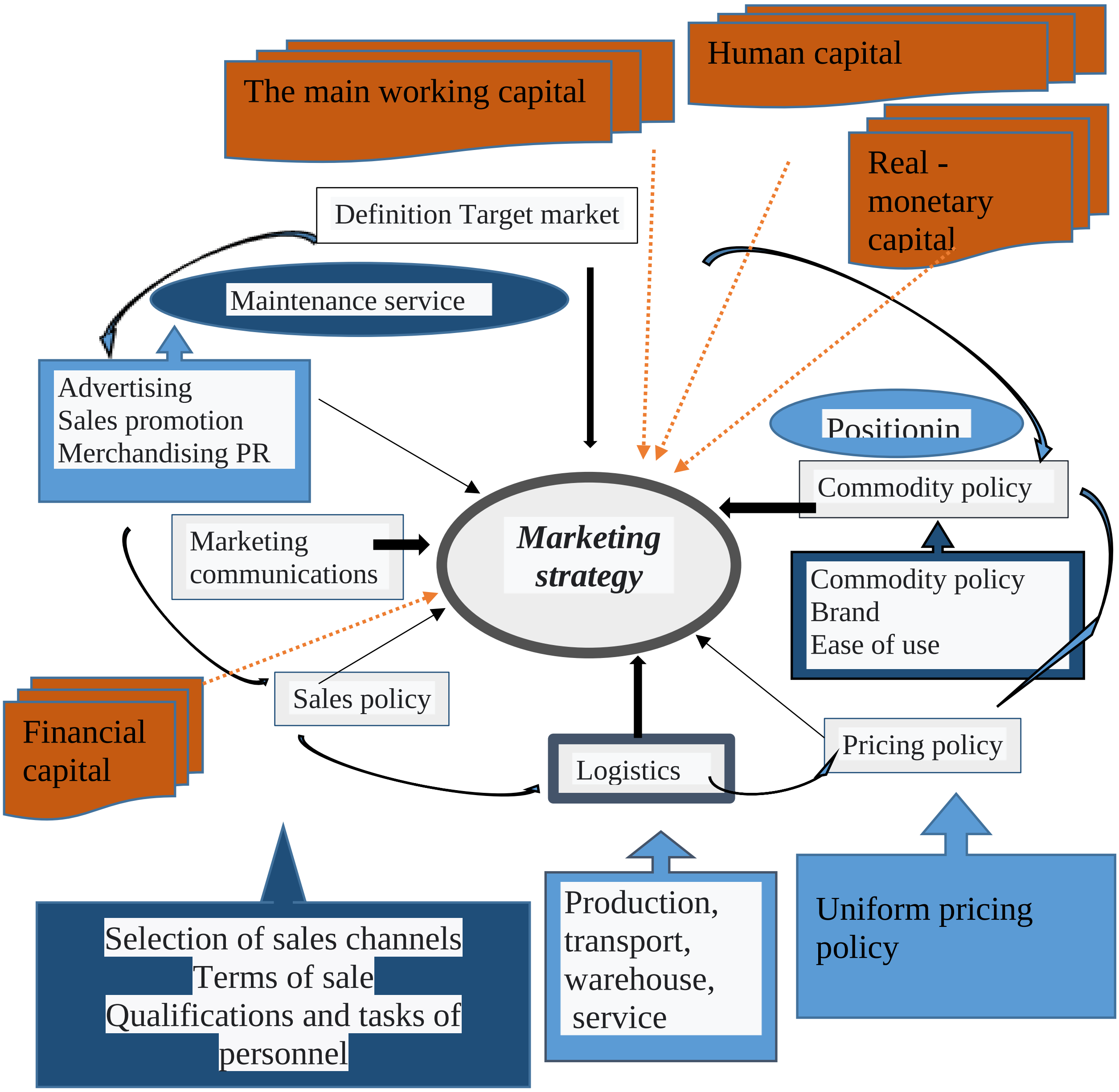

Figure 1 Features of marketing strategy formation

Note. *Developed by the authors

Thus, the strategy, firstly, is a long-term orientation of the formation and development of the subject and the object of research, secondly, it is a way of achieving the mission and detailed goals based on the justification of the provision of resources, technologies, creative innovations of human capital, state policy and competition market.

The principles and factors of strategy generalization and individualism are systematized and presented in Table 1.

Each definition of strategy, according to H. Mintzberg, contributes and adds important elements to the understanding of strategy, raises fundamental questions about the activity of the subject, the specification of the object and subject of research and their development in general" [263, p. 365].

Today, scientific management analysts classify the factors influencing the content of strategies in the market economy as:

- customer needs [264, p. 548];
- the possibility and period of introducing innovations of various types [265, p.263]; necessary resources and their modification and interchangeability [266, p. 669]; use of own and borrowed capital investments [267, p. 548];
- level of technology and possibilities of its modification [265, p.263];
- type and scale of use of information technologies [264, p.548]; value marketing, personnel qualification, etc.

According to M. Porter, "the picture of the content of corporate strategies is quite bleak", which is due to insufficient justification of the strategy based on the following characteristics [268, p. 220]:

- presence of orientation on a "narrow circle of issues" that do not reflect the specifics of activity and the system of relations in the necessary aspect;
- prediction of one-sided development without alternatives;
- identification of strategy and tactics of activity;
- disregarding the influence of external and internal factors of unfounded hypotheses and unreliable information;
- lack of strategy experience and inability to manage resistance.

Table 1 - Factors of generalization and individualism in achieving strategy success

Principles and factors of strategy generalization	Factors of individualism of strategy
Targeting Long-term functioning: concentration of efforts according to the goal	Strategy is a long-term orientation of activity, does not give immediate results.
Adaptability to the external environment	

Continuation of table 1

Systematic correction and feedback	A 100% strategy does not ensure the adoption of exclusively correct decisions The strategy does not ensure 100% fulfillment of strategic orientations The strategy is formed on the basis of generalization, incompleteness and insufficient information The strategy is based on quantitative and qualitative assessments Strategy is the basis for justifying actions and stages of developing detailed strategies for the organization's areas of activity Strategy adaptation in the context of organization, motivation, analysis, control, adjustment
The structure of strategy formation: systematic and combinatorial. "Strategic set" of multi-purpose activity and promotion of an innovative product to the market	
Systematic direction of development Strategy is the basis for developing strategic plans, projects, and programs	
Strategy is a tool for cross-functional integration of innovations and synergy of development	
The strategy is the generalized core of the activities of the 36 levels of management and a reference point for development	
Strategy is the basis of effective promotion of goods on the market - motivational, controlling, accounting and analytical principles to ensure further development	

Note. *The strategy is presented in order of preference

The coexistence of interrelated strategies to form a "strategic set" is determined by the diversity of the business entity's activities. The system of different types of strategies determines the essence of a strategic set of management decisions for optimizing the ways of the organization's development, justification for a certain period of time with the specifics of functioning and development, taking into account the forecast of the impact of the external environment [269, p. 11].

The strategic set is focused on the mission of development, the values of the company's corporate culture, interconnected goals, the combinatorial application of a set of strategies; hierarchy when distinguishing the general strategy, main and supporting strategies (resource and functional) for scalar chains; reliability; systematic display of economic processes; flexibility and dynamism of the strategic set, accounting for changes in the environment; balance between different types of strategies (innovative, ecological, profitable, cost, basic, compensatory, reserve).

