

4. Organization of marketing activities in agricultural enterprises

4.1 The essence and objectives of marketing activities in agricultural enterprises

In a market economy, marketing is of paramount importance for solving a significant number of problems related to the production of products. In today's competitive environment, the role of marketing activities is growing, with the aim of ensuring the management of all activities at the enterprise related to the production of products and their sale through the distribution system to the end consumer. The evolutionary development of the theory and practice of marketing shows that the understanding of its role and essence has changed with the development of market relations and the complexity of marketing methods, resulting in changes in its main functions and objectives, which are reflected in the concepts of marketing. The reasons for the emergence and development of marketing are shown in Figure 1.

The prerequisites for the emergence of marketing in Ukraine are related to the transition from a planned to a market economy, the lack of a system that allows to navigate the market situation and inefficient positioning of enterprises in the market. Therefore, integration (or adaptation) of marketing into the environment at all stages of product reproduction will allow maximum use of the market self-regulation mechanism, since any business decision should be made based on an analysis of the market situation and trends in its change, as well as taking into account the likely market reaction to the decision. This task can be fully realized only with the realized need for the use of marketing by both industry players and the state [84, p. 183].

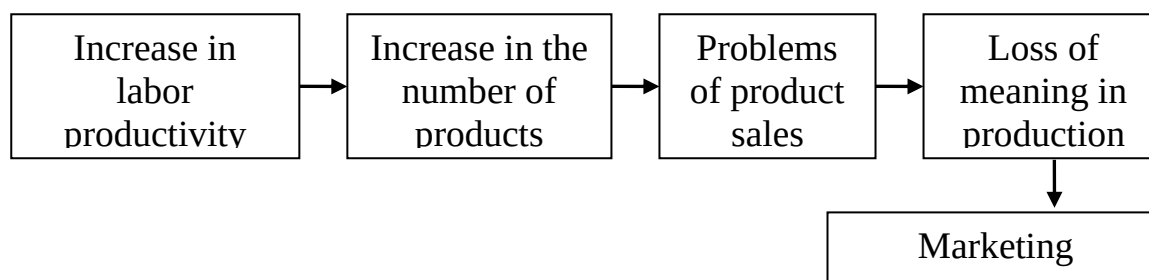


Figure 1. Reasons for the emergence of marketing

Source: defined and compiled by the author on the basis of [82, p. 12].

Marketing is a special area of economic science that deals with solving problems of rationalization and optimization by developing appropriate tools. Marketing allows companies to better adapt to market conditions, compete, achieve competitive advantages, and take a strong position in the market. It should be noted that the term "marketing" is derived from the English word "market" and means "the process of market promotion" and "market activities". As for the definition of marketing, there is a significant number of them in the modern scientific literature. Thus, there is currently no single view in the scientific literature on the interpretation of the essence of marketing among scientists and scholars.

The essence of marketing activity can be revealed through various aspects and at the same time be a science, a management concept, a socio-management process, a separate type of activity and a kind of philosophy of doing modern business. As a result of the research, it was found that from the point of view of differentiation of marketing as a system of views, it is considered in two aspects: 1) as a market-based concept of enterprise management; 2) as a set of functions and tools that allow for effective market operation. Functional marketing is derived from its conceptual understanding, since the concept of marketing cannot be implemented without the realization of its functions in practice [50, p. 5].

In general, marketing is defined as "a management concept that ensures market orientation of the company's production and sales activities; as well as a management

system that provides for coordinated and directed activities to study sales markets, adapt production to their needs, actively influence market processes and consumers in order to increase sales and, as a result, make a profit." Philip Kotler, a well-known American marketing scientist, considers marketing to be "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 meeting needs through exchange" [75, c. 30]. According to F. Kotler, "marketing begins long before a company has a finished product. Marketing is a kind of homework that managers do in order to learn about people's needs, assess the degree of their intensity and scope, and determine the company's ability to meet them, taking into account its interests".

According to American scholars J. Evans and B. Berman, marketing is "the anticipation, management, and satisfaction of demand for goods, services, organizations, people, places, and ideas through exchange" [75]. In other words, marketing is not limited to business activities, but can extend to the functioning of non-profit organizations, as well as ideas, services, individuals, and even regions. The American Marketing Association defines it as follows: "Marketing is the process of planning and implementing a plan to price, promote, and sell ideas, goods, and services through exchange that satisfies the objectives of individuals and organizations" [77, p. 10].

French scientists A. Diane, F. Buquerel and R. Lancar consider marketing as "a series of technical methods aimed at satisfying natural or artificially induced needs in the best psychological conditions for consumers and in the best financial conditions for distributors" [75]. In our opinion, it is quite difficult to agree with the view of these scholars on marketing as a "number of technical methods". The famous French economist Jean Jacques Lambin believes that marketing is "both a business philosophy and an active process" [75]. As a business philosophy, this science offers a system of thinking and an ideological basis for entrepreneurial activity; as an active process,

marketing solves a number of problems that arise in the functioning of an enterprise in market conditions and are considered as the basis for achieving the goals of the enterprise. The application of this philosophy of action, according to the scholar, involves two areas of activity of the firm: the first is a systematic and continuous analysis of the needs and requirements of key consumer groups, as well as the development of concepts of effective goods or services that allow the company to serve selected groups of customers better than competitors, and thereby provide the manufacturer with sustainable competitive advantages; the second is the organization of marketing, sales, communication policy to inform potential buyers and demonstrate the excellent qualities of the product while reducing the cost of postage. These approaches complement each other and find their competitive embodiment within the firm's marketing policy.

Ukrainian scientists L. A. Moroz, N. I. Chukhrai consider marketing as "an activity aimed at creating demand and achieving the goals of the enterprise through maximum satisfaction of consumer needs" [77, c. 10]. Scientists consider marketing in terms of macro- and microeconomics. From the point of view of macroeconomics, marketing allows to form the needs of end users, promotes more efficient use of economic resources by accelerating turnover and reducing inventory, availability of marketing information on resource allocation. From the microeconomic point of view, marketing creates conditions that facilitate the adaptation of an enterprise to market requirements. Scientists believe that the introduction of marketing approaches in business is also beneficial for the consumer, as it reduces the risk of purchasing low-quality goods, expands the range and availability of goods, improves their quality, expands the range of services, provides a flexible pricing policy, etc.

Domestic scientist L. V. Balabanova considers marketing "as a managerial concept of economic activity of an enterprise". In her opinion, marketing is "a management concept that ensures market orientation of the firm's production and sales activities; a management system that involves coordinated and directed activities to

study markets, adapt production to their requirements, actively influence market processes, consumers in order to increase sales and obtain high profits" [53, p. 14]. Another domestic scientist, A.O. Starostina, understands marketing activity as "such a system of enterprise management that is aimed at studying and taking into account the demand and requirements of the market for a reasonable orientation of the production activities of enterprises to produce competitive products that meet certain technical and economic characteristics in predetermined volumes" [82, 53, p. 41].

According to a number of other domestic scholars, marketing is "an integrated approach to solving the issues of studying, forming and satisfying the constantly changing needs of consumers, as well as ensuring mutually beneficial relations between market participants in the process of interaction" [75, p. 9]. The essence of marketing is to ensure reliable interconnection of all elements of the integral system on the way of the goods from the producer to the consumer. The combination of such elements as product, price, promotion, market, consumer, seller into a single integrated system transforms marketing into the status of a leading management system in the modern world of entrepreneurship [75, p. 9].

Thus, a large number of scientific and practical studies by Ukrainian and foreign scholars are devoted to the study of the essence of marketing and marketing activities. The results of our research have shown that the term "marketing" is extremely widespread in the scientific literature of economic direction, since a significant number of interpretations of its content are given. In order to clarify and understand the content and essence of marketing, we present the most common definitions of modern researchers - scientists, scholars, and practitioners (Table 1).

Table 1

The most common definitions of the term "marketing" by scientists

Authors of the definitions	Meaning of the term (definition)
Chartered Institute of Marketing	Marketing is the process of identifying, anticipating, and satisfying customer needs to your advantage.

Continuation of table 1

American Association	Marketing is the process of planning and implementing a plan for pricing, promoting, and selling ideas, goods, and services through an exchange that satisfies the goals of individuals and organizations.
A.F. Pavlenko, A.V. Voichak	Marketing is the analysis, planning, implementation and control over the implementation of a set of marketing decisions regarding the company's product, its price, promotion and distribution system, as well as the company's hopes and expectations, i.e. it is the key to achieving the goals and objectives of a company seeking to win the target market.
A.O. Starostin, O. V. Zozulov	Marketing is the theory and practice of making managerial decisions regarding the product and market strategy of an organization based on the study of external marketing environment factors in order to fully satisfy consumer needs and realize the interests of the manufacturer.
T.I.	Marketing is the theory and practice of making managerial decisions regarding the product and market strategy of an organization based on the study of external marketing environment factors in order to fully satisfy consumer needs and realize the interests of the manufacturer.
M. I. Belyavtsev, L. M. Ivanenko	Marketing is a two-way process whereby a company receives information about the needs of a customer so that it can develop and offer the necessary goods and services.
I. S. Zemlyakov, I. B. Ryzhyi, V. I. Savych	Marketing is the final concept of the market cycle, working with the market to make exchanges, which aims to meet human needs and demands.
G. Kononenko, A. Lastenko	Marketing is a function that should provide a reliable forecast of demand for products and actual orders, as well as information about the needs and desires of consumers in relation to product quality and characteristics.

Source: identified and compiled by the author based on sources

Thus, each of the above definitions is correct, and their rather large number is explained by the relevance of the role and importance of marketing in modern science and entrepreneurship, as well as the use of different approaches by economists in defining the essence of marketing and interpreting this concept. Based on the results of research on the above definitions, as well as business practice and the realities of our time, we propose to consider marketing as "a comprehensive management activity aimed at identifying, forming and maximizing the satisfaction of consumer needs in order to achieve the goals set by an enterprise and obtain the desired results".

Marketing, as a basic function of enterprise management in the market, offers some practice-proven opportunities to achieve positive financial and economic results of economic activity in market conditions with minimal risk. This is, first of all, a certain sequence of analytical work; access to the most favorable target market

segments; formation of variable environmental factors, including consumer behavior, in the interests of the enterprise; complication of competitors' activities by permitted methods; creation of a favorable image of the enterprise and all its activities for the target consumer, etc. However, it should be noted that in today's conditions of rapid development of science, technology and engineering, as well as increased competition, success can only be achieved by an enterprise that creatively applies effective management of the enterprise's marketing activities, is constantly looking for new ways to adapt to the constantly changing conditions dictated by the market [58, p. 5].

The main factor that has led to the need to apply marketing techniques and principles at agricultural enterprises is the need to independently search for markets for their products. At the same time, the product range and other components of the marketing complex at enterprises require an effective organization of the production and sales process to maintain a sufficient level of functioning. At agricultural raw material producers, the product range is not yet sufficiently differentiated.

Marketing at an enterprise in the agricultural sector should function as an open system, the formation and development of which is influenced by factors of the external and internal environment. The main performance indicators of marketing are [65, p. 6]: saturation of the buyer's market with goods; developed competition of producers; formed market infrastructure; increased demand for products in the context of rising living standards. The main functional tasks of marketing in the agricultural sector are shown in Figure 2. It should be noted that the marketing approach is an external-internal perspective. It begins with a clear definition of the target market and focus on the needs of the buyer. To implement this approach, a set of measures to influence customer demand is envisaged. By fully satisfying the needs of customers, the enterprise makes a profit [65, p. 6]. Thus, the purpose of the marketing activities of agricultural enterprises is to make a profit by entering the market, strengthening market positions, expanding production and sales of products.



Figure 2. Marketing tasks of an agricultural enterprise

Source: compiled by the author on the basis of literature [48, p. 6, 61, pp. 95-96].

The content of marketing functions in the agricultural sector is determined by the scale of production, competition conditions, product range, peculiarities of consumption and demand for products, the nature of relations with the distribution network, etc. The marketing functions should reflect the specifics of the production of the product itself and its sale by enterprises [78, p. 19]. The scientific literature distinguishes general and specific marketing functions. The classification of specific functions by the object of influence is shown in Figure 3.

