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BACKGROUND

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

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

Martial law has made the functioning of the livestock sector extremely difficult. Livestock farms and livestock have suffered damage and significant losses. The production of raw materials for the processing industry in the dairy and meat cattle and pig industries has decreased. The poultry industry lost foreign markets.

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

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

In order to preserve the agricultural sector of Ukraine, the Government has agreed with many international organizations to implement programs to support preferential lending to producers and the Fund for Partial Guarantee of Loans in Agriculture. The

5-7-9 loan program was extended with 50% state guarantees and assistance from the World Bank. Under this program, agricultural producers can attract loans in the amount of UAH 100 thousand to UAH 90 million at 0-9%.

Through the platform of the State Agrarian Register, the EU financial assistance program for small agricultural producers that have proven their resilience in the face of hostilities and the conclusion of classical agrarian economic theory that they ensure the existence of production itself is in place. At the same time, farms and peasant farms have a positive impact on the development of rural areas, the preservation of the rural settlement network, rural infrastructure, rural lifestyle, rural mentality, language, traditions, and general autochthonous culture, which is characteristic of this society.

The results of the research presented in the monograph are determined within the framework of the initiative theme of the Department of Marketing and International Trade of the National University of Life and Environmental Sciences of Ukraine “Development of Marketing at Agricultural Enterprises and Processing Enterprises”, state registration number 0120U100630.

TABLE OF CONTENTS

1.	<p>Bondarenko V.¹</p> <p>THE MAIN LEVERS OF THE MECHANISM FOR REALIZING THE POTENTIAL OF THE REGION'S RESOURCE BASE</p> <p>¹ National University of Life and Environmental Sciences of Ukraine and Nature Management of Ukraine</p>	8
1.1	<p>ORGANIZATIONAL AND ECONOMIC MECHANISM FOR REFORMING AND RESTRUCTURING THE REGION'S RESOURCE POTENTIAL</p>	8
1.2	<p>IMPROVEMENT OF INVESTMENT AND INNOVATION ACTIVITIES IN THE DEVELOPMENT AND USE OF RESOURCES OF THE REGIONAL SYSTEM</p>	20
1.3	<p>MARKETING ACTIVITIES TO IMPROVE THE STRUCTURE AND DIRECTIONS OF RESOURCE POTENTIAL USE</p>	37
1.4	<p>NEW ORGANIZATIONAL AND PRODUCTION FORMS OF INTEGRATION NATURE IN THE DEVELOPMENT OF RESOURCE POTENTIAL AND POSSIBLE DIRECTIONS OF THEIR ACTIVITIES</p>	50
2.	<p>Alekseieva K.¹</p> <p>DEVELOPMENT OF HUMAN CAPITAL AND ITS COMPONENTS IN CONDITIONS OF AFTER-WAR RENOVATION OF UKRAINE</p> <p>¹ Production and Investment Management Department, National University of Life and Environmental Sciences of Ukraine, Kyiv, Ukraine</p>	67
2.1	<p>THE ESSENCE, STRUCTURE AND IMPORTANCE OF HUMAN CAPITAL FOR ECONOMIC DEVELOPMENT</p>	67
2.2	<p>INTELLECTUAL CAPITAL AS AN ENDOGEN FACTOR OF INNOVATIVE DEVELOPMENT IN CONDITIONS OF AFTER WAR RENOVATION OF UKRAINE</p>	73
2.3	<p>WAYS OF ASSESSMENT OF INTELLECTUAL CAPITAL</p>	83
2.4	<p>THE ESSENCE OF SOCIAL CAPITAL AS A COMPONENT OF HUMAN CAPITAL</p>	88
2.5	<p>THE FOREIGN EXPERIENCE OF DEVELOPMENT OF HUMAN CAPITAL VIA HIGHER EDUCATION SYSTEM</p>	96
3.	<p>Barylovyh O.¹</p> <p>MODERN TRENDS AND TOOLS FOR THE DEVELOPMENT OF MARKETING COMMUNICATIONS IN THE CONDITIONS OF DIGITALISATION</p> <p>¹ Department of Marketing and International Trade, National University of Life and Environmental Sciences of Ukraine</p>	108
3.1	<p>TRANSFORMATION OF MARKETING COMMUNICATIONS IN DIGITAL ENVIRONMENT</p>	108

3.2	THEORETICAL FOUNDATIONS OF ORGANIZATION OF MARKETING COMMUNICATION ACTIVITIES OF AN ENTERPRISE ON THE INTERNET	114
3.3	PECULIARITIES OF ADVERTISING IN E-COMMERCE	119
4.	Riabchyk A. ¹ ORGANIZATION OF MARKETING ACTIVITIES IN AGRICULTURAL ENTERPRISES ¹ Department of Marketing and International Trade, National University of Life and Environmental Science Ukraine	129
4.1	THE ESSENCE AND OBJECTIVES OF MARKETING ACTIVITIES IN AGRICULTURAL ENTERPRISES	129
4.2	COMPONENTS OF MARKETING ACTIVITIES OF AGRICULTURAL ENTERPRISES	147
4.3	ORGANIZATIONAL STRUCTURES OF MARKETING ACTIVITIES OF ENTERPRISES	164
5.	Havryliuk Y. ¹ , Tsikhanovska V. ² TRADE MARKETING OF ENTERPRISES ON THE EGG MARKET ¹ Assistant Professor of marketing and international trade department, PhD in Economics ² Doctor of Economic Sciences, Professor	183
6.	Chornenka L. ¹ MANAGEMENT OF LOGISTICS BUSINESS PROCESSES OF THE ENTERPRISE ¹ Department of of Administrative Management and Foreign Economic Activity National University of Life and Environmental Sciences of Ukraine, Kyiv, Ukraine	215
6.1	LOGISTICS AND LOGISTICS BUSINESS PROCESS AT THE ENTERPRISE	215
6.2	CONCEPT AND MAIN TYPES OF TRANSPORT IN LOGISTICS. MAIN TRENDS IN THE TRANSPORT AND LOGISTICS INDUSTRY	222
6.3	SUPPLY CHAIN MANAGEMENT SYSTEM IN THE ENTERPRISE	229
6.4	MODERN APPROACHES TO OPTIMIZING THE LOGISTICS ACTIVITIES OF AN ENTERPRISE	236
6.5	DIAGNOSTICS OF THE LOGISTICS BUSINESS PROCESS MANAGEMENT SYSTEM AT A TRANSPORT ENTERPRISE	243
6.6	MEASURES TO IMPROVE THE LOGISTICS BUSINESS PROCESS MANAGEMENT SYSTEM IN A TRANSPORT ENTERPRISE	259

7.	<p>Karpenko L.¹</p> <p>NEUROMARKETING RESEARCH</p> <p>¹ Department of Marketing and International Trade, National University of Life and Environmental Science Ukraine</p>	268
8.	<p>Lazebnyk V.¹</p> <p>MARKETING RESEARCH OF THE POULTRY MEAT MARKET CONJUNCTURE</p> <p>¹ Assistant professor of marketing and international trade department, National University of Life and Environmental Sciences of Ukraine</p>	292
8.1	THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF MARKETING RESEARCH OF MARKET CONJUNCTURE	292
8.2	ANALYSIS OF THE KEY FACTORS INFLUENCING MARKET CONJUNCTURE DEVELOPMENT	308
8.3	GENERAL CHARACTERISTICS OF THE POULTRY MEAT MARKET IN UKRAINE	317
8.4	ANALYSIS OF THE MARKETING MIX OF THE TM "NASHA RYABA" BY PJSC "MYRONIVSKY HLIBOPRODUCT"	330
8.5	RECOMMENDATIONS FOR IMPROVING THE MARKETING MIX OF THE TM "NASHA RYABA" OF PJSC "MYRONIVSKY HLIBOPRODUCT" AND WAYS TO ENHANCE THE EFFICIENCY OF POULTRY MEAT PRODUCTION	341
8.6	PROPOSALS FOR IMPROVING THE EFFECTIVENESS OF CONDUCTING MARKET RESEARCH ON THE POULTRY MEAT MARKET	348
	REFERENCES	356

1. The main levers of the mechanism for realizing the potential of the region's resource base

1.1 Organizational and economic mechanism for reforming and restructuring the region's resource potential

Disclosure of the essence, identification of types of resources, study of the composition and structure of the resource potential of the territory using a systematic approach allowed to generalize and clarify the term "resource potential" as a set of resource components, which in turn can be called the corresponding sub-potentials, to quantify the composition of the latter and directions of use, which depend on the degree of detail and peculiarities of the territory development, as well as to outline the appropriate mechanisms and time of their involvement in economic turnover in order to increase the level of s

The resource potential of a region includes all the components of the regional resource base, taking into account not only their current use, but also the possibilities of intensification in the future, focused on identifying resource reserves of the territories and including them as qualitative factors of economic growth.

The further development and activation of the aggregate resource potential of the region are directly dependent on the development and implementation of an organizational and economic mechanism to ensure these processes.

As the study has shown, the decisive role in the development of regions based on the use of resource potential belongs to organizational and economic regulation through managerial, organizational, financial, economic, technical, technological and legislative levers. Each of these levers has its own characteristics and is an integral part of the mechanism for improving the use of the resource potential of a region.

The mechanism for improving the use of resource potential is a set of targeted actions that ensure the achievement and improvement of the relationship between its elements as a single process consisting of relatively separate processes of use (consumption, use), protection and reproduction of the constituent elements of the

resource potential of the territory in order to implement a program to meet the needs of social production and population and achieve an appropriate level of development of the region while preserving its natural resources.

Legislative levers ensure compliance with the current legislation and regulations at the regional level, given the available resource potential of the region. They regulate the legal relations of business entities in the region and ensure the responsibility of executive authorities and local governments for the social and economic development of the region. When analyzing these levers, one should consider agreements on tariffs and trade rules between countries, customs policy, regulations of local authorities and the government, legislation, credit and tax policy.

Financial and economic levers to improve the efficiency of resource potential use are implemented through financial and credit policies, the tax system, market price mechanisms, and elements of government regulation of prices and taxes. They combine economic and financial processes and relationships. When analyzing financial and economic levers, it is necessary to take into account inflation (deflation) rates, tax rates, employment in economic sectors, and the region's solvency.

Technical and technological levers are a proportional combination of individual technical means variety of different types of equipment. For example, in socio-economic systems, they express the production capacity of an enterprise, organization, or industry, with the help of which people are able to produce products of the appropriate quality in a certain quantity in the process of material production. The elements of technological levers are labor items, individual operations and procedures. This system is a set of rules and regulations that determine the sequence of operations in the process of material production and their management.

Organizational levers, through the development and structure of management, relevant regional programs, regulations and instructions, allow for the rational use of available regional resources. Organizational levers are most often used when the production process follows the path of implementing promising business plans that require the allocation of different parts into independent units, when there is a massive marketing intelligence of the market, and the production structure is adjusted to the

market conditions and the behavior of competitors. The tools of organizational mechanisms include economic restructuring, positioning of markets and consumers, market-based management and business planning, operational regulation of production activities, certification and licensing, development and implementation of information technology and marketing components.

All levers in their unity form an integral organism. At the same time, technical, technological and organizational levers together provide and characterize the organizational and technical side of management, while financial, economic and legislative levers provide and characterize the socio-economic side.

The transformation of organizational and economic levers to increase the efficiency of resource potential use in market conditions requires taking into account a number of circumstances:

- determining the optimal proportions and structural and parametric characteristics of the region's resource potential;
- the need to overcome the consequences of the transformational decline in production and utilize the resource base;
- ensuring food security in the region and fulfilling a similar task at the macroeconomic level of the national economy;
- Focusing the development of the region's market-oriented industries on the needs of the interregional market.