Thus, the strategic set is a unique prospective indicatively substantiated complex of a list of specific features in the form of types of activities, specified products and services on the competitive market at a certain point in time, i.e. it is a temporary competitive value of the company on the market. Accordingly, each strategic set of the business entity management complex and product range is unique. This is caused by the adaptation of the internal environment to the requirements of the external environment, the influence of management on the functioning environment. There are no identical business entities on the market, and accordingly, there are no two identical strategic sets. The hierarchy of the "strategic set" of the business entity is graphically presented in Figure 2. A specific strategic set is a reflection of the achieved technical-technological, innovative, ecological, socialization level with the determination of the further development movement according to the chosen strategies based on the existing potential and efforts to ensure long-term competitiveness.

A strategic set based on the organization's mission and general strategies is created at all levels of the management hierarchy, general competitive strategies by business areas, local strategies by areas of activity for each functional subsystem, resource strategies and provides strategic guidelines of general, functional and product-commodity types. The hierarchy of marketing strategies is considered in Figure 3.

The definition of general strategies is based on the expediency of applying the concept of the "life cycle" of the company [270, p. 317]. The "life cycle" of a company is a complex process, taking into account the endo- and exogenous properties of the object, subject and subject of research, with a duration from several months (small companies, internal ventures of large companies) to tens of years (transnational companies).

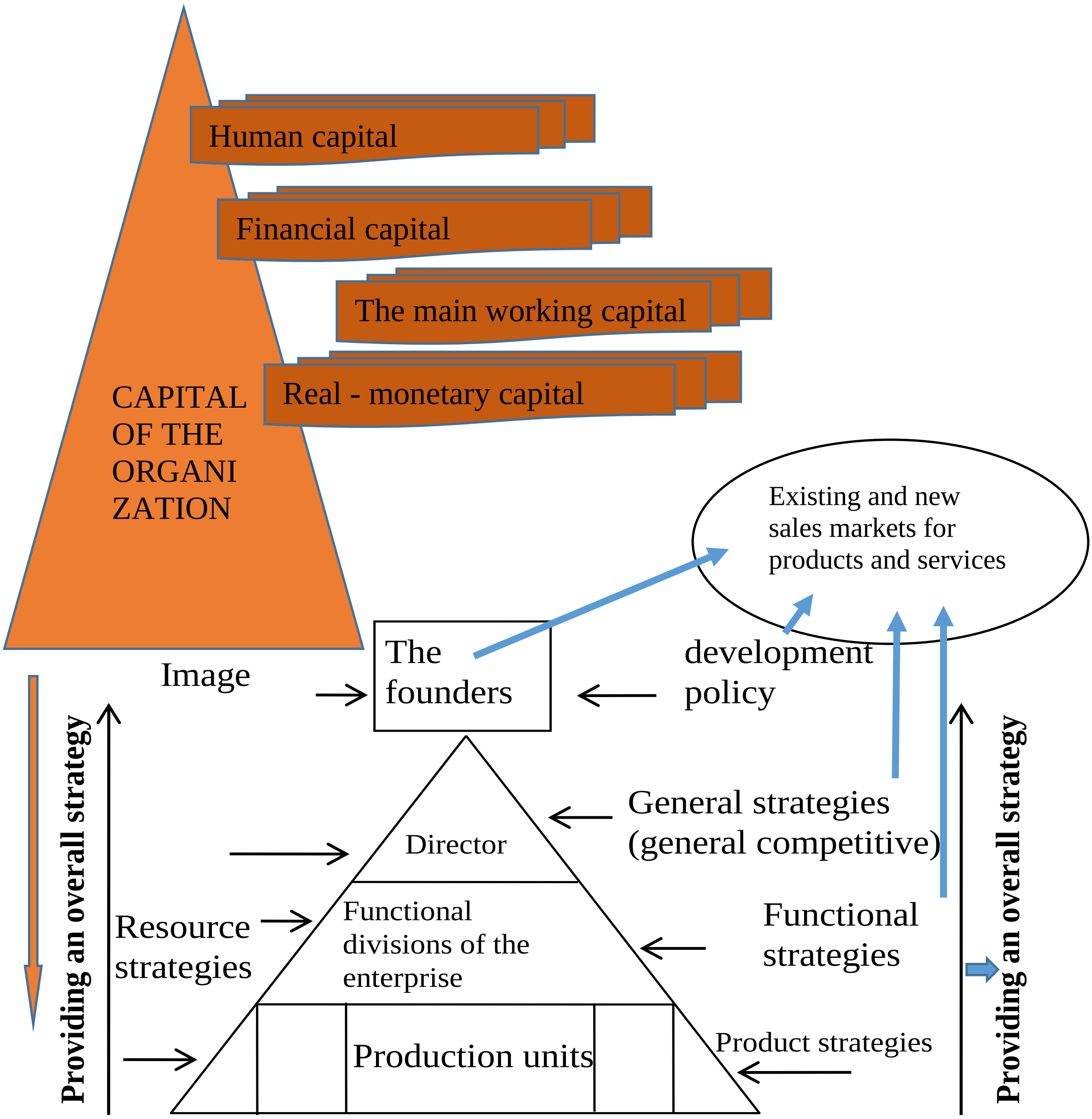

Figure 2. Hierarchy of the "strategic set" of the business entity

Note. *Developed by the authors taking into account source 272, p. 9

The "life cycle" of the product is formed under the influence of the "life cycle" of the company. It is the life cycle of the product that determines the viability and competitiveness of the company.

According to the theory of the "life cycle of actually existing systems", the phases of company and product development are formed with a combination of groups of alternatives that are taken into account when justifying strategies [263, p. 294]:

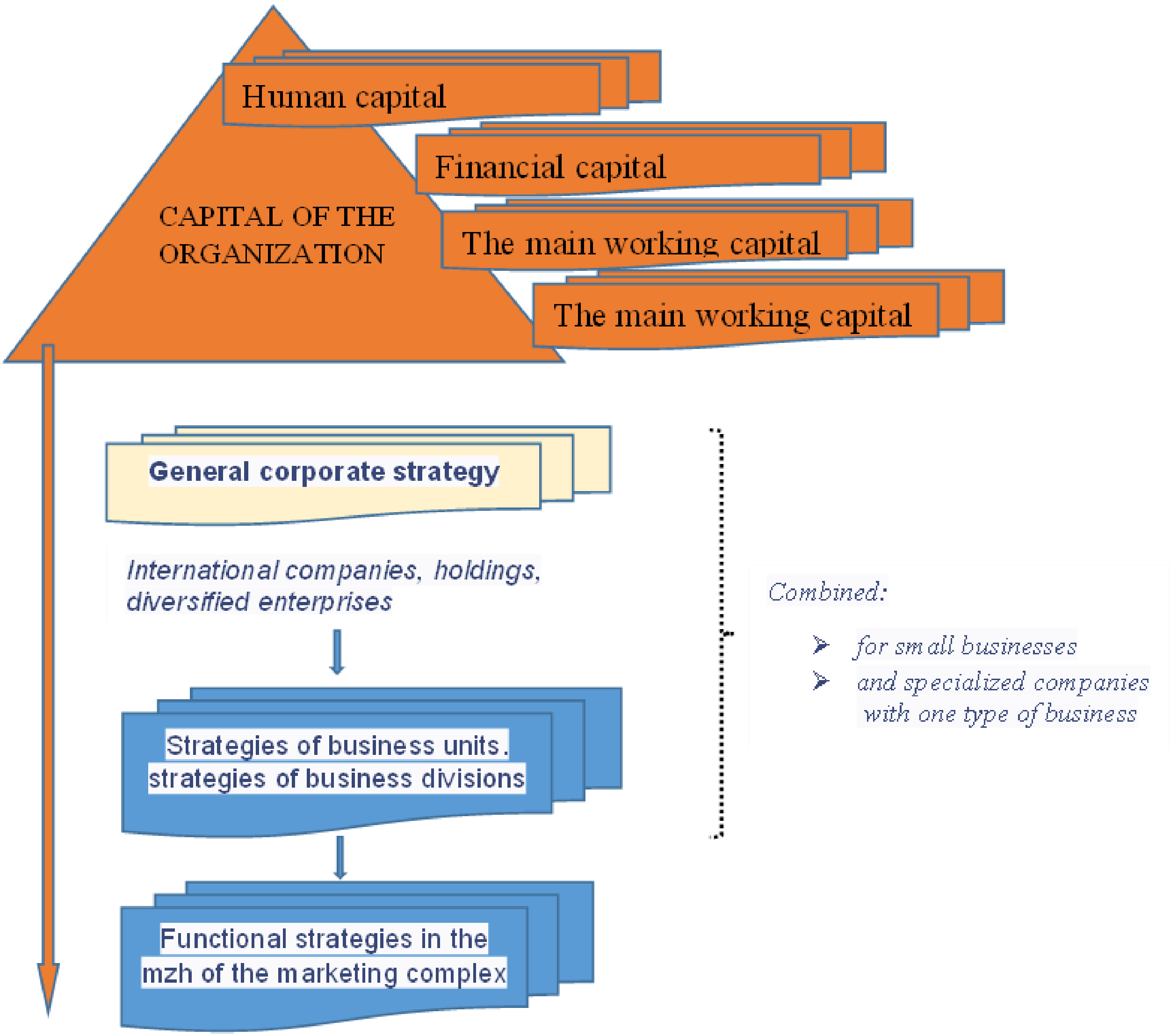

Figure 3. Hierarchy of marketing strategies

Note. *Developed by the authors

- firstly, growth strategies due to expansion (creation, capture of the market, development of the market and/or production potential); diversification (related, unrelated, conglomerate); vertical and horizontal integration; globalization of activities;

- secondly, support and stabilization strategies due to: protection of market share; support of production potential and modification of products;
- thirdly, restructuring strategies - reducing costs and cutting off excess,
- short and long-term restructuring (reorientation), development of new activities and markets;

- fourthly, the strategy of reduction of activity in the event of a decrease in market share, organized withdrawal, "harvesting";
- fifth, liquidation strategies at the expense of bankruptcy rehabilitation and closure;
- sixth, a combination of strategies for multi-product companies.

So, a certain life cycle is the basis of the product life cycle services, goods, enterprises. Features of the use of strategic analysis methods in marketing research and the formation of marketing strategies are presented in Figure 4.

The general classification of strategies with the specification of subtypes is presented in Figure 5.

It reveals specific classification features depending on the rate of growth and quality of development, on the method of choosing the target market, on the competitive status on the market, on the stage of the product life cycle, on the elements of the marketing mix, on the degree market coverage, from the ratio of the relative market share and the growth rate of the sales market (according to the BKG matrix), from market demand, from the competitive position on the market and opportunities for its improvement (according to A. Little).

The classification of growth marketing strategies depending on the ways of implementation at the enterprise is given in Table 2.

The classification of strategies in the context of the marketing complex is presented in Table 3.

Therefore, the effectiveness of marketing strategies is based on the optimization of intensive growth with deep penetration into the market, on the development of the market and the product, on integrative growth when using direct, reverse, vertical and horizontal integration, vertical (concentric), horizontal, conglomerate diversification and internationalization when focusing on international markets, to create joint companies and companies with foreign investments.

Characteristics of strategic analysis methods

Formal research models of a separate type of activity (business), competitiveness
- M. Porter's model of competitive advantage
- Product-market model of I. Ansoff
- Model of accumulated experience
- Model of the life cycle of the life cycle of the product)
- Model of the life cycle of technologies
- Benchmarking

Methods of studying the micro-macroenvironment, management evaluations
- The method of complex strategic SWOT analysis
- The method of determining the competitive position and evaluating the SPAS strategy LOTS method of competitive advantages
- The method of mapping strategic groups

Methods of financial and economic analysis

Econometric methods
Forecasting Observations Correlation-regression analysis

Matrix (portfolio) methods
- The BKG method of the Bosto consulting group
- McKinsey model
- Dibb-Simkin model
- ADL\LC model
- SHELL company model
- Hofer-Schendel model

Normative methods
- Scale effect
- PIMS
- GAP

Heuristic methods
- Method of expert assessment
- Brainstorming
- Techniques of analogy, inversion, synectics

Methods of economic and mathematical modeling
Optimization, simulation models, Simplex method, Game theory

Figure 4. Use of analysis methods in the formation of marketing strategies

Маркетингові стратегії

General strategies depending on the rate of growth and quality of development
- *Growth strategy (accelerated and moderate growth)*
- *Stabilization strategy - maintaining competitive advantages*

Strategies depending on the method of choosing the target market
- *Product specialization strategy Segment specialization strategy*
- *Single-segment concentration strategy Strategy of selective specialization*
- *Full coverage strategy*

Strategies by competitive status on the market
- *Market*
- *leader*
- *Challenger*
- *Follower*
- *Nishe*

Strategies depending on the stage product life cycle
- *Market introduction strategy*
- *Growth strategy*
- *Maturity strategy*
- *Decline strategy*

Strategies by elements marketing mix
- *Product strategy*
- *Pricing strategy*
- *Sales strategy*
- *Promotion strategy*

Strategies depending on the degree of market coverage
- *Mass marketing*
- *Differentiated marketing*
- *Concentration (market niche)*

Strategies depending on market demand
- *Conversion marketing*
- *Developmental marketing*
- *Stimulating marketing*
- *Synchromarketing*
- *Support marketing strategy*
- *Remarketing strategy*
- *Demarketing strategy*

Strategies depending on the competitive position on the market and opportunities for its improvement (according to A. Little)
- *The strategy of leaders*
- *Strategy of an enterprise with a strong position*
- *Strategy of an enterprise with a favorable position*
- *The strategy of the enterprise with a satisfactory position*
- *The strategy of an enterprise with an unsatisfactory position*

Strategy depending on the ratio of the relative market share and the growth rate of the sales market (according to the BKG matrix)
- *Development strategy*
- *A strategy for maintaining competitive advantages*
- *Harvest strategy*
- *Strategy of elimination*

Figure 5. General classification of marketing strategies

Note. * Generated by the author from the source: [290]

Table 2 - Classification of marketing growth strategies depending on the ways of implementation