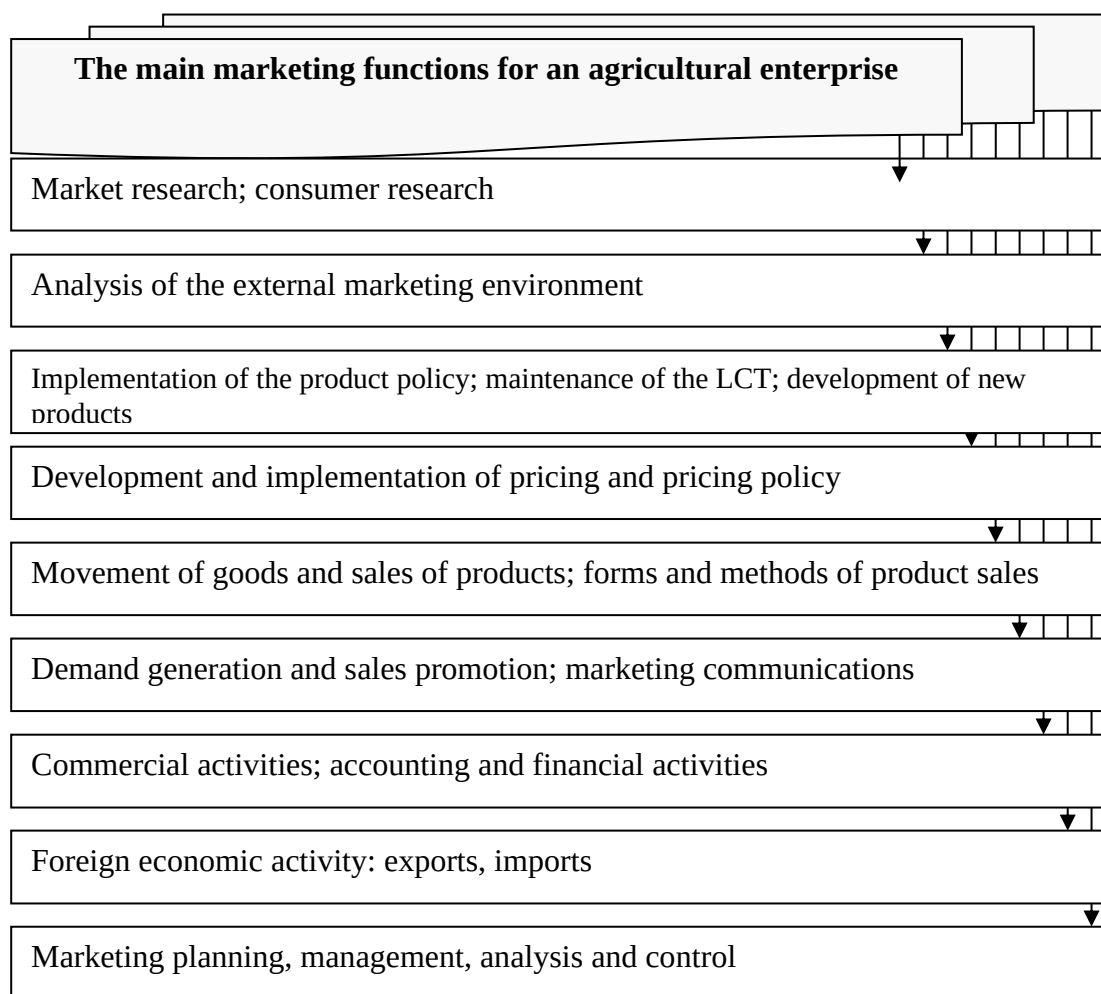


Figure 3. Main marketing functions in the agricultural sector

Source: compiled by the author on the basis of literature [48, p. 6, 78, p. 20].

General marketing functions are divided by the content of influence as follows: analysis; planning; organization; management; accounting and control. In the process of marketing activities, general and specific functions are combined and interrelated. The implementation of any specific function is related to the implementation of all general functions. At the same time, marketing functions are based on a set of principles such as [49]: studying the state and dynamics of consumer demand and using the data obtained in the process of developing and making economic decisions; maximum adaptation of production to market requirements in order to increase the efficiency of the enterprise, the criterion of which is the generalized indicator of economic activity - profit; influence on the market and consumer demand through such

means as advertising, sales promotion, personal selling, etc. Thus, the main function of marketing in the agricultural sector is to organize comprehensive marketing activities aimed at the production and sale of competitive products that meet consumer needs and contribute to a positive result of the enterprise's activities.

The implementation of marketing functions in the agricultural sector is complemented by a set of various tasks that are similar to modern marketing. The tasks of marketing in the agricultural sector should also include the following [62, p. 95]: selection of a product produced for the market, determination of its consumer properties; establishment of quality parameters of production; control over compliance with current environmental and health requirements; justification of volumes and terms of production; calculation of the need to attract additional financial resources with the determination of sources of their receipt (regulation of transportation time); requirements for product packaging; development of a business plan, conditions for conducting commercial transactions.

The organization of marketing and the use of marketing tools and means by agricultural enterprises is carried out taking into account the principles, goals, and specific functions performed by them in their production and sales activities. Marketing principles are the basic provisions, circumstances, and requirements that define the essence of marketing and form its basis. Marketing principles assume that the achievement of the enterprise's goals depends on the definition of the needs and demands of the target markets, on more effective customer satisfaction compared to competitors [52, p. 115]. The main principles by which marketing performs the relevant functions are (Figure 4) [72, p. 10-11]:

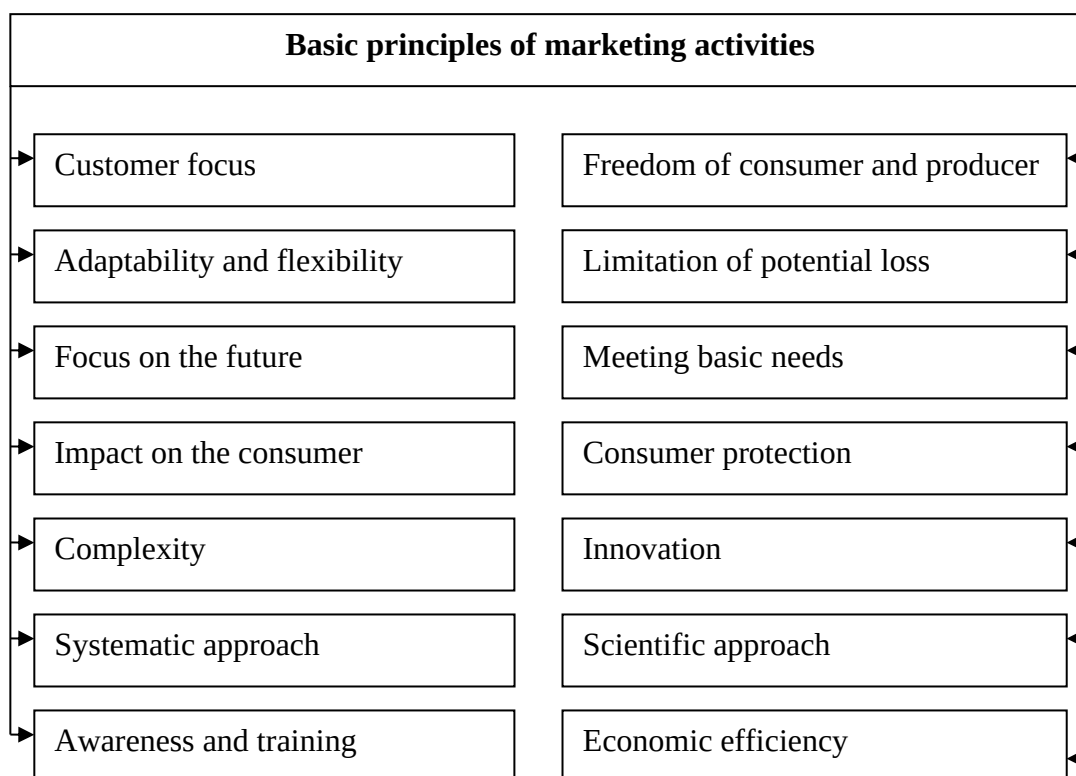


Figure 4. Basic principles of marketing activities

Source: determined by the author based on sources

- 1) free choice of the purpose and strategy of operation and development;
- 2) concentrating efforts on achieving the final results of production and sales activities and gaining market share;
- 3) openness to consumers, their needs and wishes, and active adaptation and influence on them;
- 4) a comprehensive approach to solving problems in accordance with the available resources and capabilities of the enterprise;
- 5) continuous search for and implementation of reserves for the optimal and efficient use of sales management personnel;
- 6) a scientific approach to solving marketing problems, staying ahead of competitors, and conducting marketing research;
- 7) flexibility in achieving the goal by responding to constant changes in the macro environment of the market;

- 8) proactivity, offensiveness and entrepreneurship, which allow for a quick and effective response to changes in the company's external environment.

Domestic scientist S. Harkavenko identifies four basic principles of marketing:

- focus on the consumer, his needs and requirements, which involve offering the market not goods and services, but means of solving consumer problems; - flexibility in achieving the goal by adapting to market requirements with simultaneous targeted influence on it; - an integrated approach to the development of marketing plans, which involves the use of not individual marketing activities, but a marketing complex, the combination of individual elements of which allows to achieve certain

It is determined that the main principles of marketing activities at agricultural enterprises are:

- focus on achieving the end result of production and sales activities, i.e. profitable sales of products on the market;
- an integrated approach to achieving the set goals, in which the set of marketing tools provides conditions for successful sales activities of the enterprise;
- creating conditions for maximum adaptation of production to the requirements and conditions of the agricultural market;
- focusing the activities of agricultural enterprises on long-term results, which involves monitoring the market.

In the scientific literature, researchers divide marketing goals into general and specific ones and combine them into 5 groups [55, p. 28, 72, p. 11]:

- Market: market share, market penetration, identification of promising markets;
- marketing: image creation, public opinion formation, sales volume, profit volume, competition;
- structural and managerial: improving the management structure;

- supporting: pricing policy, sales promotion, consumer properties of goods, parameters of goods movement;
- control of activities.

Global experience shows that marketing is a means of promising development of enterprises. The need to organize and develop marketing activities in agricultural enterprises is due to the following reasons: creation of an effective market system of product movement; meeting the needs of the population in vital products, and processing enterprises - in raw materials. Thus, in the current environment, it is objectively necessary to develop marketing, i.e. to achieve leading positions both in terms of the needs and demands of consumers and the own needs of enterprises through the use of marketing approaches.

Marketing activities in the agricultural sector should primarily provide reliable, accurate and timely information about the situation on the agricultural market, which will help enterprises decide what products to produce, in what quantity and where and to whom it is more profitable to sell them. Marketing should be the basis for the functioning of agricultural enterprises, and marketing activities should have a decisive impact on the formation of a system of economic relations between specific producers and consumers in order to ensure effective sales of goods. The popularity of marketing is growing in agricultural raw material producers, but its practical implementation is extremely insufficient, and sometimes ineffective due to the use of only its individual elements. Enterprises use individual functions and tasks of marketing activities that do not produce sufficient effect (Table 2).

The organization of marketing activities at agricultural enterprises is determined directly by the specifics of this industry, in particular:

- the role and importance of products for human life,
- seasonality of raw material production,
- foreign economic relations,

- participation of state authorities in the development of the agro-industrial complex and its subcomplexes.

Table 2

A set of tasks of marketing activities in the agricultural sector

	Complexes of tasks	Objectives of marketing activities
1.	Relate to market activities	- to support the satisfaction of the need, at full demand - create a need in case of negative demand - develop a need with latent demand - restore the need if demand decreases - synchronize demand when demand fluctuates - adjust demand in case of excessive demand
2.	Relate to the scope of the enterprise	- coordinating production, sales and financing strategies - harmonization of the use of marketing tools - organizational tasks - creation of a marketing information bank - selection of the necessary marketing mix tools to achieve the set goals
3.	Relate to the environment	- preventing artificial methods of creating shortages in any products - Combating the manipulation of advertising media - Reducing excessive costs in market communication - Elimination of low-quality products - introducing product packaging that meets environmental requirements

Source: compiled by the author based on sources [55, p. 28-29].

The peculiarities include the fact that a significant amount of raw materials is produced mainly by small farms, which undoubtedly affects the quality of the final product. Natural and economic processes in the studied industry are integrated and create special conditions for production and marketing organization [48, 65, p. 7] (Table 3).

Table 3

Features of marketing of agricultural enterprises

Features.	Forms of manifestation
Composition of the agricultural sector	The agricultural sector consists of interconnected elements - crop and livestock farms and processing enterprises. Any significant changes in the state's economic policy affect the integrity of the entire chain.
Agricultural sector produces products first necessity	Products require timely production in the required quantity and assortment, taking into account age, national traditions, and consumer health; the product is perishable, so it requires prompt delivery, appropriate packaging, and transportation; it creates price inelasticity

Continuation of table 3

	of demand and price disparity for raw materials and final products, which requires a flexible government policy to support producers.
Production of raw materials	The reduction in the production of certain types of raw materials by agricultural enterprises is one of the reasons for the raw material problems, which manifest themselves in a decrease in production, quality, and price increases. The production capacities of small-scale raw material producers are not able to form a large volume of raw materials, and the conditions of raw material production in these companies are not able to ensure proper quality. Only companies that comply with the technological process of raw material production can ensure the quality of raw materials.
Competitiveness of the agricultural sector	It largely depends on the level of capacity utilization of processing enterprises; dynamic inflow of raw materials for processing; quality of raw materials for processing; product cost; technological prerequisites; and the level of marketing support for the enterprises' activities.
Alternative sources of raw materials	Increased imports of raw materials, consolidation with raw material suppliers, investing in the development of its own raw material base, changes in production technology for certain types of products; investing in the development of its own raw material base by creating modern farms
Development of finished goods production	Concentration of production at large enterprises, since it is large processing companies that are able to respond to market changes in a mobile manner; they can invest heavily in modernization of production, expand the range of products, and increase the sales market.