At the same time, in general terms, the priority areas for the development of the region's resource potential are implemented through:

- introduction of new principles of state regulation of the economy;
- formation of large economic zones with highly developed resource potential;
- creation of large industrial associations;
- development of a mechanism to ensure the production of interregional products with a high level of production cooperation and achievements of science and technology;
- establishing a system for monitoring the development of resource potential;
- flexible regulation of pricing policy;

- financing of investment and innovation projects;
- introduction of new production technologies;
- strategic planning of the region's development.

Today, financial and credit institutions in the region play an important role in shaping the organizational and economic mechanism for the efficient use of resource potential by offering original technologies and schemes for credit and financial support for the agricultural and industrial sectors.

The analysis of the development of socio-economic processes has shown that when creating large economic zones with great resource potential based on the principles of positive influence of regions on each other and eliminating unhealthy competition among economic , the most effective is the formation of large economic associations with high technologies capable of creating an interregional or transnational competitive product. The study proves that the competitiveness of the region is based on the productive use of regional resources and, above all, on the development of production potential. In assessing the competitiveness of a region, it is necessary to base it on a sustainable and equilibrium growth of the quality of life of the population, since the quality of life formed by the resource potential of the region is one of the main indicators of the 's competitiveness.

In our opinion, this approach to the development of the regional economy is the basis for sustainable growth, which ensures a balanced development of social phenomena. And the process of developing the resource potential on the basis of organizational and economic levers to improve the efficiency of the resource base is aimed at achieving a high quality of life (Fig. 1). The proposed organizational and economic levers will ensure the efficient use of the available resources of the region and eliminate the mismanagement of natural resources.

An important factor of economic growth is the strategic management of the effective use of this potential, which is impossible without a modern adapted mechanism for regulating its development and managing the use of the region's resource base. The mechanism for managing the resource potential of a region is the involvement in the present or future of the totality of the resource sub-potentials of the

territory in economic activity using an appropriate system of interacting effective elements (forms, methods, directions, tools) combined in achieving certain development goals. Regulation of the effective use of the resource potential of the region through the introduction of an organizational and economic mechanism should be based on the development of a strategy for the implementation of this process, be evolutionary, long-term, equilibrium, natural and sustainable, and necessarily take into account the existing experience of resource use.

The main lever for increasing the level of resource potential utilization is regulation and management of this process. The main feature of the strategic management of the use of the resource potential of the region is that it is aimed at the future and requires taking into account a large number of interrelated factors of the natural environment and society in the process of implementation. In this regard, the peculiarities of strategic management of the use of the resource potential of the region are due to the fact that it is a complex system, since:

- contains a wide variety of elements in the strategic management system itself;
- studies and takes into account a huge number of interconnections and dependencies;
- is a complex process of cognition of the properties of material and human potentials, properties and qualities of natural potential and the process of their involvement in economic turnover, i.e. in the process of practical use;
- Both man and nature are involved in the action and use of resource potential, but it is obvious that the main problem in managing the use of resource potential is the element of human action on the natural environment, although man is also part of the resource potential, but the most conscious part and the most separated from natural processes.

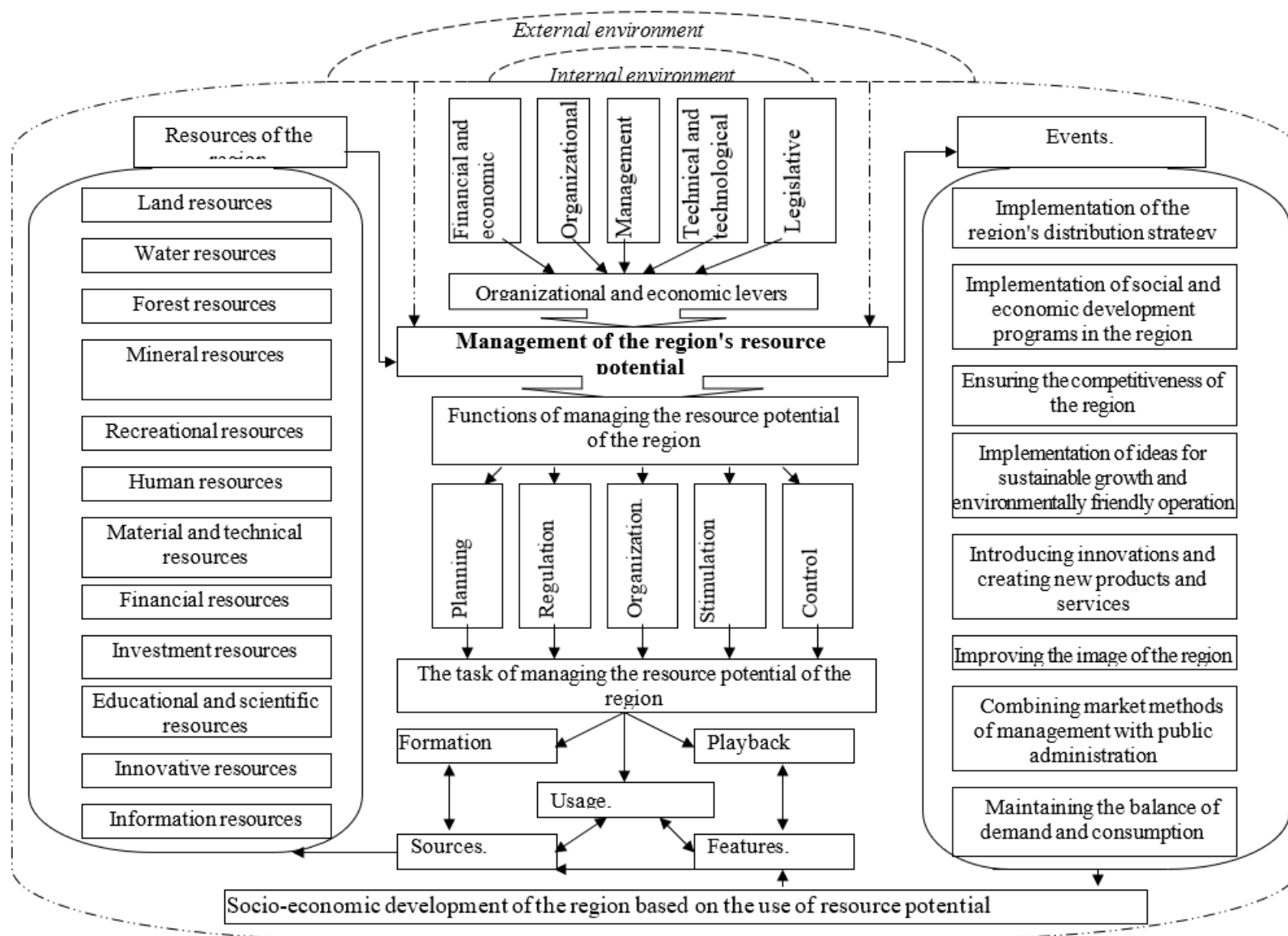


Fig. 1. Scheme of the economic and organizational mechanism for managing the effective development and use of resource potential

Since a strategic decision on the use of the region's resource potential always has to be made under the existing constraints and within the framework of strategic development priorities, the main goal of strategic management of the use of the region's resource potential is to determine the optimal proportions, including between the required and possible volume of resource use, as close as possible to more fully meet the needs for resources and achieve the strategic goals of the region's development.

The specifics and complexity of strategic management of the use of the region's resource potential primarily determine the specifics and complexity of the strategic management of the use of the region's resource potential:

- the need to assess the accounting and forecasting of two separate factors: laws of nature and society and their interconnection;
- the need to take into account the unique properties of the resources used and their changes over time;
- the need to preserve natural resource potential for its future use;
- the need to calculate the achievement of proportions and correspondences between the pace and scale of resource potential use, their protection and reproduction;
- the need to maintain proportions and correspondence between the scope of work and the resources required for their implementation (resource consumption).

Optimal strategic management of the use of the region's resource potential, i.e. maximum compliance with the achieved level of development of society, the amount of knowledge and skills about the natural environment and human capabilities, should be carried out in strict accordance with the principles of efficient resource use:

1. Strategic management of the use of resource potential is an integral, mandatory element in social development;
2. Strategic management of the use of resource potential should be continuous in time and space, taking into account the interconnection and interdependence of individual components of the aggregate resource potential, individual resource potentials, individual properties and qualities of the resources themselves;
3. Resource potentials and objects (especially natural ones) do not coincide with historically isolated administrative and economic territories and do not coincide with

their boundaries;

4. 4. Natural resource potential, unlike some other potentials (e.g., production potential), is not created by human labor and cannot be fully considered someone's property; it is the property, the wealth of all mankind;

5. Systematic accounting, control, and supervision of the dynamics of quantitative and qualitative characteristics and indicators of resource potential use in time and space;

6. Interest and mandatory responsibility for the implementation of the legislative framework for resource use at all levels of management.

All of the above suggests that the complex nature of the region's resource potential should be matched by adequate forms of organizing its use and management.

Thus, the organization and rational strategic management of the use of resource potential should be a complex action and a system of interrelations between the aggregate resource potential of the region in order to streamline the organization of meeting the needs for resources while preserving and possibly increasing and building up the aggregate resource potential of the region.

The performance of functions to ensure socio-ecological and economic development is now increasingly moving from the state level to the level of local self-government. In such conditions, the organization of rational use of resource potential and strategic management within the framework of the concept of socio-economic development of the region becomes an objective necessity.

Considering this task from the point of view of scientific validity, we have come to the conclusion that one of the most important, but, unfortunately, poorly developed stages of organizing strategic management of the use of the region's resource potential is the development of an appropriate organizational and economic model.

The following rules (principles developed by the society itself) should form the basis for the formation of a model of strategic management of the use of the region's resource potential:

1) Strategic management is clearly focused, i.e. aimed at achieving a specific goal;

2) the degree of achievement of the goal should be recorded and analyzed based on the results obtained (i.e., feedback should be taken into account);

3) strategic management of the use of resource potential is carried out taking into account limitations (natural resource potential, economic, scientific and other potentials);

4) strategic management should be organized in a hierarchical system, but the number of levels should be minimized;

5) information and strategic decisions made on its basis should be timely, accurate and objective, taking into account the prospect of expected consequences and forecast situations;

6) strategic management should be organized with due regard for the possibility of adaptation to the specifics of the situation.

The basis for developing a strategy and forming strategic management of the use of the region's resource potential are the main provisions of the strategy of socio-economic development of the region as a whole, in accordance with which the directions of attracting and using the resource potential are developed and formed. Based on this data, the goals and objectives of strategic management are determined. The provisions presented in the model are the most common and theoretically recognized as the goals of strategic management of resource potential use. However, only those that are characterized by limiting the negative impact on the environment usually receive a more or less acceptable degree of implementation in practice.

In addition, it should be noted that within the framework of the organization of strategic management of the use of resource potential, a mechanism for its implementation is formed, i.e. the process of involving all components of the region's potential in economic activity on the basis of certain forms and methods for a specific purpose. The main methods of involving the resource potential of the region in economic activity are the following:

1. Implementation of regional development programs;
2. Attracting potential investors;
3. Self-development of the region's economy.

In our view, the legal framework should also be a harmonious, balanced, multi-level system of laws and regulations.

First, this system of legislative acts should be coordinated, interconnected with state legislation (vertically), complement it, and be specified in the conditions of specific regions.

Secondly, regional acts should be coordinated with each other, being a self-sufficient system covering the spheres of economy, ecology, culture, social and regional state policy, and regional governance.

Thirdly, the system of regional legislation should take into account the requirements of international investment and financial institutions in order to accredit regions for participation in international projects and programs.