Directions of growth	Types of strategies by means of implementation
Intensive growth	Deep market penetration. Market and product development.
Integrative growth	Direct integration. Backward integration. Vertical integration. Horizontal integration
Diversification	Vertical (concentric). Horizontal. Conglomerate.
Internationalization	Access to markets outside the country / export, external licensing, investment, creation of joint companies, companies with foreign investments
Stabilization	Protection of market share, support of self-sufficiency, self-financing
Abbreviation	Decrease in market share, obtaining short-term profit, liquidation

Note. *Formed by the author based on the source: [249]

Table 3 - Classification of strategies in the context of the marketing mix

General strategy		Features of the strategy for the 4R marketing complex			
		Goods	Price	Place	Promotion
Stabilization, preservation of profitability		Liquidation of non-rent-white goods	Stabilization raising prices	Wide range this network	Minimum sales costs
Stabilization, preservation of profitability	Growing - penetrating to the market	Traditional product	Price reduction	Sales expansion	Increase in sales costs
	Growth - market expansion	New areas of product application	Price differentiation	New markets sales	Image. Advertising. Brand change
	Growth - due to product development	New, modified no goods	Price differentiation	Expansion sales	Increase in costs sales
Pioneer		Product line expansion, cost reduction	"Withdrawal cream"	Promotion extension	Increase in costs promotion. Image.
Follower		Product line expansion, cost reduction	Price leader	Promotion extension	Increase in promotion costs
leadership		Slightly refined delivery of goods	Reduction prices	Promotion extension	Increase in promotion costs
Harvesting is a short-term profit		Limitation of production costs	Reduction prices	Reduction sales costs	Reduction of advertising costs
Concentrated marketing (market niche)		Narrow commodity assortment	Narrow price range	Reduction of sales costs	Average promotion costs
Mass marketing		One type of product	Low price	Reduction of sales costs	Low sales costs
Differentiated marketing		Wide range	Price differentiation	Promotion extension	High sales costs

Note. *Formed by the authors based on the source: [249]

10.2 Features of the Marketing of values in the formation of strategic management of the company's activities during the Russian-Ukrainian war

Value marketing is relevant in the context of research into national, regional, and corporate development criteria. The theory of value marketing corresponds to the Concept and Strategy of state management of the formation and development of human capital in Ukraine. Under the influence of innovation, technology, globalization, creativity and talent, according to H. Kartajaya, F. Kotler, A. Setiavan, consumers are changing, becoming more spiritual and open to cooperation [273].

Positioning, differentiation and a brand with identity in the mind of the consumer, image, individuality, self-improvement, spirituality, creativity are recognized as factors of value marketing development at the company level. The uniqueness and value of the company's brand when focusing on the rational needs of the consumer is the basis of the relevance of the trademark and image on the market. The feeling of value is individual, multi-level and multi-faceted, the recognition of the value of the product by the consumer is different before and after its purchase, which should be taken into account by the formed offer. Appealing to the consumer's emotional needs, which prevail over the functional, physical and useful features of the product, refers to the formation and realization of its value. To ensure the success of the brand, the national company must create values for consumers in accordance with emotional, spiritual, material needs and desires, and also actively promote them on the basis of value marketing to the market in order to improve the quality of life and vocation of people.

The values of the business entity are viability in specific natural conditions and force majeure circumstances, development as a result of innovations, positive emotions from the perception of beauty.

Value marketing as a modern model of marketing 3.0, in our opinion, the system is formed under the influence of the state of the constituent components: innovative, ecological, aesthetic and socio-ethical marketing.

Innovative marketing uses innovative tools, digital, technologies, activities and marketing techniques to promote innovations or existing products to the market.

Ecological marketing is aimed at meeting the needs of the target audience through products that help preserve the environment, for the actualization of ecological products, the formation of responsible consumption and ecological needs, the development and promotion of ecological goods, the greening of production and consumption. His methods are PR and creation, growth of a positive image of the company, loyalty of the clientele, innovative ecological products, attraction of influencers, introduction of waste-free and safe production methods.

Aesthetic marketing is a combination of art (ideas, beauty, inspiration, pleasant emotions, the desire to be involved; the pleasure that buyers receive from the perception of the product or from its impact on the senses) ─ and sales. Aesthetic marketing provides during sales "more positive emotions and joy, communication, unification of process participants and a new purchase experience, when each consumer becomes a creator, receives the feelings and emotions of purchasing a good, appreciates not only it, but also the feelings that the purchase experience gives » [274].

This contributes to the positive image of the brand and the reputation of the company, draws attention to the product. Brands based on the concept of socio-ethical marketing provide assistance in solving social problems, contribute to the development of society, promote common human values, and take measures to improve the state of the environment. Companies that adapt the specified approach, are focused on the interests of consumers, meet the requirements of national legislation and international norms, improve the quality of communication with consumers, and a favorable image is determined by real achievements.

The war opens new pages of the company's focus on socio-economic results. The above refers, first of all, to the innovativeness of the formation of the offer of products and services in order to overcome the enemy, secondly, to the determination of appropriate investments when modifying a product or service, thirdly, on methodical approaches to their determination, a minimum limit is necessary, fourthly, on substantiation of a qualitative change in the role and place of advertising and optimization of marketing communications with the target audience, focusing on the consolidation of methods of direct marketing influence (including by mail or e-mail).

In wartime, value marketing reflects the differences between current and ultimate types of target audiences, requires open and honest communication, which requires the distinction between wartime goods and services and volunteer aid. Clear identification of the price parameters of military goods, an honest description of their capabilities and limitations, balanced communications with civilian consumers in the process of selling B2C class goods in a "military" style are gradually acquiring signs of charity and becoming the norm of "honest" marketing [275].

Under martial law, companies can temporarily curtail or stop advertising in mass media for airtime on war and terror coverage. An alternative is the use of direct marketing methods, which are comparatively more effective in wartime conditions. A special place is occupied by ways of strengthening online marketing activities during martial law, which emphasize the position of consumers receiving information from the Internet and electronic newsletter. This reduces the level of social and psychological stress, allows consumers to temporarily avoid disturbing news and distract themselves from reality.

Investing in the presence of the company on the Internet, searching for keywords and developing marketing proposals in the context of marketing human, including historical and cultural values, becomes a positive development of the company in the conditions of martial law. At the same time, there is a change in the methods of formation and orientation of the company's advertising product, taking into account the value factor of supporting the front.

National companies actively seek to help overcome the enemy and find appropriate ways. For their efforts and contribution to the victory in the form of donations of products, things, services, time, money, they usually receive bright advertising and public recognition, including in the form of news and social significance and gratitude. A well-founded PR company as a valuable element of the application of the marketing complex is a positive hydra, so-called. It is a political-economic-social investment. She helps, taking into account honest communication with clients, to convey information to the subjects of the Donaite and the mass media in the conditions of martial law. This demonstrates the company's concern, the necessity and expediency of combinatorial integration of marketing efforts.