Source: based on [48, 65, 70, 57].

The development of marketing of agricultural enterprises has specific features and some major problems that are determined by the industry - the agricultural sector. For an effective assessment of this phenomenon, the main problems of marketing implementation are systematized, which, unlike the existing ones, consist in identifying the specific features of management in the agricultural sector that determine their occurrence. Schematically, the features of the introduction and development of marketing of agricultural enterprises are shown in Figure 5.

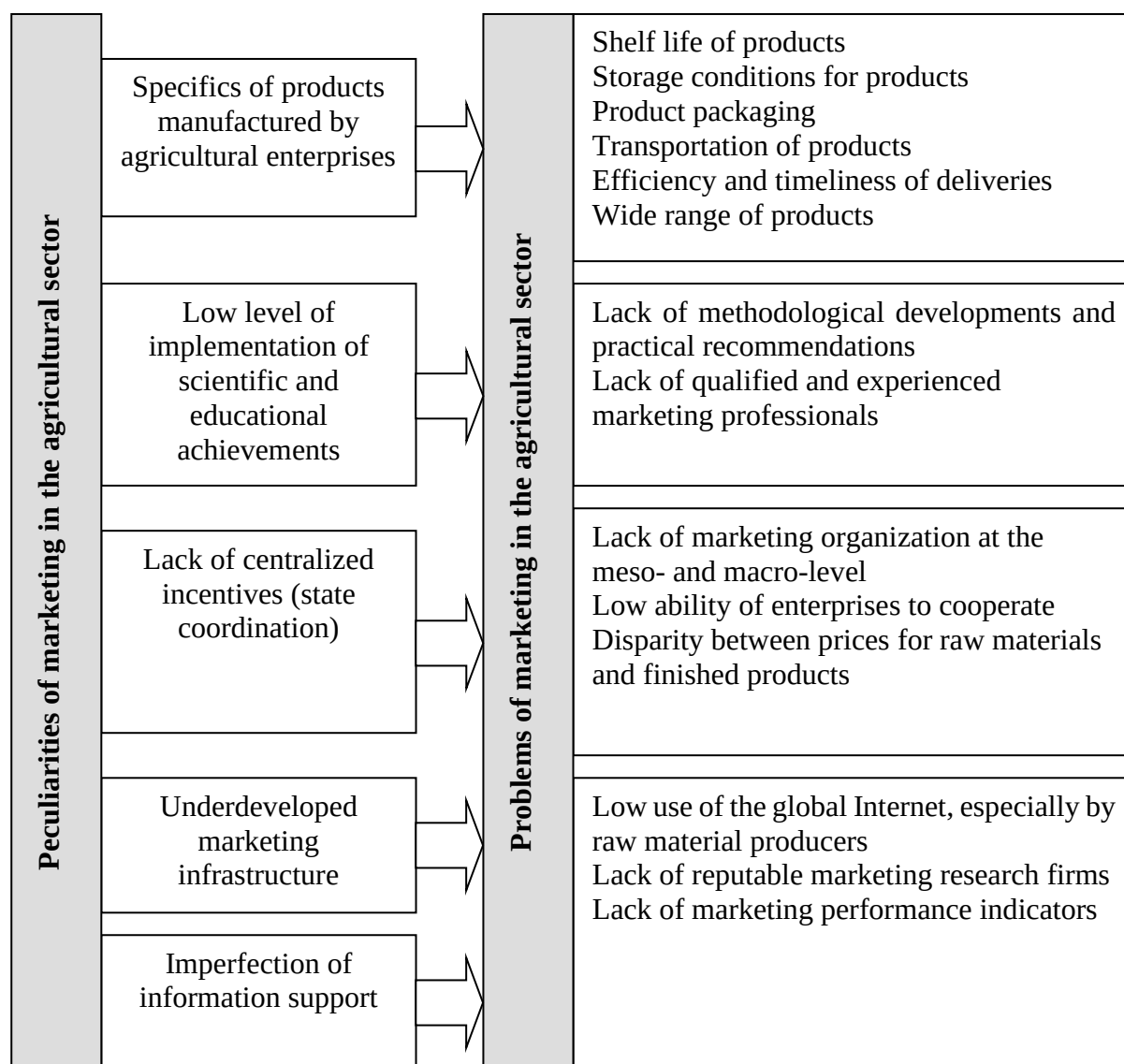


Figure 5. Problems of marketing in the agricultural sector

Source: determined and compiled by the author based on sources [70, 49].

In the current environment, the development of marketing activities is one of the most important reserves for increasing economic efficiency in the agricultural sector. Despite this, the vast majority of enterprises do not pay due attention to the practical use of modern marketing tools due to the influence of subjective and objective factors

The study of the causes of this phenomenon allowed us to identify the main factors that hinder this process, in particular [59, p. 225]:

- inertia in the thinking of managers;
- lack of financial resources and personnel;

- Lack of sufficient knowledge and experience in this area among managers;
- uncertainty that the creation of a marketing unit will positively address the issue of product sales.

As a result of the conducted research, it was found that in the current modern economic conditions the marketing system of domestic agricultural enterprises requires significant improvement. Firstly, this is possible due to the strengthening of the market orientation of the top management of the enterprise and the middle management personnel of these business entities, that is, the orientation to produce and sell such agricultural products that are necessary for consumers in terms of quality parameters (in demand both in the domestic and foreign, world markets) [71, p. 57].

Secondly, this problem can be solved by improving the subsystem of functional support of marketing activities, i.e. by increasing the level of awareness of the product market conditions, developing a marketing plan, marketing information system, introducing a position or organization of the marketing department at enterprises, establishing consistency of its work with other departments of the enterprise, using specialized computer programs for marketing and professional publications. As criteria for controlling marketing activities, first of all, the achievement of the goals of the enterprise should be used [71, p. 57].

In any case, the main task of marketing development lies at the level of the enterprise itself. Commodity producers themselves, as direct participants in the agricultural market, should be concerned about improving their competitiveness. The effectiveness of management decision-making at an enterprise (including an agricultural one) fully depends on the degree of marketing development and the development of its organizational and economic foundations. Decisions regarding the release of new products or expansion of the product range, price level, etc. always lie in the plane of the functioning of the marketing complex. Making such decisions is not possible without full-fledged information support that fully satisfies market research as a functional area of marketing management. The complex of marketing tools is

responsible for the mechanism for implementing these management decisions [67] (Figure 6).

The formation of organizational and economic foundations for the development of marketing of agricultural enterprises and the development of ways to improve them should be considered in the context of ensuring the implementation of three functional areas [67]:

- optimization of organizational and economic relations of marketing activities of enterprises, in particular, building an algorithm for organizing marketing activities, which should be hereditary and consistent in the arrangement of activities, have a cyclic structure of activities and include all steps of implementing marketing strategies in stages;

- harmonization of management of marketing transformations in the mechanism of functioning of enterprises, including harmonization of participation of management personnel in solving marketing tasks of an agricultural enterprise, based on the analysis of business qualities of employees responsible for marketing, the impact of their activities on the final results of project activities, the impact of responsibility for the performance of duties and the effectiveness of developments in the marketing complex;

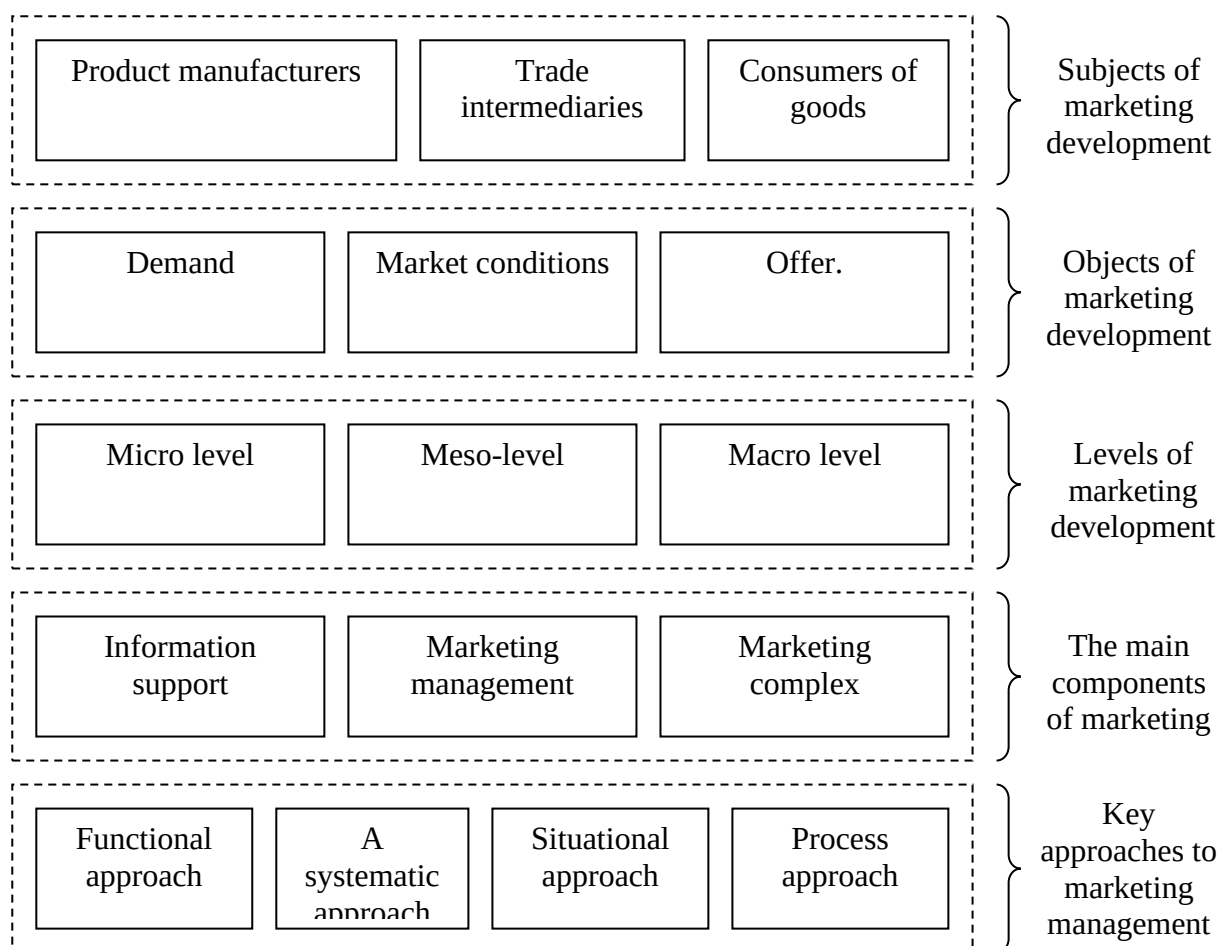


Figure 6. System of organizational and economic principles of marketing development in the agricultural sector

Source: compiled by the author based on [67].

One of the main objectives of the marketing activities of agricultural enterprises is to increase the competitiveness of products, both agricultural raw materials and finished products, and the means of this is to increase production efficiency through increased productivity of resource use and reduced production costs.

4.2 Components of marketing activities of agricultural enterprises

The organization of marketing at an enterprise in the agricultural sector during the formation period is intended, first of all, to provide market analysis and determine the capabilities of this enterprise, to conduct research to assess the degree of its activity

in order to identify the most promising segments of activity [65, p. 6]. All processes at the enterprise should be well regulated, and marketing allows to establish feedback from the market and provide information to the management objects about the state of the agricultural market and the results of their own activities of all agricultural market participants and competitors. The variety of methods and techniques used by agricultural producers in their marketing activities is much more complex, as they are associated with a large number and variety of products, their focus and importance for the end consumer. Only a marketing approach to decision-making allows to develop specific goals, strategies, tactics of enterprise behavior in the market and increase the profitability of enterprises [63, p. 84]. Therefore, the organization of marketing at domestic enterprises of the agricultural sector should be based on a marketing information system, cover issues of focus on consumer needs, development and adoption of management decisions, a differentiated approach to markets and their segments, use a program-targeted method and an integrated approach to achieving current and strategic goals of expanding supply and demand, which is based on the creative development of effective interrelationships between commodity production and the market, direct

The organization of marketing will ensure the rational management of production and sales activities of enterprises, the development of market relations and, above all, the orientation of the agricultural market to consumer demand, which is one of the main conditions for the effective development of domestic production [71, p. 59]. The components of the marketing activities of an agricultural enterprise are schematically shown in Figure 7



Figure 7. Components of marketing of agricultural enterprises

Source: identified and compiled by the author based on sources [66].

All components of marketing activities are represented by basic elements (blocks) that are in constant interconnection with each other. Excluding at least one of these elements will lead to an inadequate functioning of the entire system. In addition, they take place on the basis of planning under the strict influence of the control function. It should be noted that complexity and systematicity are mandatory principles of activity not only for the entire marketing system, but also for individual marketing components [66].