Fourth, a regional regulatory framework should be created on the basis of the basic legislative acts and to ensure their functioning.

In terms of organizing the involvement of resource potential in practical circulation, unused regional sources of financial resources are of interest, in particular: dead capital at enterprises (production facilities and areas); land plots unsuitable for agricultural use; shares of regional enterprises owned by the state; expansion of the service sector based on inefficiently used property.

In the external investment and financial markets, the organizers of the region's socio-economic development program, based on the restructuring of their resource base, are conducting:

- working with large international investors (not only in the area of project financing on the stock market, but also through the system of municipal loans);
- presenting the region's investment potential in the form of open information resources on the Internet;
- coordinating measures to ensure the information transparency of investment objects, increasing the confidence of international investment institutions in regional guarantees and investment instruments;
- development and implementation of new investment technologies (including in the Internet environment), creation of their infrastructure support;

- development of new forms of cooperation with other regions of Ukraine;
- optimal use of existing technical assistance mechanisms of bilateral and multilateral intergovernmental agreements;
- a program of international interregional cooperation in the use of resource opportunities.

Based on natural and social features, each regional system develops its own vector of development and use of resource potential, so the development scenario of Vinnytsia region envisages giving preference to the development of the agro-industrial sector and attracting new technologies to this sector, which are necessary to improve human working conditions, reduce the technogenic load on nature, create environmentally friendly products, and restore ecological balance in the biosphere of the region. To prevent the region from becoming economically dependent as a raw material appendage to industrialized regions, investment attraction should be based on priorities that include the introduction of new organizational forms of cooperation in agribusiness.

The suboptimal production structure of the region and the imbalance in certain areas of activity make it necessary to optimize the mechanism for using the resources available in the region. Thus, Vinnytsia region has significant imbalances in the energy sector. Energy generating capacities are utilized by 15-20%, and the capacity of distilleries by 60%. In Vinnytsia region, the energy intensity of production is slightly higher than the average for Ukraine and amounts to 0.8 tons of equivalent fuel per 1000 UAH. GDP against 0.7 in Ukraine [11].

First of all, the region has excessive power generating capacity, which is 4 times higher than the region's needs. However, the cost of electricity produced by the thermal power plant (Ladyzhyn TPP) is the highest in Ukraine. At the same time, the energy intensity of production in basic industries and agriculture is higher than the average for Ukraine. In order to reduce the energy intensity of production, the industrial and agricultural sectors of the region should switch to cheaper types of electricity and ensure minimization of electricity losses in the region's networks. Given the agricultural orientation of the region, such types of generation can be based on

biotechnology and waste utilization. The energy potential is determined by the following technological areas: anaerobic digestion of manure, incineration of waste from agriculture and other industries, use of agricultural crops to produce alcohol fuel through fermentation, conversion of biomass into gaseous or liquid fuels using thermochemical technologies, production of oils and diesel fuel substitutes from plant crops. The amount of plant biomass waste in Vinnytsia region is up to 2 million tons annually, and the use of this waste can save 0.23 million tons of conventional fuel. Annual livestock and poultry waste in Ukraine amounts to 1 million tons of dry and 0.5 billion m⁽³⁾ of gases, which is equivalent to the production of 128.5 million m⁽³⁾ of gas per year. In addition, the use of methyl, rapeseed oil as biodiesel will reduce the dependence of agriculture on fuels and lubricants by 20% [11].

All of this makes it possible to set a new strategic goal for the region, create conditions for the transition to the latest biotechnologies in the production of fuel and electricity, and promote environmentally friendly organic waste disposal and energy production, including biogas.

Bioenergy plants for biogas production make it possible to produce high-quality fertilizers at the same time. The fertilizers produced by the biotechnology are used in greenhouse farming. One ton of processed poultry manure yields an economic profit of 60 UAH from the use of fuel produced, 300 UAH from fertilizer, and 600 UAH from feed additives. [11].

Biogas plants produce fertilizers purified from hazardous microorganisms and seeds of harmful plants, improving the environmental situation.

The Strategy for Social and Economic Development of Ukraine (2013-2023) envisages a 40-fold increase in rapeseed acreage in 2023 compared to 2013. The main application of rapeseed will be biodiesel production. Given the achievements of Vinnytsia-based Helio scientists in creating new specialized rapeseed varieties (Maxim), it is advisable to prove the technology of using these varieties for biofuel production. By mixing rapeseed oil, methyl, or high-octane oxygen-containing additives and alkalis, diesel fuel and glycerin are produced. One hectare can yield up

to three tons of rapeseed, which can be used to press a ton of industrial oil to produce environmentally friendly fuel.

Rational use of the main levers to activate the attraction and use of the main components of the aggregate resource potential of the region, implementation of the organizational and economic mechanism for restructuring the resource base, will ensure an increase in production efficiency and welfare of the population.

1.2 Improvement of investment and innovation activities in the development and use of resources of the regional system

Dynamic and efficient development of investment and innovation activities is a prerequisite for the stable functioning and development of the regional economy. The scale, structure and efficiency of investment use largely determine the results of economic activity at different levels of the economic system, the state and prospects of development and competitiveness of the regional economy.

Attracting investment into regional economies is a key task in the current economic environment. To achieve the effectiveness of solving this task, it is necessary to increase the investment attractiveness of the region for potential investors.

The best way to solve this problem is to increase the investment attractiveness of the region for potential investors, i.e. the main task is to optimize the necessary conditions for investment, which determine the investor's choice of a specific investment object, which can be a separate project, an enterprise as a whole, a corporation, a city, a region, a country.

The decision of potential investors to invest in the development of a region depends on many factors that characterize the state of affairs in the economy of a territorial entity and its social stability. The form and availability of information on the effectiveness and riskiness of investing in the economy of a region plays an important role.

Investment attractiveness is understood as the reliable and timely achievement of the investor's goals based on the economic performance of the production in which

the investment is made. Investment attractiveness is determined by a set of various factors, the list and impact of which may vary and change depending on the composition of investors pursuing different goals and the production and technical characteristics of the invested production.

According to the research, the main attractive factors of the regional market for investors are recognized:

- A large market in terms of infrastructure development and consumer goods production;
- availability of inexpensive scientific and technical personnel with a high level of qualification and experience;
- A well-developed financial system and strengthened political stability;
- rich natural resources, which will contribute to the overall improvement of the economic situation at a time of insufficient diversification of the domestic economy, etc.
- the region's convenient location in relation to the most important interregional and international transportation routes in terms of logistics.
- serious support from regional authorities at all levels aimed at stimulating foreign investment and providing assistance to foreign investors.

Creating the most favorable conditions for starting and developing business and investment, and increasing the region's competitiveness is one of the main objectives of regional economic policy.

When assessing the level of investment attractiveness in general, let's identify its main components. These are investment potential and investment risk. There is also a third component - investment activity (Figure 2).

Investment potential is a set of factors of production and areas of capital application available in a region.

This characteristic is quantitative, taking into account the main macroeconomic indicators, the saturation of the territory with production factors (natural resources, labor force, fixed assets, infrastructure, etc.), and consumer demand. Its calculation is based on absolute statistical indicators.

Investment risk is a set of variable investment risk factors. The scientific literature identifies many criteria for assessing investment risk. It characterizes the probability of losing investments and income from them, and shows why you should not (or should) invest in a given object, enterprise, industry, region or country. The degree of investment risk may depend on a number of factors: political, social, legislative, economic, financial, environmental and criminal situation in the region.

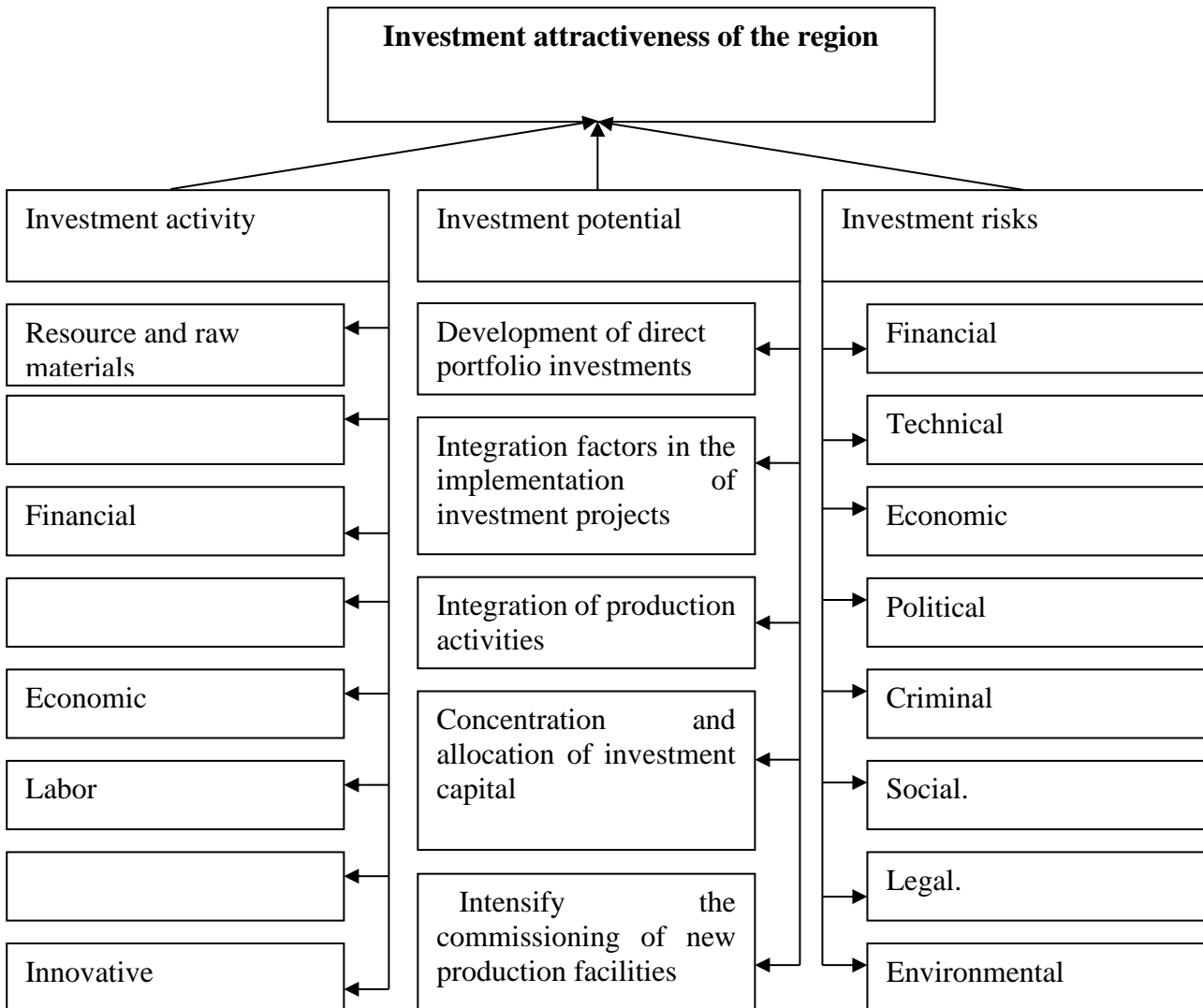


Fig. 2. Investment attractiveness of the region

Investment activity is a set of investment flows resulting from investment activities. Investment flow is the movement of investment resources in a certain period of time in a certain direction in order to obtain the expected result.

The volume and growth rate of investments in fixed assets are indicators of a region's investment attractiveness. Increasing investment attractiveness contributes to additional capital inflows and economic growth. When choosing a region to invest in, an investor is guided by certain characteristics: investment potential and the level of investment risk, the interrelation of which determines the investment attractiveness of a region.