The marketing of the values of the company operating during the war acquires new features. Its signs, in particular, of an ecological direction, are the preservation and creation of jobs for people with disabilities, the elevation of the factor of national dignity and the expectation of victory and the achievement of peace. Accordingly, it is valuable in the development of marketing activities to systematically remind the clientele of the need to obtain full-fledged human benefits, customary for conditions of stability and peace, as well as the desire to bring the current lifestyle as close as possible to the pre-war level. Even in the conditions of military operations, it is necessary for a person to update his wardrobe, purchase new toys for children, engage in sports and purchase fitness products, update social compliance and charity. This should be reflected in marketing appeals and messaging to the clientele.

Analysis of the historical experience of business development shows that there is no future without the past.

The brand "Widow Clicquot" gained popularity due to the fact that during the Napoleonic War in 1812, the owner of the world-famous champagne wine company "La Veuve Clicquot" saved the lives of her employees by opening the wine cellars in Champagne to Russian marauders. In the post-war period, the company "La Veuve Clicquot" received a prize - the name and excess profits from the export of champagne to an enemy country [277].

The historical practice of wartime marketing shows examples of increased loyalty in the postwar period based on the benevolent attitude of a private company to the force majeure impoverishment of the population created by the war. In order to restore the post-war economy, Great Britain actually applied population rationing. To provide British families with enough food and comfortable clothes (without the spread of media coverage), the retailer S. Marks, based on marketing innovations, engaged the production facilities of the Marks & Spencer company.

Grateful Englishmen, after the restoration of economic development in the country, showed their sympathy, creating incredible loyalty to the company "M&S", which broke all records of the brand's popularity and the efforts of competitors.

Today, in the period of the Russian-Ukrainian war, modern entrepreneurs and business structures operate by historical analogy. Mobile operators Vodafone UK, BT Group and Three UK have made calls between Great Britain and Ukraine free. Beer giant AB InBev has converted its own production lines to produce drinking water bottles. The Ukrainian shoe brand Kachorovska, which specialized in women's shoes, began to produce combat boots and boots for Ukrainian soldiers in early 2022 [276].

War as a social phenomenon will end, and the improvement of marketing technology is a process that has no time limits. Marketing innovations acquired during the war are useful for business development and require further acquisition of value characteristics with a focus on the use of modern digital marketing technologies.

10.3 The strategy of product promotion on the market and its features

The development of market-oriented economic relations, information technologies and the effectiveness of interaction between market subjects actualizes marketing strategic promotion as a software product for improving the company's activities based on strategic combinatorial marketing planning.

Modern society is based on the rapid growth of interactive technologies, the system of electronic knowledge and databases, which spatially cover the subjects of market relations - producers of products and provision of services, suppliers, sellers, buyers and consumers of information. They are represented on the market by Internet portals, electronic markets, financial services, trading points, stock exchanges, corporate information systems, online learning complexes, e-mail, e-government, etc.

Based on the Internet system, the consumer is informed in detail about desired products and their changes, requires personalization in communication and relies on expert assessments, advice, and social networks. The mentioned fact "changes the model of interaction with companies and organizations, therefore it is important for the latter to systematically monitor information about the state of the consumer in the market" [278, p. 24]. Consumer movement becomes a life event, while businesses and entrepreneurs actively use the Internet strategy, developing the provision of Internet services, digital marketing.

Digital marketing is represented by digital marketing and interactive marketing. It is based on the use of possible forms of digital channels. Digital marketing permeates life through television and radio, the Internet and social media, etc. The target audience based on digital marketing is achieved online and in offline environments. There are differences between digital marketing and Internet marketing despite their intertwining [279].

The social and individual importance of digital channels for individuals and legal entities is growing as a result of the existence of objective grounds. Today, the Consumer independently finds the site through search engines, which are considered as "search results" based on the SEO (Search Engine Optimization) system. Communication of the Consumer with the audience in social channels "social networks" takes place on the basis of the SMM (Social Media Marketing) system. The collection of e-mails and the sending of mailings to a specific "mail" audience is based on the Email Marketing system. Placement and optimization of advertising takes place on third-party sites, respectively, "advertising on sites" (CPC, CPA). The placement of advertisements in mobile applications is referred to as "mobile application advertising". Targeted activities to improve image and reputation are presented on classifieds sites, forums, and Q&A sites based on the ORM (Online Reputation Management) system. Organized image publications are placed on third-party resources and blogs based on the activities of Digital PR. Digital marketing allows you to "sort" audiences and track actions on the company's website or landing page in analytics. In particular, a specific role is played by: artificially created viral marketing, video marketing, direct communication or "direct marketing" [280].

Scientific studies of the development of strategic marketing with the aim of clarifying its features made it possible to establish the relevance and general features of marketing promotion in achieving the mission of the organization. The definition of the term "marketing promotion" is diverse and covers a significant environmental segment. Increasing the number of online sales is achieved by the most technological companies thanks to the individualization of the information of the offer.

The development of functions and tasks of strategic marketing promotion became the basis for the formation of scientific approaches to the interpretation of "marketing promotion" by various authors, which is presented in table 1.4.

Table 1.4 - Expert opinion on the definition of "marketing promotion"

Author	Expert opinions on the definition of the term "Marketing promotion"	Approaches to definition
Assel H.	The company's main method of influencing customers and encouraging them to buy	Marketing tool
Doyle P.	Solutions in the field of marketing and innovation, which determine the direction of the company's movement to fulfill the tasks	Marketing and innovation
Kotler F., Armstrong H.	The main focus is on target buyers	Marketing tools
McDonald M.	A means of achieving marketing goals in relation to the marketing mix	Marketing complex
Bagiev H., Tarasevich V.	General program of marketing activities in target markets	Program, marketing and management
Balabanova L.	Direction of efforts, business philosophy in terms of marketing organization	Marketing - management; marketing-organizational
Harkavenko C.	A plan for achieving marketing goals	Marketing-organizational
Dmytruk M.	Scenario for the implementation of marketing goals	Marketing - management
Kryukov A.	A way to achieve marketing goals	Marketing-organizational
Kudenko N.	Vector of the company's actions to create target market positions	Marketing - managementy
Marcyn V.	A system of organizational, technical and financial measures for intensification of production, sale of products, increase of its	Marketing - management; marketing-organizational

Author	Expert opinions on the definition of the term "Marketing promotion"	Approaches to definition
	competitiveness, active influence on demand and supply	
Moroz L., Chuhrai N.	Rational, logical construction, management for the performance of marketing tasks	Marketing - management; marketing-organizational

Note. *Formed by the author based on literary sources

According to the combinatorial approach, strategic marketing promotion is defined as: a specific management activity aimed at stimulating the optimization of marketing according to goals and objectives; the function of management activity for the rational distribution of resources between the main areas of marketing activity; the complex and process of developing and implementing a program of marketing activities.

H. Hershgen believes that it is problematic and controversial for scientists to define the toolkit and classification of marketing strategic promotion "as an independent link of the promotion of marketing activity, it includes the strategic activity of the company, the development of a marketing strategy, the analysis of current and forecasted indicators of the enterprise, the analysis of the financial state and development of the influence of measures to increase the level of competitiveness in the market" [281].

N.O. Chukhrai interprets marketing strategic promotion as a "structured complex of management decisions" and "process of management activity" aimed at "ensuring strategic interaction of the organization's capabilities and the external environment where a specific institution operates in order to improve its current positions in the short term and gain competitive advantages in the long term" [282, p. 98].