Marketing planning is a systematic process of diagnosing and predicting the chances, dangers and means of the firm, which makes it possible to set marketing goals and determine how to achieve the goals [72, p. 216]. Marketing organization is the process of integrating marketing activities into the organizational structure of the firm. Its essence is to build organizational structures that provide for and determine the place of marketing services in the firm. Management of marketing activities at an enterprise

involves analysis, planning, implementation and control of activities designed to establish, strengthen and maintain profitable exchanges with certain groups of consumers in order to achieve the company's goals. The effectiveness of marketing management at an enterprise is determined by the achievement of the main goals: achieving the highest possible level of consumption; the widest possible choice of goods provided to consumers; and maximizing the quality of life of society as a whole. Control includes setting the level of plans and objectives to be achieved by the company, the speed of progress in achieving them, and determining the means of their implementation. An organized control system should perform two main functions: diagnostic and prognostic [72, p. 216]. The way of developing, implementing and monitoring the implementation of marketing plans is significantly influenced by the organization of marketing at the enterprise, which includes: establishing the place of marketing structures in the organization of the enterprise; organization of marketing structures at the enterprise.

The model of marketing activity in an enterprise contains a number of specific elements, procedures, components aimed at managing the demand of target consumers, servicing and comprehensive satisfaction of their needs. To implement marketing activities, it is necessary to consistently perform the following actions [56, p. 38]:

- ✓ Setting goals involves achieving a certain amount of profit, increasing sales, eliminating environmental damage, saving jobs, etc;
- ✓ analysis of achievement of goals, which should have a number of characteristics, namely: specificity, accessibility, reality, logic, consistency in achievement, effectiveness, etc;
- ✓ development of the management system structure involves choosing one of the types of organizational structures of the management system, distributing rights, duties and responsibilities;
- ✓ development of management technology, which is aimed at determining the technology for the entire management process, developing and making

decisions, organizing the implementation of decisions, coordinating and monitoring their implementation, identifying objective threats from the behavior of a competitor, and determining the procedure for evaluating efficiency;

- ✓ determining the connections, objects and ways of receiving information, the number and composition of documents, and the procedure for their provision;
- ✓ planning of marketing activities, effective organization of the marketing department and control of all processes;
- ✓ recruitment and training of managers and technical staff.

Thus, the marketing system of agricultural enterprises can be considered as an important component formed of five complementary subsystems, namely: information support, marketing research, marketing management, marketing infrastructure, strategic and operational management. These subsystems of marketing can be divided into three main groups: objective-functional subsystem, functional subsystem and supporting subsystem (Table 4) [61].

Their responsibilities include both control over the production process and the post-production stages. Such actions should be aimed at better understanding the needs and wishes of consumers of a particular type of product and satisfying them, not only by producing a quality product, but also by creating conditions for more convenient purchase, service system, etc.

Table 4 - **Subsystems of marketing of an agricultural enterprise**

Objective and functional subsystem	Functional subsystem	Supporting subsystem
Marketing management Market research Consumer and demand research Analysis of the environment environments Infrastructure support Support for WCT Commodity flow and sales of products Commercial activities Accounting and financial activity	Research of the problem and determining the strategy of action Setting goals Establishing criteria for evaluating alternatives Generating and analyzing alternatives Making and formulating a decision Organizing the execution of the decision Control over the implementation of the decision Evaluation of solutions	Organizational Information Technical

Source: compiled by the author on the basis of the literature [61, p. 97].

The most successful producers in the market are those who are engaged in marketing and significantly expand their activities beyond the sale and purchase transaction. Some of the main stages of organizing the marketing activities of any enterprise are shown in Figure 8.

An analysis of the company's market opportunities makes it possible to study market requirements for goods, economic conditions, market structure, forms and methods of market operation, market segments, characteristics of customers and their motivations for buying, and the company's own capabilities under the current conditions. In other words, it involves evaluating any opportunity in terms of its compliance with the company's goals and available resources; a thorough assessment of current and future demand, which reflects the attractiveness of the opportunity. In addition, it involves the identification of controlled and uncontrolled environmental factors that affect the activities of the enterprise, the development of measures necessary to minimize the impact of uncontrolled factors [56, p. 35].

1. Market opportunity analysis	
Marketing research	- Analysis of marketing environment factors - Planning, collection, processing, and analysis of marketing information - Analysis and forecasting of market conditions - Study of the market structure: consumers, competitors, intermediaries, suppliers - Diagnostics of the enterprise microenvironment
2. Selection of target markets	
Segmentation and positioning	- Market segmentation - Assessment and selection of market segments - Product positioning
3. Development of a marketing complex	
Marketing mix	- Determination of the product policy - Determining the pricing policy - Determining the product distribution policy - Defining a promotion (communication) policy
4. Marketing management and implementation	
Marketing program	- Making strategic marketing decisions - Marketing planning - Creation of organizational forms of management - Marketing control

Figure 8. Some stages of marketing activities of an enterprise

Source: compiled by the author on the basis of literature [55, p. 29, 82, p. 31].

The choice of target markets allows enterprises not to spend marketing efforts serving the entire market, but to focus them on meeting the needs of selected consumer groups, which are profitable and convenient to serve. A target market is the most profitable group of market segments (or one segment) for an enterprise to focus its activities on, to which all resources and efforts will be directed [80]. When selecting target markets, each opportunity must be analyzed in terms of the size and nature of

the market. This process includes at least three consecutive stages: market segmentation, selection of target market segments, and product positioning in the market [56, p. 36].

The development of a marketing mix contains a set of tools used by an enterprise to influence the target market in order to obtain the desired response from a specific group of consumers (Figure 9). In a narrower sense, the marketing mix refers to the main tools (or means) of marketing. The modern marketing mix includes all the measures taken by an enterprise to create and activate demand for a product. This includes planning and developing products, ensuring pricing policy, forming distribution and sales channels, creating trademarks and brands, ensuring appropriate packaging, establishing, establishing and maintaining mutually beneficial relationships with partners, customers, etc. As a universal marketing tool, the marketing mix serves as a "key" to almost any market [75, p. 14].

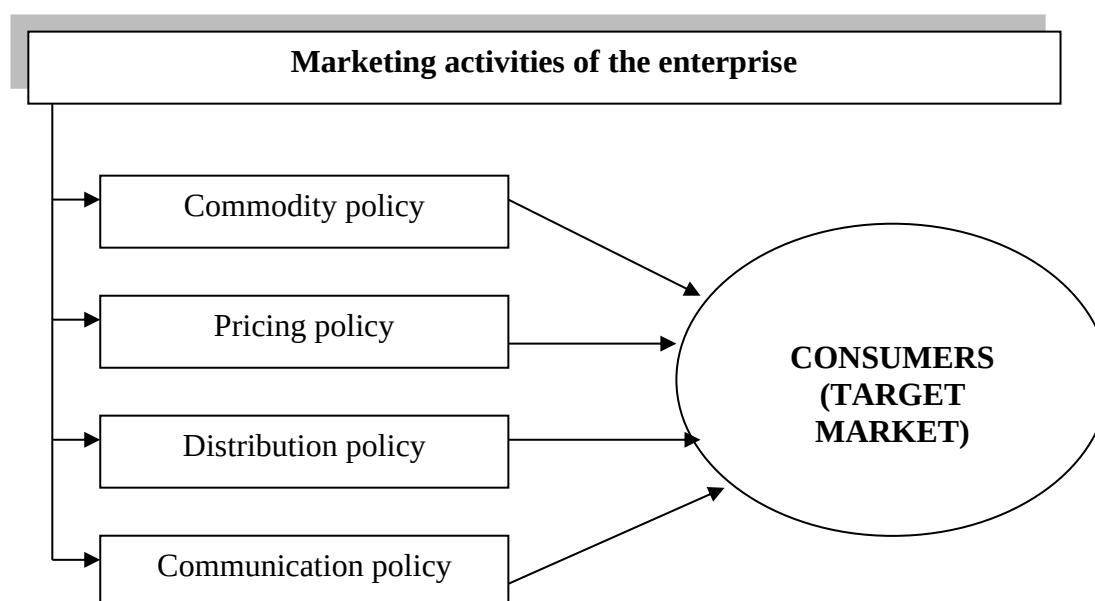


Figure 9. Tools of marketing influence on the consumer

Source: compiled by the author

The marketing mix is the so-called marketing recipe, the use of which allows the enterprise to best meet the needs of target markets and adapt to possible environmental disturbances [58, p. 38]. According to domestic scientists M.I. Belyavtsev and L.M.

Ivanenko, three levels can be distinguished in the structure of the marketing complex [58, p. 38]:

- 1) customer needs, which are the main goal of marketing;
- 2) variables managed and controlled by the firm: product range, place and time of product sales, price and pricing policy, sales network, advertising, sales promotion;
- 3) the environment, i.e. factors that are not subject to internal firm management, such as politics, law, culture and social environment, competitors, and the institutional system.

Scientist E.J. McCarthy described them using the concept of "4 P's" - product, price, place or distribution, promotion [56, p. 38]. Combining them to meet the needs of a specific target market is called a marketing mix. Scientist F. Kotler defines a marketing mix as "a set of controllable marketing tools - product, price, methods of distribution and promotion of goods - the combination of which a company uses to obtain the desired response from the target market". The marketing mix, in his opinion, includes everything a company can do to influence the demand for its product. Numerous opportunities need only be divided into four groups - the "4 P's": product, price, place, distribution, promotion, which are the main elements of the marketing mix (Figure 10).

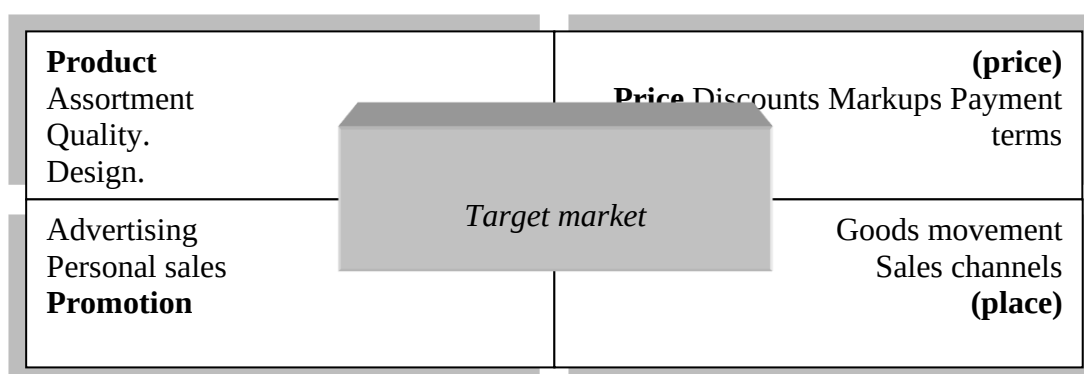


Figure 10. Marketing mix in the "4 P's" concept

Source: [75, 70, 77, 69]

It should be noted that there are other views on the number of components of the marketing mix. Domestic scientists V.I. Kramarenko and B.I. Kholod propose to consider the structure of the marketing complex somewhat broader - already from five components and their concept is called "5P". The scientists believe that since marketing has become a means of interconnecting the needs of customers and the goods created to meet these needs, its obligatory element should be "people" - persons directly or indirectly involved in the consumption of goods or services: consumers, company employees, company management, etc.

Researchers D. Booms and M. Bitner propose to include three elements in the traditional marketing mix, namely: people, processes and physical evidence [58, p. 39]. In general, according to scientists, the optimal marketing mix is a combination of marketing tools that ensures the achievement of the outlined goals with the rational use of available marketing budget funds. Studies show that the most commonly used marketing mix includes four elements. However, in our opinion, the relative importance of each individual element of the marketing mix depends on various factors, including the type of market and enterprise, type of product, consumer behavior, etc.

Thus, the marketing mix can be viewed as a set of marketing tools (product, price, distribution, promotion), a certain structure of which ensures the achievement of the goal and solution of marketing tasks. Each of the elements of the marketing mix is a form of customer satisfaction. The ability to properly "mix" marketing elements is the key to a company's success in solving marketing problems. Let us consider the elements of the marketing mix in more detail [59, p. 21]:

A product is a key element of the marketing mix, which includes product characteristics: design, color, packaging, size, service, brand, and assortment. Accordingly, all characteristics are quite important, but only as a means of obtaining certain benefits by the consumer. Decision-making on each of the product components requires first of all determining what exactly the consumer is buying, and only then - what characteristics the product should have, for which the consumer is willing to pay a certain amount. The product range is also a tool that facilitates the sale of goods on

the market. It is distinguished by its breadth - the number of product names, and depth - the number of types of products for each product name. In addition, at present, the market is won not even by those who win new customers, but by those who manage to retain the old ones. Therefore, service is coming to the fore in the competition. The elements of service include: maintenance, warranty, instruction and recommendations before and after purchase, provision of component parts, installation, staff training, handling customer complaints, provision of relevant documentation, promptness of order fulfillment, etc. [59, c. 21].