In terms of foreign investment, the Podillia region ranks 16th among 27 regions of Ukraine, followed by Vinnytsia, 24th by Ternopil, and 20th by Khmelnytskyi.

The total volume of investments tends to grow steadily. Thus, in the period 2017-2021, investments in the country increased by 70.9%, in the Podillia region by 29%, including 35.4% in Vinnytsia region, 17.7% in Ternopil region, and 27.4% in Khmelnytskyi region. Agriculture (23.2%) is the main area of investment activity expansion. Industry (29.1%) and transportation (8.8%). However, the need for investment is characteristic of most regional systems in the country.

One of the main reasons for the low level of foreign direct investment in the region and in Ukraine is still the unfavorable investment climate compared to other countries. The factors that reduce the investment climate include:

- Low purchasing power of the population;
- Imperfect tax, commercial and civil codes;
- Insufficient enforcement of the rule of law, which necessitates the improvement of measures to reduce corruption and legislative measures to prevent raiding;
- Instability of the existing regulatory framework;
- Unregulated corporate relations;
- The presence of a shadow economy that makes the products of the official economy uncompetitive;
- Lack of a clear and consistent priority state and regional policy; low capitalization of Ukrainian banks, which makes it impossible to lend to risky projects and hinders the implementation of venture capital projects;

- A huge gap in profitability between sectors of the economy, i.e. a significant difference between sectors of the national economy that produce goods for the domestic market and those that are export-oriented;

- Poor development of corporate culture. This factor indicates a part of the management's dishonest attitude towards the company's shareholders, which also reflects the low transparency of their financial statements, etc.

In view of this, we propose the following to improve the investment policy in the field of investment attraction:

1) to minimize barriers and obstacles that impede the formation of a favorable investment climate in the country and hinder the flow of foreign investment.

2) conditions should be created to attract international companies producing high-tech products. In developed countries, these companies are the individual core that ensures the growth of the welfare of industrial society and determines the statics and dynamics of economic processes.

3) Foreign investment should not lead to environmental disasters in the regions. To this end, it is important to develop a competent legal framework for regulating the environmental impact of foreign companies.

The investment attractiveness of a region plays a crucial role in the system of an integrated approach to assessing the efficiency of the regional economy and is a key factor in increasing the region's competitiveness and ensuring high and sustainable rates of socio-economic growth. Measures to increase investment attractiveness are one of the main sections of the implementation of strategies and programs for the socio-economic development of the region, the end result of which should certainly be an improvement in the quality and growth of living standards.

Investment and innovation activities and the development of an investment strategy play an important role in improving the process of formation and use of the aggregate resource potential. In the generally accepted sense, an investment strategy is a strategic investment portfolio formed in a region. The investment portfolio determines the areas of investment and methods of implementing the development of certain sectors of the economy, including the resource sector. At the same time, the

investment strategy provides for the selection of industries and business entities for investment with a feasibility study, search and formation of investment resources, development of an investment mechanism to ensure the reproduction of investment resources, implementation of investment projects with the organization of continuous or periodic flows of financial and other investment assets with mandatory monitoring and control. The choice of investment sectors is based on the multiplier effect, when investments in one sector lead to economic growth in other sectors.

One of the final and most important stages of an investment strategy is to ensure an effective return on investment. This should be done not only at the feasibility study stage, but also, and most importantly, during the operation of the invested capital. The effectiveness of investment projects is usually ensured if investment activity is associated with innovations in various sectors of the economy: in organizing the development of mineral resources in order to better meet the social needs of the region and the country as a whole or in case of refusal to import natural resources; in conducting research and development in order to create a scientific foundation in various fields of science and technology; in developing new technologies and their implementation, in particular in the resource potential, in creating organizational structures and their modernization

The region's investment strategy should ultimately ensure economic and social efficiency, environmental safety, development of the region's supporting infrastructure, and be within the framework of the region's basic development strategy.

The influence of regional peculiarities on the innovative development of a region is manifested in the specifics of its directions and content. The resource, innovation, scientific and technical potential, as well as the sectoral structure, resource base, standard of living, educational complex and natural, historical, ethnic, economic and social conditions in each region have their own characteristics.

Implementation of the innovation model of development involves both a change in the technological structure and a change in the organizational structure of the region's farms and the use of resource potential. Since advanced development implies the predominant development of basic industries due to the endogenous nature of

innovations of available resources, it should be noted that the nature of attracting funds for innovation will be significantly different from the current one, when new technologies are mainly exogenous. Given this nature of the processes, it should be understood that their effectiveness will be achieved through massive introduction of innovations and stimulation of human resource development.

Organizational forms of business will vary to some extent depending on the sources of investment.

The implementation of investment projects for industrial and commercial purposes by business entities will allow them to attract financial resources and, as a result, to increase production volumes, produce a new range of products and goods, increase budget revenues and create new jobs.

The practical formation and implementation of the provisions of the innovation model requires the development of a package of regional and sectoral regulations on strategic planning of regional development, increasing the institutional capacity of local executive authorities and local governments, introducing a new mechanism for state regulation of regional development and stimulation of territorial communities, ensuring more complete use of regional resources, and ensuring the full use of regional

Since the infrastructure to support the innovative development of most regional economic systems has not been formed, the task is to achieve rapid progress in solving this problem through the energy effect by uniting consulting, legal, information, patent, marketing organizations and exhibition enterprises of various forms of ownership into one network and creating a common system of information exchange, coordination and management for them. Such concentration will create a critical mass of innovative regional proposals and possible management solutions for the development of regional economies based on their resource potential and the system of regional innovation development management.

The network may include independent enterprises and separate management structures [11]:

- 1) Analytical center for regional innovation issues,
- 2) a technology transfer center,

- 3) a news agency,
- 4) a database of regional resources,
- 5) a business rating agency,
- 6) an exhibition complex to demonstrate areas of growth and success,
- 7) a bank of scientific and technical information of general use,
- 8) consulting center,
- 9) Center of public entrepreneurial organizations,
- 10) Regional Industrial Policy Department.

The network of innovation development centers should focus its activities on fulfilling the tasks of the innovation model of development; create conditions for creating economic growth zones based on innovations and attracting resource potential; help develop knowledge-intensive production on the basis of regional enterprises and overcome the resource-intensive nature of energy; create conditions for technological upgrading of the processing and sugar industries, increase the competitiveness of industrial engineering products for agriculture

An analytical center will provide the network with information about the regions. It should concentrate and process information on regional development problems, conduct special analytical and statistical studies based on indicators developed for the regions, and perform comparative analysis of regional development. This information, which will be provided to all network structures, will complement official statistics and data on the implementation of regional development programs, including programs for the use of resource potential.

Information on possible solutions to the problems identified by the think tank will be generated by the technology transfer center based on the study of scientific and technical information and experience of other regions.

The Technology Transfer Center will help to develop mechanisms for managing the region's science and technology policy. The structure of the technology transfer center may include: a reference and information bureau, an analytical department, a marketing department, a labor exchange, an advertising department, a pilot production facility, and a central hall. Such a structure will make it possible to help visitors quickly

contact experts, marketers, patent specialists, managers, and possible strategic partners, present developments, products, and technologies, and hold seminars and conferences.

The Technology Transfer Center should commercialize the innovations of scientists and inventors. It will help study the resource market, the economics of innovation, the culture of production, its technological capabilities, and the environmental aspect of innovation.

The center's information may also be of independent value and will be used by the consulting center to prepare business plans for specific enterprises or projects. The main task will be to carry out specific economic projects, in particular, the use of resource potential, of regional importance.

The necessary information for business planning regarding the region's mineral, industrial, land, and human resources will be available in the region's resource database.

The information agency will be responsible for actively informing about the center's activities, the activities of regional issuers, markets (including the resource market), and for creating information databases on potential investment projects and potential investors.

To demonstrate successes, it is necessary to organize an innovation exhibition, which can be created with the help of regional branches of the Ukrainian League of Industrialists and Entrepreneurs. Structural adjustment of the economy should be accompanied by demonstration of real enterprises and implementation of special social programs. The state authorities should take care to demonstrate the success of their economic policy on a special program or individual enterprises. Information about such enterprises should be open and not refer to commercial and technological secrets.

Identification of sustainable, efficiently operating agricultural and processing enterprises and annual compilation and publication of their investment attractiveness rating will provide potential investors with information on where to invest with profit and minimal risk, and will provide enterprises with an opportunity to attract investment.

The innovative development of regional systems is characterized by a variety of regional, sectoral, functional, technological and organizational features. Therefore, the rational use of the potential of regions by activating their own scientific and technical resources is one of the most versatile levers for improving the efficiency of innovation activities of regional enterprises.

In many cases, the region's enterprises continue to use obsolete means of production, which in turn implies the use of simplified technologies both in agriculture itself and in the related sectors of processing, storage and sale of agricultural products, which inevitably leads to a significant decrease in labor productivity compared to the best global counterparts. Innovations in human capital, despite the obvious importance of this area, are extremely slow, which naturally complicates the overall growth of the region's production.

Innovative development of regional systems is a constant flow of transformation of research and development into new or improved products, materials, new technologies, new forms of organization and management and bringing them to use in production to obtain an effect.

When analyzing the conditions and factors that influence the innovative development of regional systems, they can be divided into negative ones that hinder innovative development and positive ones that accelerate innovation processes.

The conditions and factors that contribute to the innovative development of regional systems are the availability of natural resources, significant scientific and educational potential, a large domestic food market, and the ability to produce environmentally safe, natural food.

Negative conditions and factors include the following

- weak management of the STP, lack of close cooperation between the state and private business,
- a sharp decline in spending on science,
- lack of training of personnel,
- poor marketing work,
- low level of effective demand for innovative products,

- a sharp decline in funding for measures to implement scientific and technological advances in production and related innovation programs,
- mechanisms that stimulate the development of the innovation process of regional have not yet been developed
- departmental disunity and weakening of the scientific potential of agricultural science.

Domestic agricultural science is characterized by a high degree of organizational complexity and departmental disunity, a variety of forms of scientific, technical and innovative activities, a significant share of problems of regional, sectoral and inter-sectoral nature in scientific research, and a long duration of research on some problems related to the reproduction process. This specificity creates certain difficulties in the management of agricultural research and agricultural science in general.

In developed countries, the continuously progressive increase in social and economic development based on scientific and technological innovations is ensured by the state innovation policy based on mechanisms to support and stimulate innovation. Innovative development aimed at introducing high technologies, new forms of labor and management organization, advanced inventions and achievements of scientific and technological progress is becoming a crucial condition for dynamic socio-economic development.

To overcome the backwardness of innovative development of regional systems, a state innovation policy is needed based on a thorough analysis of the world experience of innovative development, features and trends of socio-economic, scientific and technical development of the economy, its innovative potential, and identification of opportunities for interaction between participants in the innovation process. It is also necessary to search for and create such organizational forms of innovation activity that would ensure effective interaction of its participants, continuity and unity of the process of creating and commercializing an innovative product.

Therefore, the main priority of scientific, technical and innovative development in regional systems should be state support for basic and applied science with a focus on the implementation of scientific developments in industry and agriculture.

To increase the innovation activity of various business entities, administrative and regulatory measures are taken at the state and regional levels of government. Today, given the limited financial support from the state, enterprises themselves are forced to look for their own solutions to improve the efficiency of their development areas. In this context, the introduction of innovations is increasingly seen as one of the only methods to increase competitiveness, achieve and maintain the appropriate level of economic performance. However, the low level of innovation development, ineffective management, lack of necessary experience in carrying out innovation activities in market conditions slow down the processes of forming an effective mechanism for managing innovation activities.