Taking into account what is indicated in the interpretation of marketing promotion, a number of main components are highlighted, presented in Figure 1.6.

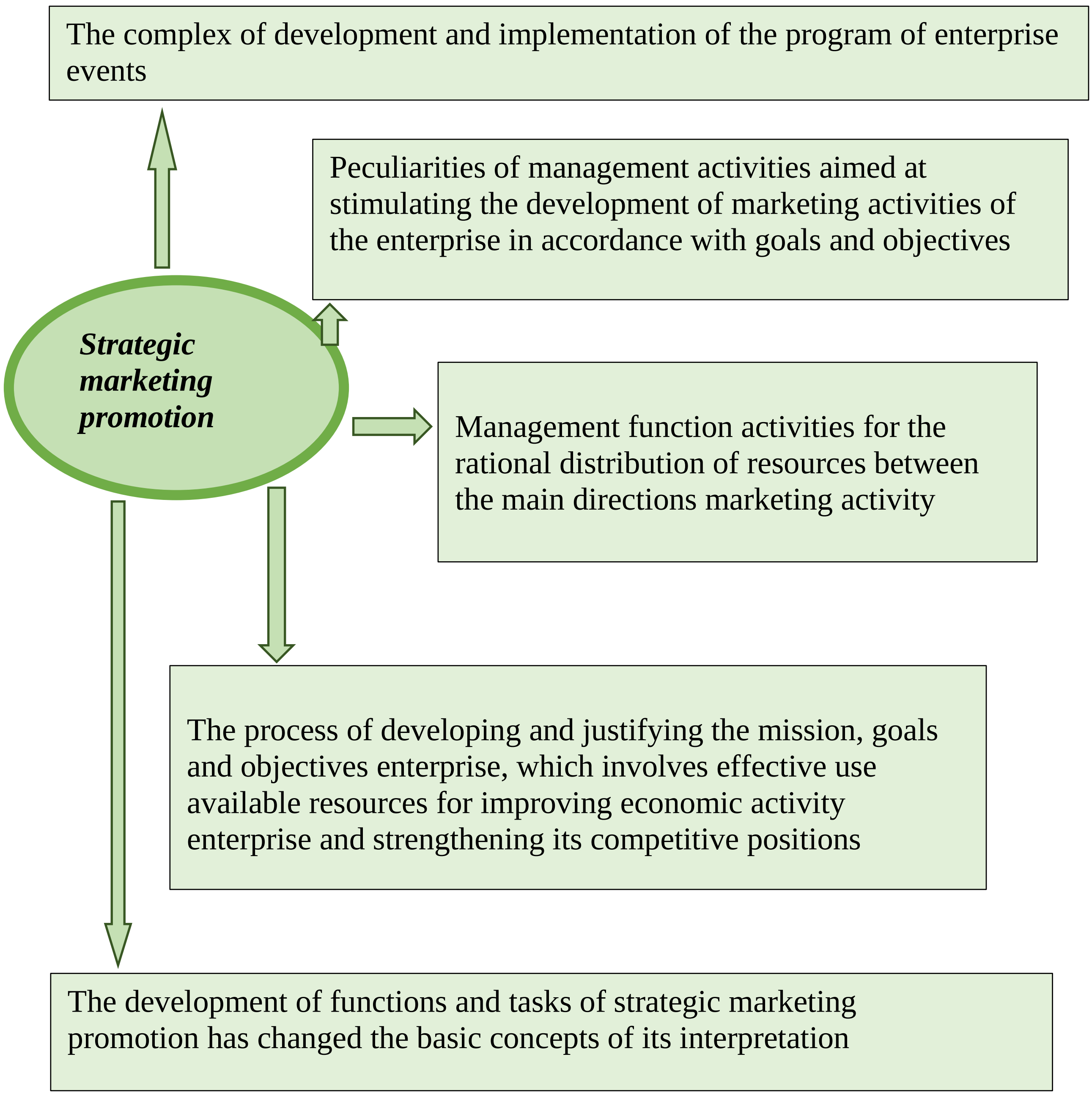

Figure 1.6. The main components of the interpretation of marketing promotion

Digital marketing has actualized marketing strategic promotion, the development of digital channels has created new markets for sales and communication channels, which strengthens the company's position on the market and requires research into the environment of marketing strategic promotion. The tasks and functions of marketing strategic promotion are presented in Figure 1.7.

In accordance with them, an assessment is made of internal and external marketing resources, performance and development opportunities (profit, social effects, current state, risks, potential, etc.), traditional and potential sales channels,