Price is the amount of money that consumers must pay to receive a product [58, p. 38]. Determining the price is one of the most urgent marketing tasks. On the one hand, the price should be such that a potential buyer can pay it, and on the other hand, it should ensure the profitability of the company. The main tasks of marketing pricing are to ensure a positive balance from the company's commercial activities and to balance the supply and demand of goods or services in the market [75, p. 18]. The pricing process can be schematically represented by the following sequence of actions: determination of pricing goals, analysis of demand for goods, cost analysis, analysis of competitors' prices, selection of a pricing method, selection of a pricing strategy, and setting final prices [64]. Price formation is closely related to all components of the marketing complex, primarily to the product itself, the existing distribution system, and the costs of its promotion on the market [75, p. 18].

Distribution is an element of the marketing complex that includes various actions of the company aimed at increasing the availability of its products for the target consumer segment. These are decisions related to product sales channels and their management, location of retail outlets, methods of transportation of goods and the level of inventory support [55, p. 38]. The main content of the marketing policy of distribution is the choice of the optimal scheme of delivery of products from the manufacturer to the consumer directly or through intermediaries, sale of products, their transportation, storage, cargo handling, as well as after-sales service. The importance of this component of the marketing complex can be explained by the fact that a fifth of

the profit from the sale of products is spent by medium-sized European industrial firms to bring their products to the consumer [63, p. 22].

Promotion is the actions by which companies disseminate information about the merits of a product and convince target consumers to buy it [55, p. 38]. Promotion of goods in the market involves effective contacts between the manufacturer and buyers, i.e. it is a set of actions to create a two-way information link between the enterprise and consumers, which is implemented through marketing communication policy, the purpose of which is to inform, persuade and remind consumers about goods, stimulate them to act, create a positive image of the enterprise in the market and among the public [75, p. 18-19]. Their specific forms include: advertising, sales promotion, personal selling, public relations, direct marketing, synthetic means of marketing communications, in particular: exhibitions, branding, sponsorship, integrated marketing communications at the point of sale, etc. [63, c. 22].

Since many scholars propose to include another component in the marketing mix, in particular, "people", we will consider it as well. From the point of view of marketing, people are divided into three categories [75, p. 19]:

1) the company's personnel, starting with an ordinary employee and ending with the head. All of them represent the interests of the company at different levels, carry information, and influence the formation of its image. The success of any company depends to a certain extent on the professionalism and qualifications of its staff. Therefore, when hiring specialists, you need to carefully select them, pay them fairly, foster loyalty to the company, and encourage them to search for new ideas and solutions;

2) trade intermediaries who sell the company's products. These are entrepreneurs of a separate type of business with their own intentions and goals. Their activities significantly affect the results of the company's commercial activities. Therefore, it is necessary to know how the trade works, what exactly its employees do, what functions they perform, and to establish good relations with them;

3) the consumer with his or her desires and needs is the main object of attention in marketing strategy and tactics. It is the consumer who is the decisive force in shaping

the positive balance of the company's activities. Therefore, a detailed study of consumer income, lifestyle, habits, values, likes and dislikes, propensity to increase purchases, etc. is necessary. As a result of such a study, the market appears to the company as an orderly system where the needs and wishes of consumers are clearly defined.

When considering the "people" component of the marketing complex, it is necessary to take into account that the entire system of the marketing mechanism is based on the human factor. In a competitive human resources market, a modern enterprise has the opportunity to choose the best specialists.

The main task of the company is to satisfy the needs of consumers, who are the strongest stakeholder group in the market. If consumer expectations are not met, consumers may switch to other brands, which will ultimately affect the company's profits. Managers should not forget about the need to respect the interests of stakeholder groups and strive to achieve long-term competitiveness of the enterprise. At the same time, one of the most important areas of the company's activity in the market is customer service, i.e. satisfying customers in the market of competing sellers.

Thus, managers use the product, price, place and distribution system, promotion as tools to influence target consumers and achieve the company's market goals. Target consumers or target market is a set of consumers who are of interest to a particular enterprise, taking into account its market orientation, and who are defined by the enterprise as potential buyers of its products. An effective marketing program is one that includes all elements of the marketing mix and is aimed at achieving the manufacturer's marketing goals while providing customers with consumer values. In today's environment, it is necessary to develop the company's product, pricing, sales and communication policies in this way in order to achieve the desired impact on consumer behavior.

The commodity policy occupies one of the key places in the overall system of marketing activities and provides for measures to increase the competitiveness of products; improve their quality characteristics; create new products; optimize their

range; extend the life cycle of goods. Commodity policy is a set of measures aimed at orienting production to meet the needs and demands of consumers and making a profit on this basis [68, p. 107]. According to the concept of marketing, the product policy should be focused on the production and promotion of competitive goods on the market that meet the needs of consumers. Its essence is the formation of an economically efficient product range. Goods should be viewed as a set of consumer properties that must meet consumer demands. First of all, those goods that have a greater degree of such compliance will be purchased [69, p. 107]. The structure of the product policy consists of three main blocks: 1) product development; 2) product maintenance; 3) product withdrawal from the market (elimination).

Marketing pricing policy is a set of measures of a company, which includes the formation of prices, discounts, payment terms for goods, the sale of which is intended to ensure the satisfaction of consumer needs and profit for the company, as well as the solution of strategic tasks of the company. Price, as one of the constituent elements of the marketing complex, performs important functions, which consist not only in obtaining revenue from sales, but also in informing the manufacturer about the real strength of demand for the goods, and the consumer about the possibility of satisfying the need at a certain level of supply and income. Ultimately, the achieved commercial results depend on the price, and a rationally chosen pricing strategy affects the competitiveness and efficiency of a company's production and sales activities. Price is an important factor in establishing appropriate relationships between firms and buyers [72, p. 64].

To fully satisfy consumer needs, goods must be delivered, first, to the right place, second, at the right time, and third, in the right quantity. These tasks and problems are addressed by the marketing policy of distribution. Marketing distribution policy is a set of measures and related operations aimed at effective planning, organization, regulation and control of the creation and delivery of products and services to consumers in order to meet their needs and make a profit. The marketing policy of distribution involves the organization of an optimal sales system for the efficient sale of goods, including the creation of a network of wholesale and retail stores,

intermediate storage warehouses, service points, determination of routes of goods movement, organization of transportation, loading and unloading systems, organization of logistics [56, c. 13].

Marketing communication policy is a set of measures used by an enterprise to inform, persuade, remind and form consumer views on the product (service) and the image of the enterprise [75, p. 239]. Marketing communications, as the results of the study show, are the basis for all areas of market activity, the purpose of which is to achieve success in meeting the aggregate needs of society. They are used as an effective marketing tool, which includes communicating to consumers the information necessary for the enterprise, and are considered as a process of managing the movement of goods at all stages - at the time of launching the product on the market, before sale, during the act of sale and at the end of the consumption process.

The process of developing a marketing mix for agricultural enterprises includes a number of specific procedures aimed at managing the demand of target consumers, servicing and satisfying their needs. Knowledge of the elements of the marketing mix, their development features, and their skillful use will help enterprises to solve issues caused by market relations and to function and develop effectively in the agricultural market.

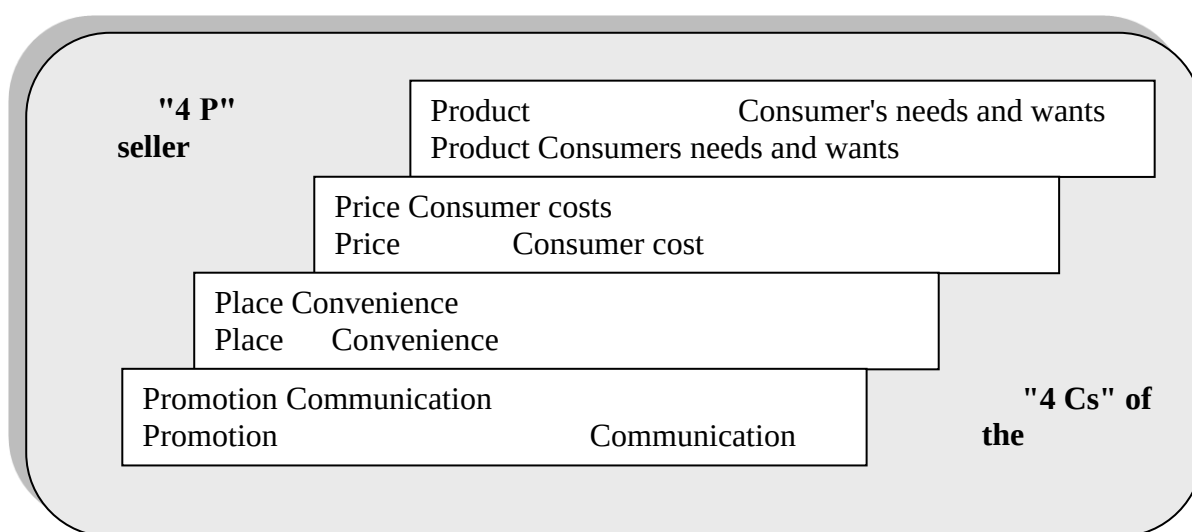


Figure 11. Comparison of "4Ps" of the seller and "4Cs" of the consumer

Source: [55, c. 40].

The four components of the marketing mix, from the seller's perspective, are marketing tools that are used to influence customers. From the buyer's point of view, the purpose of each tool is to increase the consumer's benefits. American scientist Robert Waterborne believes that the four P's of the seller correspond to the four C's of the consumer (Figure 11). The concept of "4Cs" of the consumer includes the following elements: consumer needs and wants, consumer cost, convenience, communication, and information exchange.

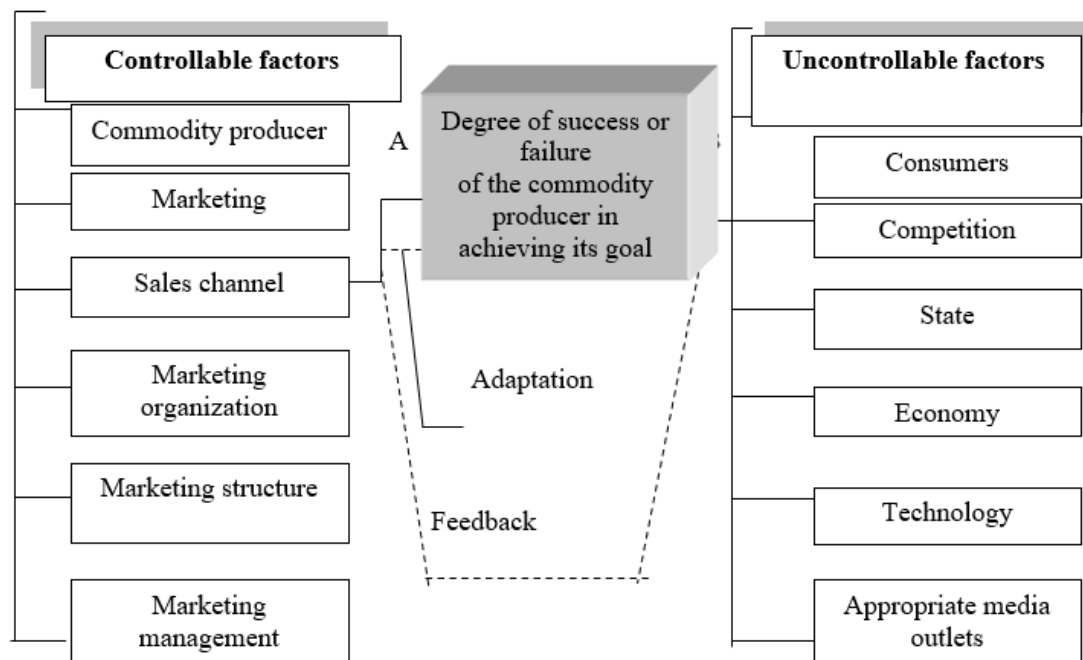
Marketing management (control) should be understood as a wide range of strategic and tactical plan measures aimed at the effective implementation of market activities by enterprises and achievement of their main goal - sustainable consumer satisfaction with goods and achievement of optimal profit on this basis. Marketing management can be viewed as an economic concept of managing an enterprise's activities on the basis of marketing, aimed at the production and sale of goods, depending on the state of the market, consumers and commercial goals set by the company's management. Marketing management is an organized process of implementing the developed plans and other marketing concepts in the real conditions of the enterprise [72, p. 215]. Marketing management is a decision-making process regarding the enterprise's activities in the market, which includes planning, organization, implementation and control of activities designed to establish, strengthen and maintain profitable exchanges with target consumers for a specific purpose - to make a profit, increase sales, expand market share.