Thus, we can formulate the problems that impede the innovative development of regional systems:

- imperfection of legal and regulatory framework;
- Lack of coherence in management decision-making at both the state and regional levels of government in the area of innovation development management and the development of measures to improve innovation development indicators;
- orientation of research organizations to fulfill government orders;
- inefficient integration of science and industry.

State incentives and support for the innovative development of regional systems should be provided in the presence of institutional mechanisms for regionalization of state regulation aimed at overcoming the most important barriers to innovative development and based on methods of direct and indirect incentives in accordance with Figure 3.

Innovative marketing, which is related to market research, management and regulation of production and sales of an innovative product, plays an important role in enhancing innovation development. The company's pricing policy for innovative products is built in accordance with a specific marketing strategy. And its pricing is influenced by numerous factors (market type, company strategy, supply and demand, buyer's income, government levers, etc.).

The main directions of innovative development of regional systems should be considered: increasing the amount of funding for science, forming and implementing programs of basic and applied scientific research, their investment support, and cooperation with the international scientific community.

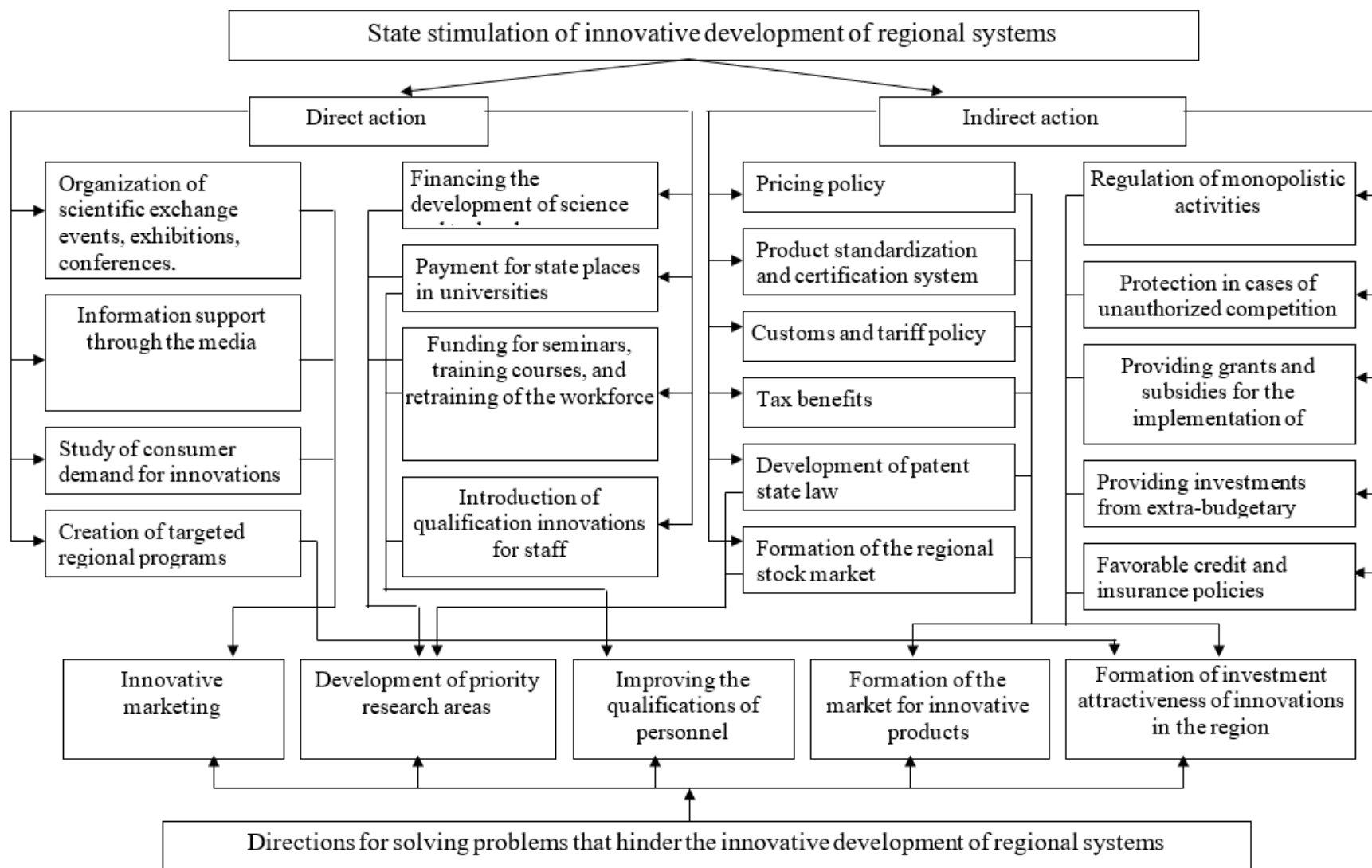


Fig. 3. State incentives and support for innovative development of regional systems

As global practice shows, research organizations and higher education institutions should function in an integrated manner, linking personnel training with basic and applied research. In addition, the intensive development of market relations leads to closer contact scientific institutions and enterprises and the country's universities that train the relevant specialists.

The top priority should be state support for fundamental research and key applied developments focused on quick returns.

The main problems of modern science are low levels of funding, lack of material and technical resources and equipment, weak innovation activity of scientific institutions, underdevelopment of information and service sectors of scientific services, and the outflow of young qualified personnel to other industries.

To improve the management of innovation processes, it is necessary to train specialists in innovation and information technology; reorganize the innovation structure of higher education institutions to improve intellectual property management; and create a unit to coordinate innovation processes.

A weak link in the development of innovation is the underdevelopment of the market for innovative products and the lack of an effective organizational and economic mechanism for managing innovation processes. Scientific and technical developments are not always a product ready for effective implementation in agricultural production. There are no special organizations that study the demand for innovations. When selecting innovative projects, there is no economic evaluation of them, no consideration of the efficiency of their development, and no schemes for promoting the results obtained in production.

The main task of the innovation market is to promote innovative products to meet the needs of the region's enterprises, which can provide and obtain additional economic, technological, social and environmental effects.

The main sources of investment in innovations in the region may be the following:

- Own financial resources of enterprises;
- Funds from the state budget, regional and municipal budgets;

- Funds from special extra-budgetary funds;
- Loans (from banks, government on a repayable basis);
- Funds from the leasing fund;
- Funds of financial institutions (investment and insurance companies, etc.), free funds of the population;
- Foreign investments.

The problem with financing innovations can be solved by venture capital funds, which are commercial organizations engaged in so-called risk financing. They select promising innovative projects and provide them with money for development. When the company begins to make a profit, the fund receives a portion of the proceeds. Such venture capital funds have been operating successfully all over the world for a long time. Capital inflows can launch many potentially profitable projects.

The limitations of market mechanisms in the field of creation and development of scientific and technological developments, high-risk and unattractive for investment activities of enterprises, especially in the agro-industrial complex, necessitate active support of innovation processes by the state. Of course, government intervention cannot and should not be comprehensive and should not replace market relations. State support should be concentrated on financing targeted innovation programs, research and production facilities, where the practical application of scientific and technical developments in specific conditions is tested. Budgetary funds should also be provided to those regional enterprises that produce competitive products that are in steady demand.

The state policy on innovative development of regional systems is based on creating conditions for the development of production and, on this basis, ensuring food security, maximum employment and improvement of the population's welfare. The goals of supporting the innovative development of regional systems are reflected in the following diagram (Fig. 4).

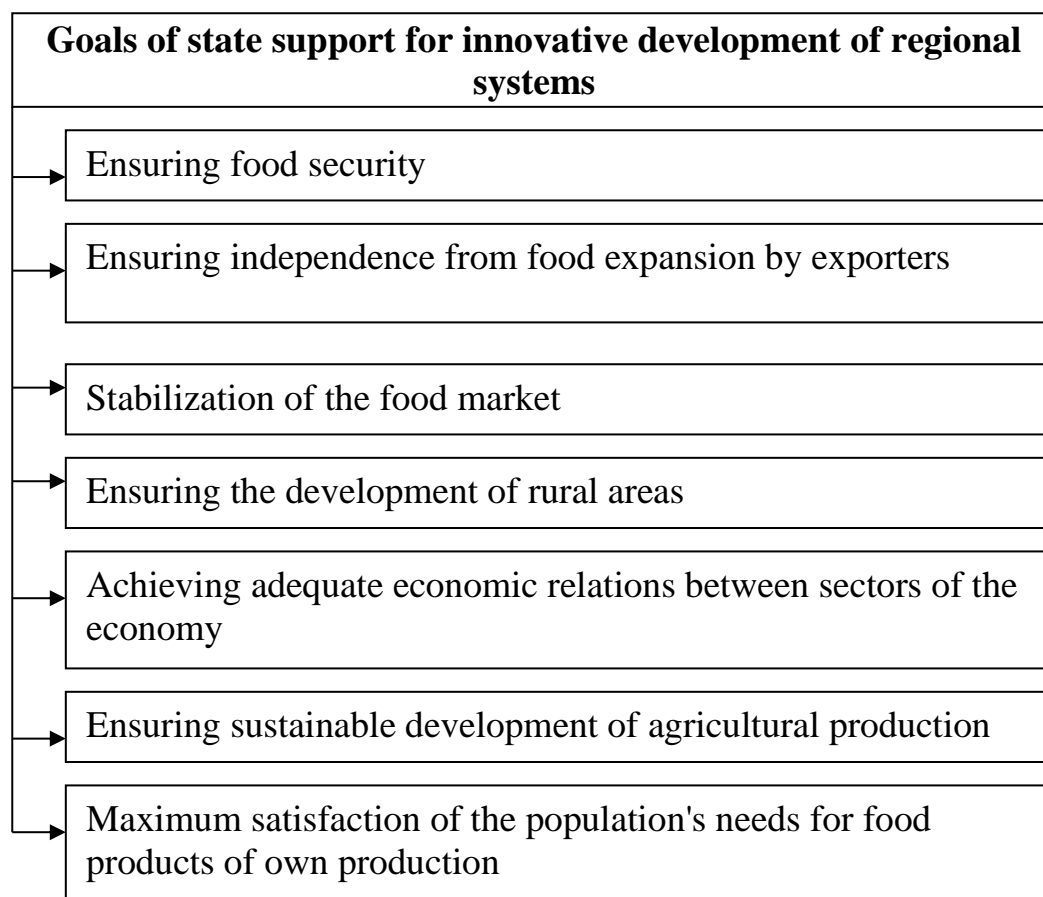


Fig. 4 Goals of state support for innovative development of regional systems

State regulation of innovation development includes the following functions and corresponding forms of state innovation policy: determination of development directions, forecasting and planning of the innovation sphere; accumulation and distribution of funds for innovation, development and implementation of regional innovation policy; regulation of international relations, scientific and technical cooperation, technology transfer; integration of science with production and education; tax, credit, legislative stimulation of innovation development; formation of legislative

In order to remedy the situation in the field of scientific and technical information in accordance with the Law of Ukraine "On Scientific and Technical Information", it is necessary to:

- to introduce a unified system for the formation of a regional STI fund (in the form of a STI data bank) on the most important issues of socio-economic development of the region,

- to determine the mechanisms for using the fund's resources on the basis of market-based forms of interaction between owners of information products and producers of information services.

The issues of regional business structures and their interaction with local executive authorities should be considered at the center of business associations. Considerable attention will be paid to creating a system of knowledge dissemination. There is a need to move from subject-based training to problem-based training.

Focusing on European values, the future of the regions is seen in the establishment of norms, values of life and its standard of living that will be in line with the closest western neighbors of the EU countries.