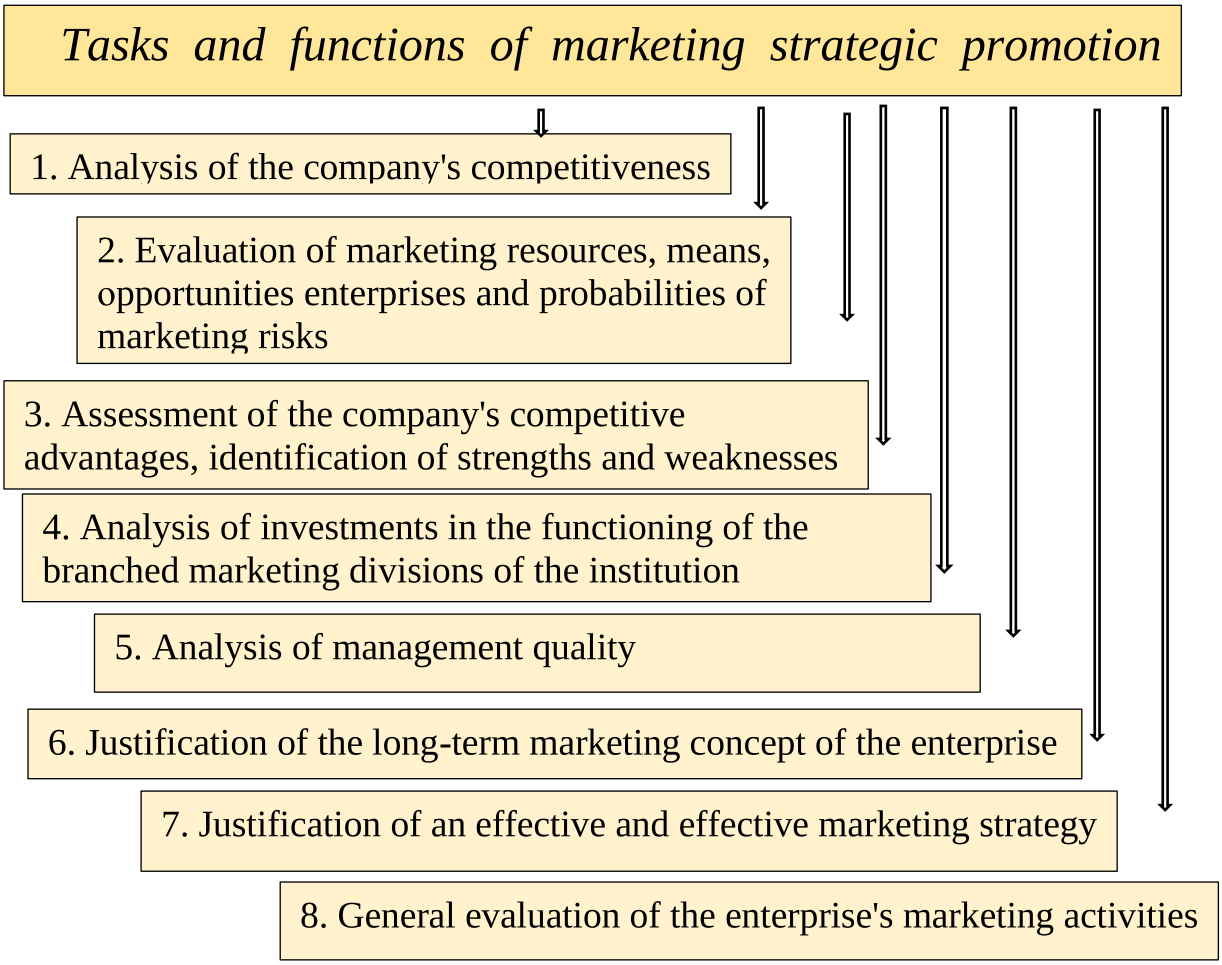

Figure 1.7. Tasks and functions of marketing strategic promotion

competitiveness of products, services and the company as a whole, the main performance indicators are analyzed with monitoring of the impact of marketing activities based on direct and feedback links.

Along with traditional sales channels (material and technical institutions, including intermediary institutions of sales activity), with the development of digital marketing, digital channels of a non-traditional nature appear as a potential resource for success in the market, which really strengthens the influence on the target segment of consumers.

The quality and combination of analytical research of competitive advantages, strengths and weaknesses of the company's activity on the market becomes the basis of success, strengthening of market positions, own image and corporate culture. Diagnosis of marketing weaknesses leads to the strengthening of strategic activities and areas of development of measures to eliminate shortcomings. The rational distribution of resources between departments of marketing institutions ensures the achievement of the overall effect of the business entity's activity. Long-term activity planning and evaluation are aimed at marketing image, business activity, creation, adjustment of channels of sales and communication policy.

Strategic promotion by structural units serves to increase the efficiency, rationality of financing units and mutual cooperation. The choice of a valid and effective marketing strategy is based on the analysis of tasks and the effectiveness of functions. A well-founded marketing strategy determines the conditions of functioning on the market and further long-term development of the enterprise and the conditions of its existence in market relations. The enterprise focuses on the main strategies, taking into account the prospect of obtaining positive socio-economic effects, spillover effects and externalities.

Marketing strategic promotion and implementation of the action program in the time interval provide options for transformations of the marketing strategy with a priority of values, modeling of the development forecast with a priority of effectiveness. Control of the process of marketing strategy implementation and approval of marketing measures with a defined economic effect allows you to assess the quality of marketing strategic promotion, transform, modernize and optimize it according to the obtained results. Accordingly, it is expedient at the strategic level to combinatorially justify the chosen tasks, goals and mission of the enterprise as the basis for the implementation and development of the marketing strategy [283, p. 101].

10.4 Classification of promotion strategies

Promotion as a marketing tool is used as a "communication strategy between sellers and buyers" [278, p. 53] to influence the seller on buyers, to convince them to purchase the goods. This contributes to the dissemination of information about the product, creates interest in the thinking and point of view of customers, obtains loyal customers, and changes the public image of the enterprise.

Promotion is part of the marketing complex "4R" (product, price, place, promotion) is a fundamental component of the marketing complex, represents a component of the plan of the advertising complex as part of advertising, sales promotion, direct marketing, holding exhibitions, etc. Promotion also includes offer formation, discount coupons, free sample distribution, trial offers, promotional purchase of two or more products for the price of one, contest and festival discounts, etc. The classification and characteristics of the types of promotion strategies are given in the table 1.5.

Table 1.5 - Classification of promotion strategies

Strategy promotion	Characteristics of the promotion strategy
Social marketing	Uses marketing tools to improve the well-being of people and society as a whole
Relationship marketing	Uses marketing tools to build relationships with their customers, not always sell them something. The customer spends money on his favorite brand, which he can familiarize himself with in detail.
Transactional marketing	Focused on the constant attraction of new consumers, the company's marketing activities are aimed at servicing and ensuring one agreement - a transaction.
Deficit marketing	According to the principle of scarcity: "the easiest way to sell out a dependent product is to show that the product is in limited quantity."
Сарафане радіо	Informal forms and methods of transmitting oral information about the product - "word of mouth marketing", a free form of oral or written advertising.
Segmentation strategy	Analysis of different customer segments based on cultural differences (tastes, expectations, beliefs, views on the world and specific needs)
Digital strategies	They reveal the features of the implementation of modern tools promotion on the Internet.

Note. *Source: compiled by the author based on [271]

The purpose of promoting the enterprise's marketing complex to obtain the desired reaction from the target market is to distinguish it among competitors by the consumer. Advertising allows you to combine two products - popular and unpopular among the clientele in order to sell the latter, cross-sell a product to which the consumer did not pay enough attention, and now can reevaluate it, which will lead to increased sales.

Advertising increases the database, provides information on the projects of targeted actions and the formation of branding, which allows customers to remember the seller. The use of various online platforms for marketing promotion, distribution of promotional news (blogs, social networking websites, video hosting websites, etc.) creates relevance, "visibility" of the seller on the Internet and an increased image of the business in the minds of customers, which is the biggest advantage of promotion today. To achieve advertising success, it is necessary to determine "what to promote", "why", "in what form", "budget and method of promotion", the target audience and the platforms on which it is best to focus.

A team is created for each step of advancement. One team to estimate revenue, profits from promotion, the second to meet with customers, the third to use the latest tools and software in the control and accounting of the advertising campaign. Advertising and promotion today have become the most important tools for ensuring the differentiation and identification of each brand.

The effectiveness of the advertising program involves the formation of an advertising budget and investment income in accordance with the set goals and objectives, justification of the advertising strategy (identification of the target audience, development of the product concept, selection of means of distribution of advertising, creation of an advertising appeal), organization and conduct of an advertising campaign, evaluation of the socio-economic effectiveness of advertising .

In the process of promoting the product, it is advisable to highlight the following stages.

First, it is advisable to establish and substantiate the goals and tasks of promotion, which should have qualitative and quantitative characteristics, both natural and cost-effective (profit, rate of profit in the price, profitability, sales volume, growth of brand recognition and relevance of the brand, etc.).

Secondly, conducting an assessment of advertising channels involves an assessment marketing channels necessary for promotion (television, social media, radio, events, fairs, etc.).

Thirdly, the formation of the marketing budget involves the formation of the size of investments, which is necessary for the implementation of an advertising strategy with distribution by channels for tracking investments.

Fourthly, the justification of conducting advertising companies, events, advertising planning, their systematicity, purposefulness.

Fifth, implementation of monitoring and evaluation of advertising measures in terms of effectiveness and assessment of opportunities for their further improvement.