Marketing activities ensure flexible adaptation of the company's production, financial, sales, and human resources activities to the ever-changing economic situation and customer requirements in the market. Marketing planning is a management process that is based on the results of strategic market analysis and allows for the formation of long-term and short-term goals of the enterprise, marketing strategy, a program of specific actions and compliance with the decisions made and the potential capabilities of the enterprise. In other words, it is the creation of a logical sequence of certain types of marketing activities, determination of the company's goals and development of plans for

their achievement. The main task of planning the marketing activities of agricultural enterprises is to find and use any opportunities that will help the enterprise to consolidate its position in the market and win in the competition, adapt to the market and feel more confident in a tough competitive environment.

Thus, the efficiency of marketing activities in agricultural enterprises is determined by a variety of factors. They are divided into two groups: those controlled by commodity producers and those that are not controlled (Figure 12).

Controllable factors are essentially an operational marketing tool that an enterprise can use to influence demand, i.e., product, price, place, distribution, and promotion. They are the means of marketing pressure, the determinants of demand for the company's products. The group of such factors managed by the marketing department includes, in particular, the choice of sales channels, organization and structure of marketing and its management. The choice of markets for agricultural products is determined by their type, quality, and the need for this type of product in a particular region. The ultimate goal of choosing markets is to obtain the greatest benefit [48, p. 14-15].



A - general offer of the enterprise

B - the impact of uncontrollable factors

Figure 12. Composition of individual controlled and uncontrolled factors of marketing efficiency in the agricultural sector

Source: [48, c. 15]

Factors outside the control of the marketing department represent the constraints that an agricultural enterprise faces in the marketplace. They can be grouped into five broad categories:

- limitations on the part of customers - the company must know and predict the needs and respond to them with a program that is adapted to them and attractive to them;
- restrictions from competitors - the company is not alone in the market and must determine its competitive advantage, which it is able to protect;
- Restrictions on the part of distribution networks: distribution networks are independent intermediaries that have their own goals and are necessary partners of the enterprise;
- limitations on the part of the company itself: the company must adopt an action plan that is consistent with its resources, strengths, and weaknesses;
- situational constraints: a set of environmental factors, economic, social, climatic and other factors that affect the level of demand [48, p. 15-16].

The research results show that it is quite difficult to rank the constituent elements of marketing activities by their importance for the successful commercial activity of an agricultural enterprise, since the achievement of the set goals is possible only if each of them is effective.

4.3 Organizational structures of marketing activities of enterprises

The organization of marketing activities or marketing organization is a structural arrangement for managing marketing functions. It establishes subordination and responsibility for the fulfillment of goals and objectives. The organization of marketing activities of an enterprise in the agricultural sector includes and provides for [71, p. 57]: creation of a marketing management structure; selection of marketing specialists of appropriate qualifications; determination of their rights, distribution of tasks, duties and responsibilities; creation of appropriate conditions for the effective work of the

marketing service staff; establishment of relationships and ensuring effective interaction of the marketing service with other departments of a particular enterprise. When developing a system of measures for the organization and development of marketing activities of the enterprise, it is advisable [59, p. 224]: to identify and assess the prospects for the development of the enterprise; to carry out clear coordination of efforts to achieve the set goals; to develop and use its own system of criteria for assessing the production performance of the enterprise, necessary for further control; to formulate marketing goals and ways to achieve them, to be prepared for unpredictable changes in the market situation; to formalize the duties and responsibilities of all employees.

Like any system, marketing must evolve over time. A sign of marketing as a system is that the elements of marketing activities should be clearly regulated in time. They should be hereditary and consistent in the arrangement of activities, and have a cyclical structure of activities. A certain algorithm of marketing activities at agricultural enterprises is shown in Figure 13, which takes into account all the steps of marketing activities implementation.

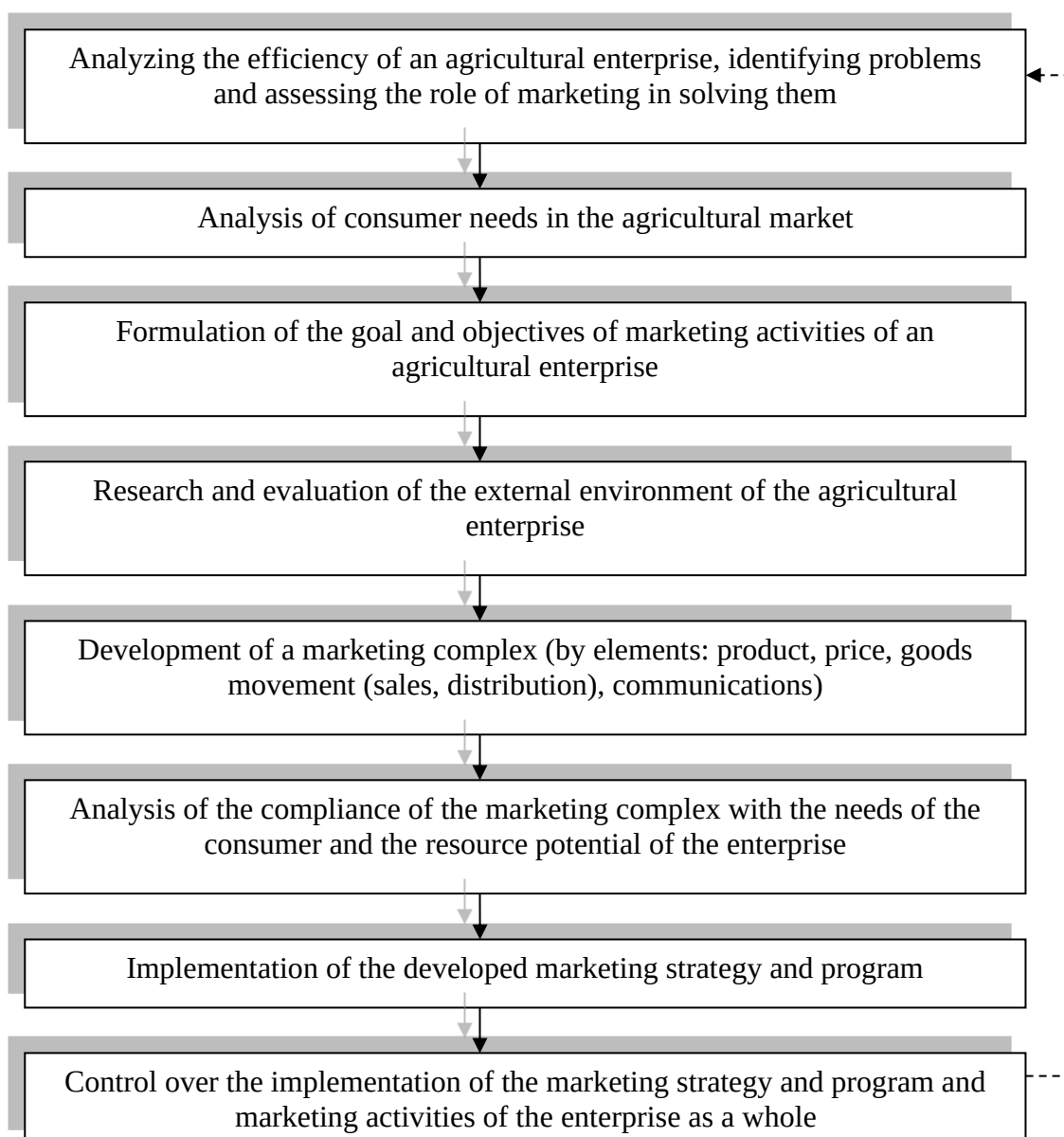


Figure 13. The process of organizing marketing activities of an agricultural enterprise

Source: identified and compiled by the author

It should be noted that the proposed scheme does not separately identify such a component as marketing research, since its existence is taken into account at each stage of the proposed algorithm. Marketing at an agricultural enterprise should be realized through the formation of a certain structure, the main task of which is to constantly monitor the external environment and orient the enterprise's units to produce products that will meet market requirements.

There cannot be a single methodology for the formation of an organizational structure for enterprises that can be recommended as a standard, since there are differences in the size of the enterprise's resources, in the products they produce, specialization, and in the markets in which they operate. In addition, the conditions of competition, the size of sales volumes, product range, product features and markets are equally important [63, p. 84-85]. At enterprises with up to 50 employees, marketing issues are usually handled by one highly qualified specialist. At enterprises with up to 200 employees, the marketing department consists of 5-12 employees [76, p. 19]. Thus, the organization of marketing activities at agricultural enterprises can be ensured in the following ways [71, p. 59]:

- in large and medium-sized business entities, directly by creating their own marketing service;
- in small formations - by using the consulting services of advisory services, or external independent consulting firms in the form of consulting, or by introducing one marketing position.

It should be noted that a professional marketer must meet the following requirements [76, p. 19]: have a sufficiently high level of special education; have logical, analytical and creative thinking; have the ability to obtain information from competitors of the enterprise, consumers, suppliers, and the personnel of the enterprise itself; have a tendency to innovate and continuous learning, etc.

Each enterprise independently forms its marketing structure, and therefore there are a significant number of options for its construction. Among them there are integrated ones, which carry out their activities in a comprehensive manner and are managed from one coordinating center, and non-integrated ones, which are a set of relevant units that are not coordinated in their impact on the consumer [76, p. 18]. Several typical models are distinguished in the scientific literature. The main variants of organizational structures of marketing activities at enterprises can be: functional, commodity, market, regional or territorial, commodity-market (mixed).

The marketing service of an agricultural enterprise needs a flexible organizational structure that can change quickly and adequately, which would allow the implementation of the marketing concept, provide enterprises with constant and reliable information about the market. In order to achieve marketing objectives at the enterprise level, it is advisable to form such marketing links that, through coordination with intermediary and other structures, will initiate the movement of manufactured products to the consumer. The marketing service should be constantly developing, taking into account the goals, objectives and peculiarities of the enterprise's functioning, ensuring effective conditions for its market activity to the maximum extent possible. Under the influence of changes in consumer demand, scientific and technological progress, and growth in production volumes, the marketing structure should be able to change its organizational form. It is important that the functioning of marketing structures is not limited to the domestic agricultural market. Focusing on cheap products due to the low solvency of the country's population will lead to a reduction in production. Therefore, marketing structures should be actively involved in foreign economic activity, which will stimulate production [76, p. 19].

Regardless of the size of agricultural enterprises, their financial stability and development opportunities, the marketing department, a separate marketing specialist or management personnel who partially perform certain marketing functions should work in a coordinated and interconnected manner in accordance with the chosen goal of the agricultural enterprise.

Based on the analysis of the research of domestic authors, it is possible to outline the main problems of the work of marketing specialists in domestic enterprises of the agricultural sector [71, p. 56]. The first problem is the dispersion of marketing functions in the management systems of business entities and the performance by marketing specialists of uncharacteristic types of work. When creating a marketing position at an enterprise, the true functionality of this specialist is not realized, the implementation of which would significantly contribute to the efficiency of the

enterprise, so the position title often turns out to be a sales manager or a person responsible for logistics. Consequently, marketing functions continue to be performed by non-specialized departments and officials. This leads to the lack of full implementation of the marketing concept of management, and the implementation of the functional load of marketing is limited to the implementation of a fragmented communication policy [71, p. 56-57]. The second problem is the lack of holistic marketing strategies. Still a significant part of managers of agricultural enterprises do not see a marketing strategy for the development of their business, do not identify the market success of the enterprise with its marketing strategy. The functions of formulating a marketing strategy are concentrated in the top management rather than in a specialized unit. As a result, marketing strategies are formed and implemented improperly, which reduces the assessment of their necessity and expediency of use in the practice of management of an agricultural enterprise [71, p. 56-57]. The third problem is the level of training of qualified personnel to perform marketing work at enterprises. Marketing of agricultural enterprises is a dynamic area of information that is constantly updated. Accordingly, specialists must have the latest methods, approaches and techniques to perform their functions.

In today's environment, a significant number of agricultural enterprises seek to use marketing in a simplified form, i.e. mainly for the process of selling their products on the market. The main obstacle to the transition to the marketing model of management is the inability to correctly define their marketing strategy and the inability to organize an effective structural unit that would efficiently perform the marketing management functions assigned to it.

To build a high-quality marketing system, it is necessary to take into account the influence and interaction of factors of the internal and external environment (Figure 14).