The agrarian orientation of Podillia's industry and the predominance of rural over urban population are the defining features of the region. These factors should be the main elements of the advantage over other regions of Ukraine and should be decisive for creating a favorable innovation and investment climate by increasing the activity and efficiency of these industries through a more complete use of their resource potential. Thus, the investment sphere of Podillia's regional oblast systems is a system of internal and external information relations and connections. These relations are formed in the process of interaction between management structures, state regulation, market, production and technological ties of many legal entities located in the region, interregional and international relations. The activation of the innovation sector will ensure an increase in the equality and degree of use of the aggregate resource potential for the growth and enhancement of the economy's efficiency.

1.3 Marketing activities to improve the structure and directions of resource potential use

The basis of marketing activities of regional systems is a systematic and systematic study of the state and development trends of the region's territory in order to make rational decisions (on market segmentation, selection of the target market,

justification of the marketing strategy for entering the market, development of a complex

According to modern approaches, marketing of regional systems can be defined as a way of establishing, creating, and maintaining relationships with various market actors that would ensure the region's favorable position in relation to resources and target markets, as well as allow it to achieve the goals of the participants in these relationships. Thus, the marketing of regional systems is aimed at identifying the needs of the region's counterparties, aligning these interests with the interests of the region, and achieving competitive success and socio-economic goals of the region on this basis.

Marketing is a universal form of adapting the economic system to new business conditions based on market principles of management, which makes it possible to better study the process of goods' life in the market, as well as to analyze supply and demand in the market from the perspective of the product seller. Marketing has a wider range of methods and techniques for effective assessment of market relations than planning, although it is not an independent method of planning.

Marketing is a type of production activity related to the sale of goods and services on the market based on the information obtained about the market, customer demand, the presence of competitors, etc. The task of marketing is to maximize the satisfaction of customer demand in the market, focusing on the interests of consumers. The purpose of marketing is to research the market with an assessment of the supply and demand ratio and to develop measures to maintain the balance. The increasing involvement of resources in the relevant markets makes it expedient to study marketing in the field of using the resource potential of the country and its regions.

The main goal of marketing is to influence consumers and producers of goods and services to achieve mutual agreement, create and stimulate demand for goods and services, expand sales, market share and profit.

The basic principles of marketing in the resource sector, as in general, should include the following:

- focusing the production of goods and services on consumer tastes;

- orientation of the company's activities towards the final result, i.e. profit;
- constant updating of products and improvement of their quality based on a more complete use of the region's resource potential and achievements of scientific and technological progress;
- flexible response of production and sales to market needs, its maximum adaptation to the structure of demand based on the long-term perspective;
- informing potential consumers and acting on them through advertising and other means of sales promotion.

It is important to take into account that regional resource marketing includes two main types: regional resource marketing (RRM) and marketing within the region, the content of which, with some clarifications, can be correlated with the interpretations of marketing of regional entities in the broad and narrow sense proposed by A. Blinov [3]. Thus, in a broad sense, marketing of regional entities is the process of identifying, creating and implementing the prerequisites for the formation of environmentally and socially oriented regional policy in order to create the most favorable environment for production and life activities carried out both in the region and beyond. A narrower interpretation defines the marketing of regional resources as an element of local economic policy related to creating the image of the region and attracting investments directly to its territory. Thus, regional marketing includes all the previously existing policy directions of regional and local authorities, supplementing it with the following elements and characteristics: creation and advertising of the region's image, consistent focus on the interests of target markets, environmental and social orientation, partnership between the government and private business. Accordingly, the regional marketing policy should be aimed at creating favorable conditions for improving the quality of the region's product, finding its potential consumers and bringing the territory to a leading position in the interregional division of labor in order to improve the quality of life of the population. Regional and municipal authorities play a leading role in the implementation of the regional marketing policy, as they promote the resources, goods and services of the territory as regional marketing entities. Their activities are aimed at creating, maintaining or changing certain intentions and behavior

of consumer entities regarding the territory, its capabilities, as well as the capabilities of these entities themselves in the territory [3]. Therefore, they need to know how to analyze market opportunities, select appropriate target markets, develop an effective marketing mix, and successfully manage the implementation of marketing tasks. All this is the process of marketing management, the content of which in relation to solving the problem of increasing the efficiency of cooperation can be defined as follows:

- analysis of the region's opportunities: a system of market research; collection of information in general; study of competitive markets in the region; analysis of needs in the region; analysis of goods produced in the region; assessment of market capacity;

- selection of markets for goods: determination of strategies for operating in the region's markets; selection of international markets for sales;

- development of a marketing complex: organization of production of goods in accordance with the needs of target markets; setting up logistics systems; setting up a system of goods movement; creation of infrastructure in the region, taking into account market volumes; organization of a system of demand generation and sales promotion; implementation of product and pricing policy;

- control over the functioning of the regional marketing complex: strategic and operational planning; collection of operational information; advertising, exhibitions, fairs.

An analysis of the region's market opportunities should identify unsatisfied or incompletely satisfied needs. It is important to note that the search for ways and mechanisms for the effective use of the region's resource potential, in particular in domestic and foreign resource markets, has been repeatedly carried out in practice and studied in the scientific literature. However, in the context of globalization and regionalization processes, there is a need for a comprehensive analysis of export opportunities, for regional enterprises and organizations to choose the right marketing strategy for entering regional and foreign markets and to develop tactical methods for its implementation. This is all the more important because an assessment of the resource potential of the region may be necessary when developing measures to strengthen regional policy and gradual marketing restructuring of the economic space

of Ukraine [10, p. 6-11]. However, it is from this point of view that the study of market opportunities of the region and its needs only on the basis of natural resource potential and the state of the economy significantly reduces the competitive advantages of the region. The conditions of the modern information age make it necessary to take into account the resource potential of the regions, which is an opportunity to ensure the strategic directions of socio-economic development of the region, the prospective development of new types of products, entrepreneurship, taking into account scientific and technical ideas.

The modern concept of marketing is to study and analyze the market, taking into account its possible changes in the future. For a more complete picture of the state of affairs, the market and all its elements - demand, supply, market capacity - are analyzed, which involves a comprehensive study of the market structure. Based on the research, a specific action program is developed. Particular attention is paid to analyzing own resources and planning the production of a range of products and services in accordance with the marketing program - strategy. In order to operate effectively in the market and guarantee the expected profit, it is necessary to assess the competitive environment.

Competition, as an economic phenomenon, is an important factor in market development and acts as a kind of impetus for market participants to take active action. Competition is a necessary process that guides and encourages market participants to produce high-quality and competitive products.

In the market of goods and services, competition is not only an economic competition for the presence of a large number of buyers and sellers, but also a struggle that results in the achievement of better results among producers for more favorable conditions for the production and sale of goods.

Analyzing the mechanism of marketing application in the field of resource base, it is possible to draw up an algorithm of its actions, which includes environmental analysis, market research, planning the range of resources and services and their sale, cost analysis and pricing, and marketing management techniques. The set of all methods, principles and tools used in research constitute the modern concept of marketing, which can be defined as a consumer-oriented system of scientifically

based ideas about managing the sales activities of objects in a market economy. This concept involves the stages of planning and analysis of the phenomenon and ways of implementing research results in practice in the system of socio-economic development of the country in the field of formation and use of resource potential.

The resource market is an integral part of the socio-economic structure of society that responds to changes in the management of the country's economy, a system of economic and technical relations that exist between resources and its consumers, where the law of supply and demand is maintained, and activities are aimed at selling their products for profit. The transition to market conditions requires all components that form the resource market to use market methods of management and research the market, its conditions and laws of existence. For these reasons, the introduction of marketing in the resource market is relevant today.

We believe that the process of market research in the resource market should include the following stages that determine the research algorithm:

- drawing up a program and setting goals in accordance with the clients' wishes;
- analysis of information about the economic environment of the region under study;
- analysis of competitive types of resources and the feasibility of using each of them;
- determining the sample size of the clientele research;
- choosing a market for resources depending on the client's goal and production capabilities;
- forming a strategy of advantages in the sale of goods;
- coordination of the stages of the marketing research process with the client and the management of the manufacturing enterprises (Fig. 5).

The functioning of a regulated market is possible on the basis of the relationship between social production and the natural environment and is aimed at determining and establishing an optimal match between supply and demand in the natural resources market, which leads to the formation of an adequate economic price for natural

resources, which, in our opinion, is a prerequisite for the effective operation of the market in of natural resources and stimulates economic growth of the social product.

Any entity operating in the natural resources market operates in a certain environment, and the more complex this environment is, the more profound and frequent changes it undergoes, the more flexible the entity's activities should be. If the market pursues a unified, coordinated policy towards the consumer, and the goods are natural resources and environmentally friendly products, then marketing, in our opinion, plays a coordinating and integrating role in the microenvironment, and the consumer (producer) performs a controlling function in relation to the quality of the goods he consumes and the state of the environment; and in the macroenvironment - the main role in terms of public administration measures. The combination of the microenvironment and the macroenvironment forms the marketing environment of the natural resources market, which directly affects the relationship of market participants and the quality of natural resources.



Fig. 5. Algorithm of the resource market research process

Marketing is an effective mechanism for achieving an equilibrium level of satisfaction of needs and preserving the quality of natural resources. It is the use of marketing tools that makes it possible to take into account the needs, state and dynamics of demand of the natural resources market in the process of natural resources management, as well as to create conditions for minimizing damage to the environment. To ensure the rational use of the resource potential, a resource strategy based on the main marketing tools is required.

The development of a resource strategy for the development of the resource market should be preceded by an analysis of the current state of resource quality and an assessment of the effectiveness of interaction between market participants.

Development of a resource-based marketing strategy for the region includes:

- analysis of the internal environment - analysis of opportunities and threats to the region in terms of the prospects for budget revenues, development of large, small and medium-sized businesses, investments, employment and profits, analysis of the social environment and social capital in terms of the possibilities of creating a "learning region;

- Analysis of the external environment - studying the needs and preferences of the region's target markets: investors, entrepreneurs, tourists, and visitors (including analysis of the reasons why the region is attractive to criminal elements);

- analysis of the region's competitive position compared to others;

- Developing ways to improve the region's competitive position.

On the basis of the information obtained, methodological foundations for the implementation of the socio-economic mechanism of resource market management are being developed. This methodological framework includes the preparation of comprehensive regional plans and programs aimed at preserving the potential of the resource market and rationalizing resource use. The development of regional integrated schemes allows for more rational and targeted use of resource potential and shaping the environmental situation and take measures to improve resource use in a particular region. In our opinion, the marketing program should be based on the support of the public movement, link economic, social and environmental goals, and be aimed at

integrating all sectors of the economy. The marketing program includes a number of economic projects:

1. Balanced development of the mineral resource base;
2. Meeting the needs of the region's economy in natural resources;
3. Development of a network of protected natural areas;
4. Implementation of state environmental monitoring.

After the development of the marketing program, its implementation follows. Implementation requires a vision of the future, as well as the interest and political will to implement the strategies developed, a focus on the needs of customers and target groups, and the creation of competitive opportunities that are better than those in other regions for the benefit of the region's potential customers.

Implementation of marketing strategies requires approval of priorities in measures and goals for a long term, ensuring coordination and responsibility, monitoring implementation, and marketing audit of the strategy and tactics of the region's development. The following methods can be used to implement a resource strategy:

1. The method of industrial and innovation parks. Its essence is to create production and information infrastructure in a specially selected location to attract investors. Budget funds from the relevant authorities, phantom or borrowed funds can be used. This should be a site prepared for the selected purposes: buildings, communications, treatment facilities, etc., which will serve as an industrial or innovation park. This complex is then put up for sale, usually in parts, to ensure that enterprises are concentrated on this base, or the right to a long-term lease is offered. This method solves several problems: for firms, it provides savings on overhead costs for creating infrastructure, creating opportunities for establishing production and knowledge exchange networks, and for the region, business development, employment and income growth.