Promotion strategies are based on activities aimed at raising awareness of a product or service in a target region in order to increase demand for it. A long-term promotion strategy is aimed at creating brand recognition from one to three years. A short-term promotion strategy lasts up to one year

10.5 Modern promotion strategy tools

Active development of marketing tools and digital technologies led to the emergence of modern forms of promotion such as the use of digital marketing and digital promotion tools. Digital Marketing is a modern tool for promoting a product, trademark or brand based on digital channels (television, Internet, radio, mobile phones). Digital marketing is based on Internet marketing. However, it has an additional technical basis that allows you to reach the target audience in an offline environment based on the use of applications in phones, sms/mms, advertising displays on the streets) [284].

The main tools of digital promotion include the following: virtual marketing, marketing communications on the Internet, the presence of enterprises in social networks, mobile applications, marketing targeting, cloud marketing technologies, viral marketing of the enterprise, other information and innovative marketing technologies [285].

The development of information technologies led to the emergence of virtual marketing as a system of knowledge about the product offering on the market based on information technologies that integrated marketing activities in the internal and external environment. An independent direction of marketing is e-commerce and electronic means of promotion (Internet advertising, Internet promotion).

Based on the functions, virtual marketing is classified into three areas: research of the external environment, organization of internal marketing activities, implementation of specific types of activities [259].

The main functions of virtual marketing include:

- the possibility of activity in the absence of spatial localization, without being tied to a specific territory and local market; reduction of the time period for finding partners, agreements and development of new products and services;
- reduction of incompleteness and uneven distribution of information and information transaction costs;
- reduction of other transaction costs, including illegal costs, unfair agreements; risk;
-reduction of: transformation costs when optimizing the selection of the structure of the product assortment, reduction of time for innovations, their development and implementation; the number of intermediaries and sales costs;
- rationalization of the management structure, reduction and unification of functions, solidarity of responsibility. Approbation of virtual marketing - based on the marketing information base - a system of constant tracking, storage and processing of marketing data for management decision-making.

Today, the Internet has found wide application in all spheres of human activity and represents a new information infrastructure of business, marketing communications for the development of traditional methods of marketing activity on the basis of modern information and communication technologies. He expanded the trading space, formed innovative: measures of communication with consumers and methods of product promotion. According to O. Ye Kuzmin, the Internet can be considered as "an information environment and a tool for creating not only separate additional services (financial, information, consulting, etc.), but also new types of business, for example, in the field of electronic commerce" [286].

Therefore, Internet marketing is "a set of methods and means of organization that are used in the implementation of the market activity of the enterprise according to the elements of the marketing complex in the Internet information network in order to obtain the desired response from the target audience and consumer satisfaction" [286]. Internet marketing represents a number of marketing functions: marketing research, product development and promotion, public relations, etc. It opens up new opportunities for the distribution, acquisition and analysis of information, development and management decision-making in conditions of fierce market competition.

At the same time, the structure of information resources of the Internet reflects the specifics of presenting marketing information.

Considering the issue of the company's presence in social networks, it is necessary to consider the social network as a structure of social subjects: people and social groups. Social networks in the Internet system are Internet portals for users to create their own pages and keep a diary and communicate with other participants. "Businesses used social networks long before the appearance of the corresponding sites and communities on the Internet. A large circle of clientele, experienced sales professionals and top managers is their own social network. Reaching tens of millions of people became real only with the development of the Internet [287].

According to expert ratings, Instagram, Facebook, Twitter, and others remain the most popular social networks. Social networks offer various services for keeping diaries, blogs, specialized communities, and forums. Tens of thousands of people visit these portals every day, in contrast to millions of mass social networks. The audience attracts business development specialists with an interest in financial services and acts as an initiator of a wide discussion of events in the field of finance and other social media.

An attractive feature of social networks is that with the right choice of promotion strategy, a core of loyal customers of the company and users is formed, who actively recommend them to their friends and acquaintances.

Today, several types of enterprise activity in social networks can be distinguished.

The first model of behavior is used to reveal the opinion of the mass consumer about the quality of the services provided and is characteristic of large enterprises with a developed branch network and significant advertising expenses.

The second model of behavior is characterized by the maximum use of social networks and the Internet for advertising and selling their own services and is suitable for small and medium-sized enterprises with the task of aggressively increasing the

volume of consumers while limiting costs.

The third, simplest model of behavior operates on the principle of "doing nothing." Social networks are a gathering of a certain audience that distracts from direct work. These are approximately 2/3 of active domestic enterprises, small or regional organizations that are not represented in any social networks networks, not on specialized forums.

For the owners of Android and iPhone mobile phones, the service "Mobile applications" is installed for the implementation of digital activities on the basis of a mobile phone.

In order to reduce the costs of the advertiser when attracting the target audience to the advertising object, the Internet advertising technology "targeting" (target marketing) is used, which includes determining relevant audience segments and influencing their behavior.

A typical classification of targeting considers the selection of the target audience according to the criteria of, first, natural selection, based on the Affinity Index with an assessment of the ratio of the rating by the target audience to the rating by the base audience; secondly, artificial as a limitation of certain parameters to achieve the desired result based on the frequency and time of showings, geography, audience profile, and behavior; thirdly, contextual, "contextual advertising", showing the user on search engines depending on the words and phrases of the search query. [288].

Viral marketing of the enterprise is used to encourage consumers of products (in this case, investors of the enterprise) to effectively transmit the necessary marketing message to other persons in order to attract new customers with their financial resources in compliance with the principles: a clear and unique plan of "viral" information; a wide audience of customers in qualitative and quantitative terms [289]. The classification of types of viral marketing is presented in Table 1.6.

Table 1.6 - Classification of types of "viral" marketing

A type of viral marketing	Characteristic
Passalong	Use of media (video clips, presentations, audio modules, pictures, photos, themed games)
Incentivised viral	Determining the remuneration for the distribution of information about the bank or the services it provides by the customers themselves among the target audience, scheme "Bring a friend and get for it ..."
Undercover	Creating a preliminary "buzz" among the potential target audience to generate interest in offers
«Галас» (Buzz)	Attracting the attention of the target audience by holding a mass event (flash mob), which involves a group of potential customers

Note. *Source: based on [280]

Cloud technologies of marketing (cloud technologies) allowed to reduce financial costs and improve the management of personnel and processes in enterprise structure. Servers are managed via the Internet.

The main segments of the cloud market are: firstly, provision of computer infrastructure as a service - Iaas (Infrastructura as a Service); secondly, provision of an integrated platform for development, testing, sorting and support of web applications as a service - PaaS (Platform as a Service); thirdly, provision of software as SaaS (Software as a Service).

So. based on the analysis of scientific approaches to the definition of "strategy", approaches to strategy as a "process" and as a "result" are highlighted. The philosophical and organizational-management basis of strategy formation is studied. It was established that there is no generally accepted and agreed definition of "strategy" in management. Strategy is defined as a long-term orientation of development and a way to achieve the mission and detailed goals of the enterprise, which are based on the value system, resource base, technologies, innovations, marketing policy on the market and logistics, the system of fiscal taxation and own considerations.

Overcoming the shortcomings of the strategy is due to the awareness of the multivariate development, the possibilities of its modeling, the definition of additional classification features of strategies and taking into account innovative ones. Greening. Institutional and socialization factors that significantly affect the content of the strategy in conditions of real competition. Today, the market is represented by a significant number of digital marketing tools with the specific purpose of each to optimize a competitive marketing strategy and make the company's activities more effective in the market.

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