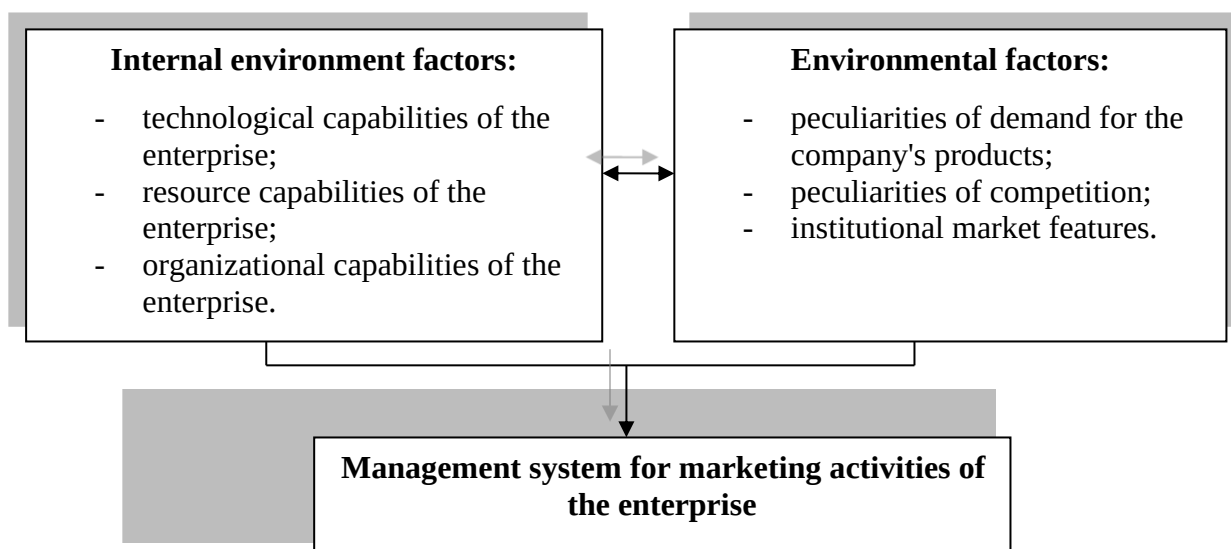


Figure 14. Influence of internal and external environment factors on the system of marketing activities of the enterprise

Source: compiled by the author on the basis of sources [83, p. 169].

The orientation of enterprises towards marketing and effective management of marketing activities necessitates the implementation of three groups of measures: organizational; administrative and legal; and scientific and methodological. Organizational measures involve structural changes in the organization and management techniques of an enterprise. With the help of administrative and legal measures, the creation of functional services within the enterprise's divisions is legally fixed - regulations on each created service are developed, their staffing, and functional responsibilities of each employee are determined. The implementation of scientific and methodological measures is associated with the development and use of methodological recommendations for marketing activities. Of course, the implementation of these measures as such will not ensure the efficiency of the enterprise. It is necessary to organize the entire process of managing marketing activities, including planning, organization, implementation and control [72, p. 216].

To achieve production and business success in the agricultural sector, effective marketing organization is an important area of activity, so it is necessary to know the essence of marketing, methods and ways of using it. The importance of marketing is

explained by the participation of two parties, without which business activity is impossible - customers and competitors. Therefore, to give due importance to marketing means: - to meet the needs of the client; - to maximize profits. That is why marketing should be the driving force. Marketing enables a company to become competitive and operate effectively in the market, because marketing is an activity aimed at improving the efficiency of production and promotion of goods from the producer to the consumer, and at satisfying the needs and desires of the consumer in the best possible way.

To perform the full range of marketing activities and functions, an enterprise needs to create groups, departments, services or marketing departments. Such entities serve as a link of communication, directing the activities of the marketing service as a whole and between individual employees, establishing an appropriate way of interaction both within their unit and with adjacent units of the enterprise. The system of interrelations and subordination of organizational units of the management apparatus that perform various functions of enterprise management is defined as the organizational structure of management. The structure reflects the structure and internal form of the system. The presence of a structure is an essential attribute of all real systems, as it gives them integrity. A well-chosen form of the company's organizational structure corresponds to the corporate culture and strategy, the technologies used and the qualifications of employees, market needs and the specifics of the services provided. Therefore, the structure of an enterprise cannot be created arbitrarily, but should take into account many external and internal factors. The structure allows employees to realize their place in the organization and at the same time ensures coordination of the functions they perform.

One of the main principles of marketing organization is to bring marketing decision-making as close as possible to the units involved in practical marketing. The organizational structure of marketing management and the level of its functioning, along with the chosen corporate strategy, is of paramount importance for ensuring the

achievement of the company's goals. Given the regulations governing business activities, the objectives of the marketing management service at the enterprise can be defined as [56, p. 68]:

- ✓ Ensuring sales growth in the markets;
- ✓ meeting the needs of those with effective demand in the domestic and foreign markets;
- ✓ reducing production costs through the optimal use of the company's capabilities and development reserves;
- ✓ obtaining the planned profit by more fully utilizing the company's potential.

The organizational structure of marketing activities at an enterprise can be defined as a set of services, departments, divisions, which include specialists engaged in a particular marketing activity [54, p. 286]. That is, the organizational structure of marketing management at the enterprise should be understood as a certain system design of various links between which links are formed and maintained to ensure coherence, consistency and high productivity of joint marketing activities [56, p. 67]. Thus, the marketing service in a market economy is the link in the management of an enterprise that, together with production, financial, sales, technological, personnel and other activities, creates a single integrated process aimed at meeting market demands and making a profit on this basis.

The organizational structure of the marketing department should fit seamlessly into the overall structure of the enterprise. If the company is large enough, the marketing department should consist of separate units that report to the marketing department or the head of the marketing department. The department should include specialists in various areas of marketing activities. If necessary, a marketing research unit may also be created [79, p. 67]. It has been established that the main tasks of the marketing service of an enterprise, taking into account the goals and marketing functions, are [56, p. 69]:

- ✓ collecting and processing information about the external and internal environment of the enterprise;
- ✓ conducting forecasting studies;
- ✓ development of long-term, medium-term and current marketing plans in accordance with the company's production and sales activities;
- ✓ organizing work to create new products and modernize existing ones to best meet consumer needs;
- ✓ active influence on the variable factors that determine the development of the external environment in the interests of the enterprise;
- ✓ optimal organization of the goods movement system.

Depending on the type of model they choose, all enterprises define their strategy and tactics of market behavior in different ways. There are some differences and specific features between them. The following types of organizational structure of marketing at enterprises are distinguished: functional; geographical (regional, territorial); market (segment) [54, p. 412]

The functional organization of the marketing department is based on the distribution of marketing activities between departments by function (advertising and sales promotion, market research, etc.). The functional organization of the marketing service implies that responsibility for each functional task is assigned to a separate person or group of persons (Figure 15). The functional marketing service is the most common and simplest. Such an organizational structure is based on the division of labor by established functions, on the specialization of employees. Management of these services is subordinated to the vice president for marketing (director, his deputy for marketing, head of marketing department, etc.). Such a structure is appropriate when the number of markets and services of the enterprise is small and considered as homogeneous [54, p. 484].

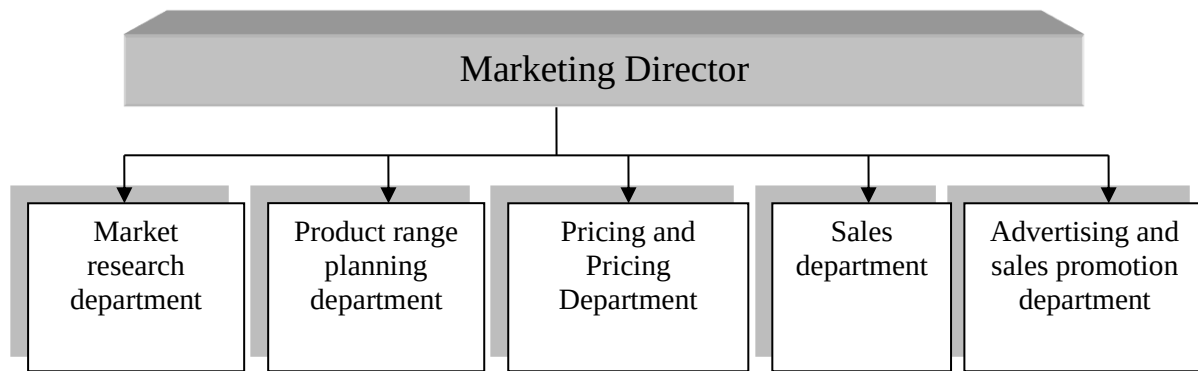


Figure 15. Functional model of building a marketing service

Source: identified and compiled by the author based on sources [68, p. 286].

Geographical (also called regional, territorial) organization is a grouping of marketing activities in services that are separated according to the territory they serve, i.e., an organizational structure of marketing management in which marketing specialists are grouped by separate geographical areas (Figure 16).

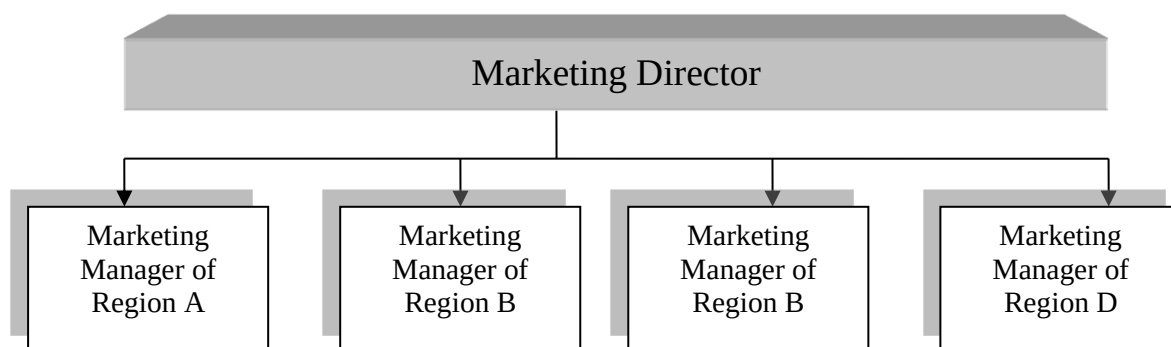


Figure 16. Regional (territorial) structure of the marketing service

Source: compiled by the author on the basis of sources [68, p. 287].

Such an organization allows sales agents to reside within the territory served. In essence, this applies to companies that create a branch network, market the company's products in certain regions, and operate in wide geographic markets. This type of structure is especially relevant for territories with different consumer preferences and needs.

Market (segment) organization of the marketing service is an organizational structure of marketing management, in which managers of individual markets are responsible for the development and implementation of strategies and plans for marketing activities in certain markets (Figure 17).

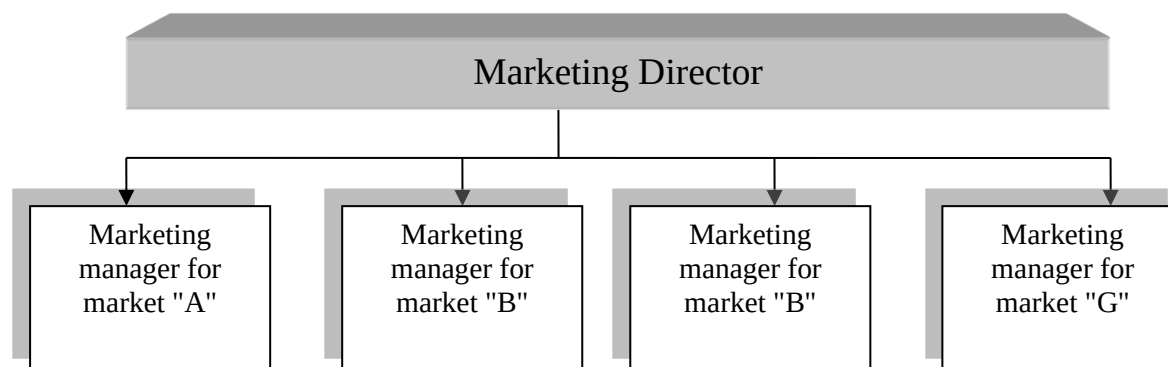


Figure 17. Market model of building an enterprise marketing service

Source: compiled by the author based on sources [68, p. 288].

The market-based organization is based on institutional market segmentation, i.e., markets of different consumers are identified regardless of their geographical location and marketing activities are carried out in accordance with their specifics. This type of organization is advisable for enterprises that offer goods or services to different markets and require specific services.

For enterprises that produce a large number of different goods that require specific production and sales conditions, it is more rational to use a commodity (product) organization of the enterprise marketing management structure (Figure 18). This is a marketing management structure in which a product manager is responsible for developing and implementing marketing strategies and plans for a particular product or group of products. He or she is subordinated to employees who perform all the necessary marketing functions. The commodity organization of marketing departments (services) is common in large enterprises with diversified production, which produce a wide range of goods using different production technologies [54, p. 466].



Figure 18. Commodity or product structure of the marketing department

Source: compiled by the author based on sources [68, c. 13].

A matrix structure is created when an enterprise develops certain projects (programs), most often aimed at developing, mastering and selling new products manufactured by the enterprise. The matrix structure of marketing is a "lattice" organization built on the principle of double subordination of employees: on the one hand - directly to the head of the sector, who provides staff and professional assistance to the project manager, and on the other - to the project (program) manager, who is endowed with the necessary managerial authority for timely development and implementation [55, p. 178]. The main advantage of the matrix management structure is the ability to quickly adapt to changes in the environment [54, p. 469]. Figure 19 shows a matrix diagram of the organizational structure of the marketing service at an agricultural enterprise. The restructuring of the organizational management structure of an agricultural enterprise should begin with strengthening the role of the sales department and expanding the number of functions performed by this unit, namely: market research, advertising, etc. with further transformation into a marketing department.