2. Differentiated regional privileges. This method is simpler, and on the other hand, it is universal, as it allows solving the problem of not only attracting production, but also pushing it out (demarketing). It is usually used by central authorities throughout the country. To do this, the country's regions are carefully divided into areas

and zones, for which typical directions of regional policy are determined: development or revival of certain industries, closure of industrial facilities, and so on. According to this, it is announced that enterprises that have made appropriate investments will receive a certain bonus, loan, tax or credit benefits, etc.

3. Cluster method. The most complex method; its prototype is the creation of industrial complexes. The essence of the industrial complexes method was to develop and implement a plan for the integrated location of enterprises in a certain territory, taking into account the resource capabilities of the territory. The difference between the cluster method is the market approach based on the development of competition in the constituent elements of the cluster. The cluster includes the following parts necessary for the creation of competitive products: 1) the sector of resource suppliers; 2) the sector of product consumers; 3) related supporting industries; 4) the presence of competitors in the industry itself that makes these products. The higher the competition in each of the sectors, the more incentives there are for firms in each sector to improve their performance.

4. Stimulating the attraction of tourists to the region. This is facilitated by large projects, organization of international political, sporting or cultural events, which are the prerogative of local authorities in cooperation with organizations in the region.

5. Environmental marketing. Its essence is to emphasize approaches aimed at preserving the natural environment of the region due to the uniqueness of the natural environment.

6. Regional benchmarking is a method of searching for the best examples of government work and ways of cooperation between the authorities and the population in other regions of the country and abroad. Its implementation can promote cooperation within and between regions.

7. Method of involving cooperating organizations. This is the involvement of various organizations to solve regional problems. One of the possible options (not yet practically used) is the use of educational institutions of the region to develop practical problems in academic works - diploma papers, which will serve to use the potential of

young people and academic staff to solve the problems of the region, as well as to contribute to the creation of social capital.

Access to global markets for products and scientific and technical information is a prerequisite for full-fledged economic growth. Moreover, global connections are of the utmost importance for the growth of the modern economy, including industrial and agricultural sectors, basic and applied science, information infrastructure, and the financial system. Without connectivity to these global networks, the development of the entire national economy is hampered. However, integration into a single economic system can be carried out under different conditions, which are largely determined by the level of resource potential and the structure of competitive advantages of both the country as a whole and its individual regions.

In this context, the need to develop a modern paradigm for the formation and use of resource potential in the context of a new paradigm of regional development, to substantiate the mechanism for the formation and development of the resource potential of regions, which contributes to the growth of international competitiveness and competitive positioning of the region in the structure of world relations, is actualized.

The achievement by the region of the desired level of solving its tasks is primarily determined by the use of integrated marketing tools [3]:

1. Product, or the competitive advantages and disadvantages inherent in a given region.
2. Place, or the geographical location of a region.
3. Price, or the costs of purchasers of goods and services in the region related to business in its territory (for example, investors' costs of placing and operating investments in the region's economy), as well as consumers' costs of purchasing products manufactured by regional exporting companies.
4. Promotion, or a set of actions aimed at promoting positive information about the region in order to create a favorable attitude towards the region both in the internal and external environment.

The region's successful entry into the global market, which is characterized by growing risk and uncertainty, is largely determined by how flexibly regional enterprises can use resources and these tools to achieve their market goals. A significant role should be assigned to the marketing mechanism for the formation of the region's resource potential.

Under the marketing mechanism for the formation of the region's resource potential, we understand the entire set of marketing techniques and tools that contribute to the competitive positioning of the region in the country's economy.

In its most general form, the mechanism of formation of the region's resource potential can be characterized as a set of a number of basic elements that create an interconnected system in which they are closely intertwined and actively interact.

It seems that the most important of them are:

- organizational forms of regional enterprises that allow them to actively integrate into the global economy;
- foreign economic relations of the region, their structure and development principles;
- legal forms and methods of regulating foreign economic activity in the region; foreign investment regime;
- international marketing as an integrating function of managing export and joint ventures;
- planning as an important link in the process of building export potential: a system of indicators for planning activities and assessing the effectiveness of export and joint venture production;
- financial and economic support for regional exports;
- forms of participation of labor collectives in production management as the most striking manifestation of democratic transformations in the region;
- formation of a new style of consumer behavior;
- creating a positive image of the region.

The effectiveness of marketing activities is to reduce supply and sales costs, provide production with the necessary material and technical resources on time at the

lowest possible prices, increase sales of resources, goods and other economic parameters, which ultimately contributes to the successful operation of the enterprise as a whole.

The specifics of management at different levels - region, district, enterprise - determine the peculiarities of marketing development and are an indispensable condition for the successful functioning of marketing in the region.

Strictly adhering to the marketing methodology of analysis, without denying the importance of each component of the mechanism of formation of the region's resource potential, we believe that the most important factor influencing the repositioning of the region in the minds of market consumers is the creation of its favorable image for potential business partners. It is the formation of an image that can have a positive impact on the region's marketing environment that should be considered as one of the main conditions for achieving sustainable market positions.

In modern Ukraine, there are still few examples of regional authorities actively promoting information and maintaining a favorable image of the territory. At the same time, research shows that the promotion of the territory's resources has a very significant impact on the inflow of foreign investment into the country's regions. In particular, publications in the media, at international fairs and presentations emphasize that Podillia is a reliable region for international cooperation and attractive for financial investments. The resource potential of the economic region and its oblasts is powerful as a basic basis for the development of economic sectors. Along with resources, the region has a strong scientific and technical potential due to the presence of a diversified economy, a significant concentration of machine-building enterprises, and cooperation of scientists with scientific centers in Kyiv and neighboring regions of Ukraine that are highly developed in terms of science and industry.

Expanding and deepening marketing activities in the area of management and use of the aggregate resource potential will ensure the intensification of this process and Ukraine's access to global resource markets.

1.4 New organizational and production forms of integration nature in the development of resource potential and possible directions of their activities

Objective changes in social economic development that occur under the influence of technical and technological transformations initiate transformations in the economic organization of society, its main spheres of activity, including the resource sector, and contribute to the emergence of new types and forms, elements in the system of economic structures. These are, first of all, such territorial and production structures as technopolises, clusters, industrial and financial groups, strategic alliances, technology parks, investment and financial associations, industrial investment groups, holdings, etc.

Establishment of the institutional environment in the innovation sector and formation of the market for innovative products is the main way of economic development, including in Ukraine. As is well known, in developed countries the process of forming the market for innovative products takes place in research and production complexes, such as science parks in the United States or technopolises in Japan, with the assistance of innovation banks and non-profit organizations coordinating innovative projects and programs. While in the United States there are such forms of the latest technologies and introduction of innovations into production as "science parks", "research parks", "incubators", in Japan - "technopolises", in Russia - "business incubators", innovation and technology centers, in Ukraine the following types of innovative territorial production and scientific structures are widespread - scientific (technological) parks, technopolises, incubators, clusters.

Since the main object of study of the science of location is the phenomena of location, they include functionally separated forms of territorial location of industrial and investment production - territorial formations consisting of points, centers, bushes, nodes, districts, the distinctive features of which are: specialization in certain types of investment and financial services to meet the needs of the region and relatively stable established interrelations and interdependencies; individual characteristics of functional properties and the ability to perform

When revealing the essence of the concept of territorial entities, it is important to determine the characteristic properties of such entities in the regional structure in terms of economic indicators of their activity (duration, volume of resources, coverage of the service area - in spatial coordinates). For example, territorial formations of the investment and financial plan in regional spatial systems can be summarized as a set of investment and financial points, investment and financial centers, investment and financial nodes and investment and financial districts located in a certain territory and closely interacting with each other.

Investment and financial entities can be classified according to their structure and functions. The structure of territorial entities is based on the idea of complexity of investment production, relative completeness of its individual production operations within a territorially separated functional entity. Since investment-functional entities exist and function within the territorial production complexes of regions, depending on the sectors and regional specifics, we can distinguish transport, agro-industrial, telecommunication and other entities.

Taking into account the tasks of socio-economic development and the priority of knowledge and science, it is important to form and create new structures - technology parks, innovation centers, special scientific and technical zones, including those of an interstate nature, technopolises, etc. Expanding the creation of clusters in various fields of activity, including resources, and strategic alliances, as well as special free zones, is of great promise in improving the territorial structure of the economic space.

From the point of view of research and production, the most effective and progressive form of territorial and economic systemic integration of research and production activities is technopolises as a form of spatial integration of science, education and high-performance production.

Technopolises as integrated entities are classified differently in foreign and domestic science. While American economists identify territorial entities similar to science and technology zones as science parks and technology parks, Japanese and French economists identify them as technopolises, Chinese economists identify them as zones for the development of new and high technologies or their derivatives. As for

European countries, the concepts of "science park" and "research park" are widespread, and in Ukraine, among research and production entities, "technoparks" and "technopolises" are common.

Science and technology zones can be classified according to different criteria, scale, goals, composition of participants, etc. For example, A. Avdulov and A. Kulkina put the scale or size of the occupied territory as the main classification feature with the possible allocation of subgroups within the main formations. Given this, they believe that all scientific and technical zones can be consistently divided into four categories (in descending order): region of science, technopolis, technoparks (science park, research park) and incubator, where the central place is given to scientific and technological parks, and other formations are their varieties, which is not convincing [3, p.86].

We believe that in addition to the scale, the classification of science and technology zones should include a set of factors, and, above all, the organizational and functional structure, the territory of operation, and the volume of high-tech products produced in them, taking into account the natural and geographical features of the territory. On this basis, two main types of science and technology zones should be distinguished: enterprises (business incubators, innovation and technology centers, research parks, technology parks, science and industry parks) and territories (technopolises, regional zones for the development of new and high technologies). Science and technology zones use the existing resource base, which is their component, as the primary basis for their formation.

The most common type of science and technology zones are technopolises, which are territories with a special status and preferential taxation regime where innovations are developed and implemented, and where they are reproduced, tested and applied in practice.

A research and production complex, such as a technopolis, has a developed scientific, industrial and social infrastructure, as well as a service sector covering a certain territory. In the economy of a technopolis, the main role is played by research and technology centers, where new technologies and production facilities are

developed and used, and where projects of basic and applied research are carried out with the participation of the state and their subsequent industrial application. Their number in the world already exceeds 100, with a significant number in Germany and Japan [8, p.32]. Based on the experience of different countries, we can distinguish the main conditions for their creation and functioning: the presence of knowledge-intensive enterprises and firms willing to invest in a new business; the presence of universities, academic or research institutes that play a crucial role in the implementation and coordination of research and development, as well as in the training of qualified specialists; the availability of developed infrastructure, including transport networks.

Technopolises carry out research and industrial activities, and are also used for services based on the latest knowledge-intensive technologies. They are simultaneously included in local, regional, and global networks, and their emergence and development are based on existing potential (scientific, educational, and industrial), cultural traditions, and the ability to create new ideas.

The first technopolis in Ukraine to start operating in January 2000 is the Truskavets resortopolis. It is a scientific, recreational and medical complex with a developed infrastructure of scientific, industrial and social purposes, covering the city of Truskavets and the surrounding areas. Truskavets and its surrounding areas. The economic component is the research centers that develop new technologies for the treatment and rehabilitation of patients in accordance with the resort's specialization, and the medical centers that use these technologies. Its operation is effective with a vector for expansion, and the natural resource base of the territory is the basis for expanding its activities.