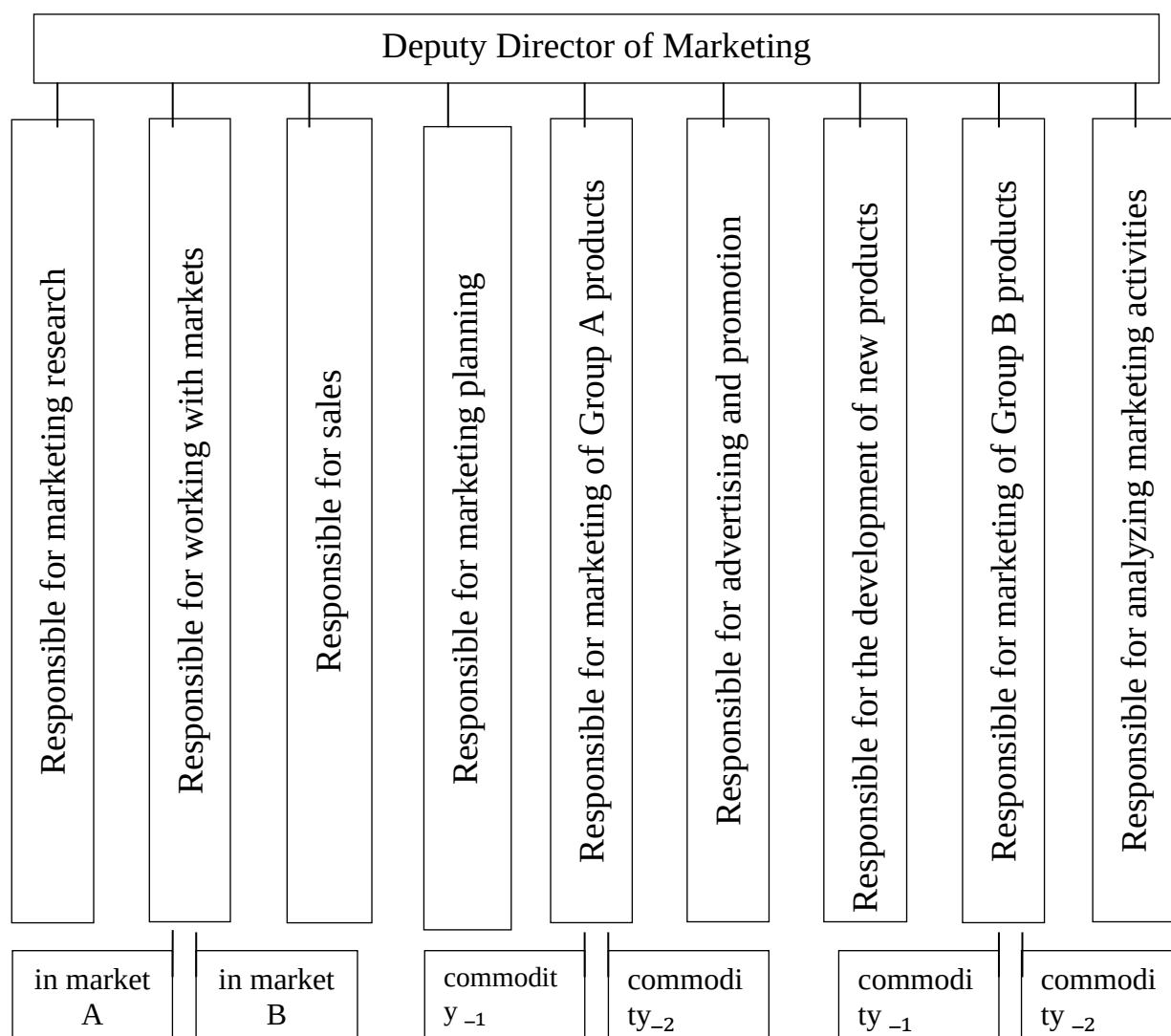


Figure 19. Diagram of the matrix organizational structure of the marketing service of an agricultural enterprise

Source: compiled by the author on the basis of [48, p. 25-27].

Marketing structures (services) can be considered flexible enough if they are able to change their organizational forms when the company's strategy changes. Despite the prevalence of the above models of organization of the marketing service, each of them has its strengths (advantages) and weaknesses (disadvantages) (Table 5).

Table 5

Strengths and weaknesses of marketing service organization models

Strengths (attributes)	Weaknesses (signs)
Functional organization	
Simplicity of management. Separate functions of each specialist. Possibility of functional specialization of specialists, which increases the level of qualification. Ability to determine the current performance of specialists.	As the range of products expands, the quality of work decreases. Lack of a mechanism for searching for non-traditional types and areas of work. The competition between functional units is "every man for himself", a struggle for private interests.
Commodity (product) organization	
Full marketing of the product group and each product in particular. The ability to study the specifics of consumer behavior for each product. The ability to choose the optimal channel for product promotion and participate in pricing.	A wide range of multifunctional responsibilities of a specialist. The intellectual level and growth of qualifications are reduced. The presence of duplicate functions, tasks, and departments.
Market (segment) organization	
High coordination of services during market entry. The ability to develop a comprehensive market entry program. A more reliable market forecast, taking into account its specifics. The ability to better study the foreign market.	Complexity of the management structure. Low degree of specialization of departmental employees. Duplication of functions. Poor knowledge of the product range.
Geographical (territorial) organization	
Sales staff can live within the territory. Which they serve. The ability to know your customers perfectly. The ability to work with minimal time and money spent on product sales.	Complexity of the management structure. Duplication of functions. A wide range of multifunctional responsibilities of a specialist.
Commodity-market, functional-commodity, functional-market organization	
Relatively high organization of work during market entry. Possibility to develop a comprehensive market entry program. A more reliable market forecast, taking into account its specifics. Significant management attention is paid to each product and each market.	High costs of maintaining the service. Possibility of conflicts when making decisions regarding a particular target market. Duplication of some functions. Relatively difficult manageability and flexibility of management.

Source: determined by the author on the basis of sources [72, p. 218, 56, p. 75].

The formed organizational marketing structures must meet certain requirements, the main of which are: a small number of links; creating conditions for the integration of marketing into the management process; ensuring the development of creativity and innovation of employees; promoting customer satisfaction and increasing the volume of services provided [63, p. 68]. The organizational structure of the marketing service should be determined by: the specifics of the enterprise, the number of markets in

which it operates, the specifics of the product portfolio, sales, resources, and the structure of enterprise management [75, p. 118]. The process of forming the organizational structure of marketing may include five stages (Figure 20)

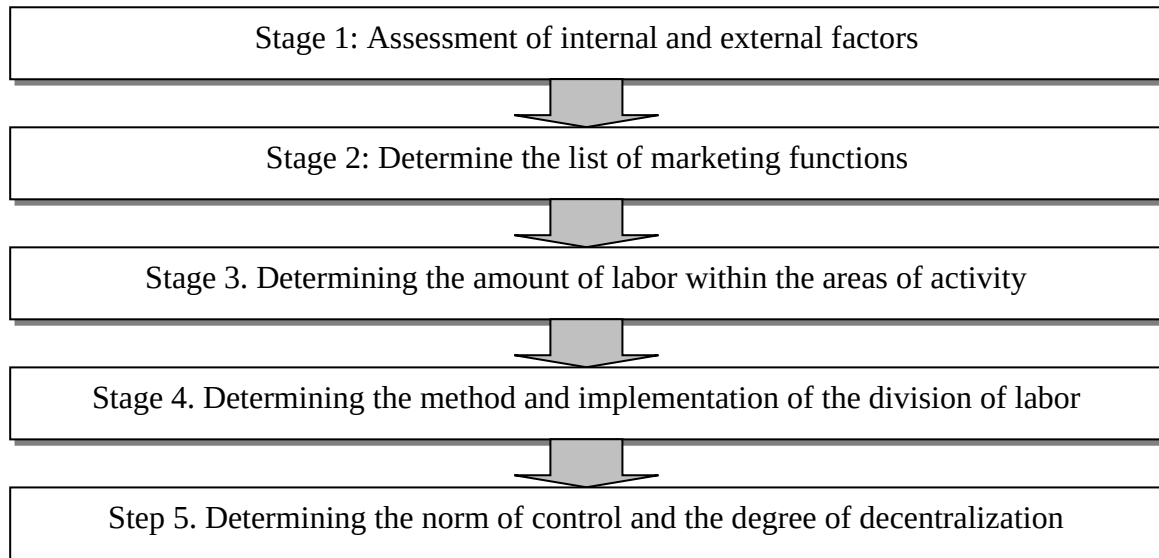


Figure 20. The process of forming the organizational structure of marketing activities in the enterprise

Source: compiled by the author on the basis of sources [79, p. 68].

When building the organizational structure of marketing, it is necessary to take into account and use the following principles: unity of target settings at the enterprise; clarity of the marketing structure; efficiency of the communication system between departments; rational distribution of duties and responsibilities. Thus, when organizing a marketing service, it is advisable for an enterprise to adhere to the following principles [72, p. 221]:

- ✓ simplicity of structural design, which allows for more mobile management of marketing activities on equal terms;
- ✓ The system of interconnections between departments must be efficient, i.e., the transmission and receipt of information must be clear;

- ✓ flexibility and adaptability, which allows to change the nature and direction of the company's goals in today's dynamic environment, changing consumer demands;
- ✓ limited number of departments and links, which allows for more efficient management of marketing activities at the enterprise.

The company should create a marketing service in such a way that it best meets its goals. The activities of the marketing service should be organized in accordance with the Regulations on the marketing service (department) at the enterprise. Managers and specialists in the field of marketing can be represented by five different levels [56, p. 69]:

1) the highest strategic level of marketing management: deputy general director for marketing; marketing director; marketing manager at small enterprises;

2) the middle level is represented by a product manager who coordinates all types of marketing activities related to a particular product: market, region, oblast manager; sales manager. Sales, distribution channels; customer service manager; advertising manager; public relations manager;

3) operational-executive (tactical level): sales agent, representative; advertising agent; marketing manager; salespeople;

4) technical level: manager or instructor, specialist in personnel training - standardized methods of marketing activities, taking into account the characteristics of the market and the enterprise; marketing controller;

5) auxiliary level: marketing research manager; marketing economist-analyst - provides internal audit of marketing; interviewer; specialist in computer processing of marketing information.

Managers and specialists of the marketing service must meet the requirements defined by the specifics of work in the field of marketing. The requirements for the personal qualities of marketing service specialists include: systematic knowledge, broad erudition, sociability, diplomacy, a sense of the new, the ability to extinguish

conflict, the ability to persuade people, and to be analytical. Thus, in general, organizational charts perform the following functions [56, p. 68]:

- ✓ give a name to each management job;
- ✓ show the levels of accountability;
- ✓ identify managers for each level of management;
- ✓ indicate the types of divisions created;
- ✓ illustrate the chain of management orders;
- ✓ enable each employee to know their rights and responsibilities.

The marketing organizational structures of the enterprise also perform specific functions [56, p. 68-69]: market research and market situations; determination of the product range; management of commodity flow processes; forecasting and stimulation of sales of finished products; pricing and development of a discount system; communication and growth of the company's image; service; organization of branded trade; marketing control and analysis; logistics; development of a marketing budget; development and promotion of new products; formulas

It should be noted that the effectiveness of the service only partially depends on how its employees perform their direct duties. The other part depends entirely on the extent to which the entire staff of the company is "involved" in marketing. The principle is to be as close to the consumer as possible. This means that regardless of the organizational structure options, the latter should ensure maximum contact of all employees with real and potential consumers of the company's products [76, p. 19].

Organizational transformations of the marketing system can be carried out quickly, along with the simultaneous increase in the efficiency of all production and commercial activities of the enterprise, if the ability to change is inherent in the structure itself. Management in the field of marketing of goods and services has a significant number of opportunities to develop measures to improve the efficiency of the relevant organizational structures. In this regard, there are certain requirements

for the creation of marketing management services at the enterprise, the main of which are:

- ✓ The organizational structure should be simple enough, easily manageable and accessible to understand the functions of its components and personnel units;
- ✓ the functions of the company's marketing departments should be clearly delineated and coordinated;
- ✓ The structure of the marketing service should contain the minimum number of management levels in terms of rationality and optimality, and horizontally - to control the situation in all divisions of the enterprise;
- ✓ It is necessary to create an atmosphere of collective work between marketing and other departments of the enterprise.

It should be noted that there is no single approach to building organizational structures for marketing activities. All service units can be structured differently, but what they have in common is that they are based on a commercial approach. Small organizations operating in dynamic industries and rapidly changing environments use flexible decentralized structures. Larger organizations operating in more stable markets often create more centralized marketing departments to ensure greater integration. In companies that produce specific products, these departments are sometimes transformed into elements of the technical sphere. However, the organizational structure of marketing activities in an agricultural enterprise, organized according to any approach, should be linked to the achievement of its strategic goal and is the design of the organization on the basis of which the enterprise should be effectively managed in market conditions.