Clusters are an effective form of regional systems. In general terms, clusters are groups of companies interconnected by production and distribution processes that supply specialized products and services to consumers, as well as special organizations associated with them, including universities, information and resource centers, etc. As a rule, a cluster includes a large group of different entities, such as manufacturing companies, universities and research institutions, trade associations, standardization

bodies, financial institutions, firms in related industries, suppliers, state and local authorities, etc., whose joint activities allow for a higher result compared to their individual activities, creating a synergy effect. The cluster form of cooperation contributes to a more flexible response of economic systems to constantly changing conditions in production and other activities while preserving the benefits of specialization. Clusters use available capital more efficiently and rationally, spend resources more economically and ensure targeted and strategic use of attracted investments with appropriate control, deepen specialization, segment the market, promote production growth, improve product quality by expanding its range, accelerate the introduction of new technological processes, and optimally distribute profits and costs among cluster members. It is worth pointing out the advantages of this organizational form of the territorial production model of production with different levels of hierarchy, which ensure maximum effect by minimizing costs in the process of joint activities, while separately operating enterprises cannot withstand competition in local and national markets and are forced to wind down their activities. Participation in the cluster provides wide access to information on various aspects of the business, creates opportunities for increasing exports and entering global markets, and helps to attract capital investments to strengthen competitive advantages and improve product quality.

Clusters are based on mutual coordination, where entities with different functional characteristics work to achieve a common goal, while improving their efficiency. By introducing new technologies, they use new types of resources, form an optimal production structure, and prioritize development areas. This territorial-economic-organizational form is a new way of structuring production and realizing long-term opportunities for its development, which are better aligned with the nature of competition and ways to achieve competitive advantages than the industry-specific ones, covering the relationship between the areas of production resources, technology, information, marketing, and foreign economic relations.

The large-scale and diverse structure of clusters is related to the following types of economic activity: geographical, which is manifested through the spatial clustering

of economic activity; vertical, which is determined by supplier-consumer relations; horizontal, which is characterized by cooperative and other economic relations (common technologies, common consumers or distribution channels); technological, which is represented by clusters that use the same technology (such as biotechnology, biotechnology

The total number of functioning clusters in the world is more than 800, with more than 650 in 25 developed countries. In Ukraine, the most advanced cluster structure in terms of experience is the one in Khmelnytsky region, which has construction, clothing, tourism, and food clusters. Clusters have been launched in Ivano-Frankivsk and Rivne regions, and new associations are being created in the cities of Kyiv and Sevastopol, Poltava region, and other regions. Further formation and functioning of cluster formations will contribute to the formation of an effective structure of the territories' economy, the fullest use of resource potential, improvement of the territorial organization of the regions' productive forces, increase of their level of development and growth of competitive attractiveness.

The current development of the country's economic complex actualizes the process of creating flexible economic formations capable of ensuring a rapid inflow of capital and adapting production to market demands through the organic combination of enterprises, banks and other organizations, and the creation of industrial and financial groups. As complex multi-factor entities, they form new production and financial relations in the development of the entire market economy.

The expediency of combining industrial, commercial and banking capital is driven by the need to implement important scientific and technological projects. Industrial and financial groups integrate all the main stages of production into a single process - from research, design, development and testing to the introduction of new products into production.

Industrial-financial groups are created mainly in two ways: the first is that industrial and commercial capital intervenes in the financial and banking sector and subordinates its activities; the second is that banking capital, diversifying its investments, "overflows" into the production and trade sector.

The experience of many countries shows that those that have used the practice of creating industrial and financial groups have reached the forefront of economic development. It is well known that 600 transnational industrial and financial groups control about 25% of the world's knowledge-intensive production. Banks benefit from the participation of industrial and financial groups in the form of additional dividends from the increased efficiency of their member companies.

In our country, the activities of financial and industrial groups are regulated by the relevant laws. According to them, an industrial and financial group is an association that may include industrial and agricultural enterprises, banks, research and design institutions, and other institutions and organizations of all forms of ownership aimed at making a profit. Such a group unites the parent company and group members.

As for the formation and functioning of industrial and financial groups in our country, there are in fact associations of banks and business structures that meet the requirements of such associations. Examples of such groups include the Stinol Concern, Obolon Joint Stock Company, and Nord Association. Their efficient operation allows them to hold a worthy position in the domestic and foreign markets for their types of equipment and products.

It is safe to say that the creation of industrial and financial groups is capable of solving problems of national economic scale, with their activities directly coordinated with state and regional programs. Their activities can help to concentrate both financial and material resources of the members of such a group in priority sectors of the economy and to concentrate heterogeneous capital in one structure in order to ensure economic growth.

With the intensification of integration processes at the level of business entities and the progressive expansion of various organizational forms, the tendencies to intensify the use of flexible forms, such as strategic alliances, are changing. Their essence is revealed as a form of cooperation between business entities on the basis of a long-term agreement on mutually beneficial partnership of enterprises of any form of ownership. Strategic alliances retain legal autonomy and economic independence, and are aimed at achieving certain strategic goals while partially combining resources,

including specific assets, control rights within the agreement, sharing benefits derived from the interaction, as well as all types of risks. The advantages of their creation and operation are expressed in strengthening the competitive position of the alliance companies, acquiring targeted resources, maintaining specialization, shortening the adaptation period, and sharing risks.

Strategic alliances are widespread in different regions of the world, but the leading role in the development of cooperative relations of the strategic alliance type belongs to the United States, Western Europe, and Japan, where they are widely represented in the leading basic industries.

One third of the total number of strategic alliances is created in fast-growing industries, in the field of research and development, where they are established to boost innovation and gain specific competencies.

Strategic alliances are most actively and successfully used by large industrial enterprises, whose high sustainability is achieved through cooperation between equal partners - companies that act in a focused and coordinated manner.

Our country lags behind most foreign countries in terms of the scale of strategic alliances, has little experience and little knowledge of how to use their potential. Various forms of cooperation in the form of strategic alliances are used in Ukraine by enterprises of the machine-building, chemical and food industries, which reduces the uncertainty of the results of new technical and technological developments.

For our companies, a strategic alliance is a way to solve scientific and technical problems, utilize unclaimed resources, accelerate the development of innovations, renew and develop business ties with domestic and foreign manufacturers, and expand markets in the face of limited financial resources.

Under current conditions, there are certain difficulties in establishing and operating these structures due to the variety of their forms and the absence of special laws regulating their activities. Strategic alliances of enterprises are formed either on the basis of contractual agreements (functional agreements with the formation of a legal entity) or as agreements on participation in assets without the formation of a new enterprise. Therefore, strategic alliances as new forms of organizational entities have

not yet taken their proper place in the economy of the country and its regions. In the future, it is important to take advantage of the best practices of those countries where these entities operate successfully to achieve strategic economic development goals.

It is most appropriate to specify new territorial and production forms of production organization in the main sphere of production - industry, the current conditions of which have led to its significant transformation. Changes and structural shifts are reflected in the development of new forms of territorial organization of industrial enterprises, expansion of the network of relations in the areas of resource supply and sales, as well as in the search for ways to integrate into the world economy.

At present, the location of industrial facilities in settlements and regions largely depends on the corporate interests and goals of business entities, which have become a new influence in the formation of industrial complexes. An important role is played by the need to improve the technological level of production through the introduction of new equipment and technologies.

The main priorities for the development of the industrial sector of the economy are: updating the technological base of industrial enterprises through intensification of investment activity; improving the mechanisms for enterprises to use financial market instruments to attract the necessary investment funds; creating a favorable environment for simulating the activities of innovation-active enterprises through improving tax and customs legislation, simplifying the procedure for registration and licensing of enterprises, promoting the development of venture capital. To this end, it is necessary to increase the role of large territorial associations that include both industrial enterprises and institutions and organizations of other types of activity - financial, research, transport, trade, etc. - which allows for efficient provision of various resources and services to industrial enterprises and creates a positive socio-economic effect, such as increased employment, development of the transport and communication system, increased tax payments to local budgets, etc. Such complexes are the most stable economic systems.

Ukraine already has several types of such integration structures - association, corporation, consortium, concern, the number of which exceeds 4 thousand objects,

including more than 2.7 thousand associations, up to 1 thousand corporations, and up to 100 consortia (30). Such integration forms of activity organization, along with the advantages of territorial concentration of production, are flexible and can change their configuration in accordance with market requirements, influencing and modifying the territorial structure of industry and its regional organization.

The territorial organization of the economy, including industry, can be further developed through the formation of industrial zones of various sizes. Their centers, due to their significant research and development potential and the use of communication infrastructure, primarily computer equipment and the latest means of communication, can become focal points for the development and production of high-tech products and the provision of relevant services for the country's integration into the world economy. It is worth noting that under the influence of new economic conditions, the territorial organization of industry is being transformed, which is reflected in the formation of an updated structure of such components of the regional network as industrial hubs, agglomerations, centers, points, and regions with a high share of high-tech activities.

The main directions of modernization of the forms of territorial concentration of the Ukrainian industry are to expand the network of technology parks and create innovative research and production zones in regional centers. It is advisable to form large industrial and scientific and industrial centers, hubs, agglomerations, industrial clusters and network systems of industrial functioning, since outdated forms of territorial organization of industry will not be able to ensure the necessary dynamics of its development.

Market conditions and access to global markets for resources and goods have raised the issue of improving the regional and sectoral structure of the economy. Until now, the regional and sectoral structure of Ukraine's industry has been dominated by the traditional form of its organization. Its regional and sectoral varieties are represented by mining, manufacturing, and the production and distribution of electricity, gas, and water. Since the food industry and processing of agricultural products, as well as machine building, are the leading industries in most regions of

Ukraine in terms of sales, optimization of their regional and sectoral structure deserves special attention.

An important role in improving the regional and sectoral structure of industry should be played by increasing the efficiency of enterprises and creating new progressive territorial and production formations on an innovative basis. Adherence to the innovative vector of industrial development requires specialization of certain types of complexes in the future on the use of the latest high technologies and the formation of innovative industrial clusters on this basis.

In the future, the development of the territorial and sectoral organization of industry should be driven by knowledge-intensive high-tech industries and activities, and by an increase in the share of scientific and technical services, which will increase the role of the service sector in industrial activity and income generation. This applies, first of all, to the development of advanced software that improves the efficiency of computing, saturation of industry with new scientific and technical developments, information, communication, advanced management schemes, and growth of consulting and marketing services.

The priority areas for improving the forms of territorial concentration based on the use of the country's resource base and industrial structure are as follows:

- formation of industrial centers and centers of a renewed character based on an assessment of comparative advantages (economic, social, environmental, etc.), mineral resources for extractive industries;

- creation of mono-sectoral industrial centers of various types and activities, which will ensure the growth of the network of enterprises and more complete involvement of the territorial natural and labor resources in the economy;

- development of cooperative relations between enterprises and formation of territorial industrial clusters;

- Increase the share of high-tech industries in the structure of the region's industrial complex and production of high-tech products, and increase the share of innovative services in the structure of production costs;

- Increasing the role of regional and local governments in promoting the attraction of high-tech industrial enterprises to the regions, transforming the sectoral structure of the current industrial centers and hubs into new integration forms of industrial organization;

- Transition from a network of mono-profile autonomously functioning industrial enterprises to corporate and technologically integrated companies, taking advantage of the development of advanced technologies.

Given the production specialization of Podillia and its regional structures in the agricultural sector, it is advisable to consider new integration forms of production organization. The origins of the emergence of integration processes in the agro-industrial complex should be sought in the consequences of the financial difficulties of agricultural production. Thus, in the period 2016-2022, the share of enterprises with an area of agricultural land of more than 10 thousand hectares increased from 3.3 to 10.1%. This was due to the acquisition of enterprises with an area of 1000 to 4000 ra. Experts point out that agro-industrial integration makes it possible to: combine agricultural production and processing enterprises in a single integrated formation, while maintaining the necessary proportions in their development; ensure a high level of organization of agricultural and industrial production; deepen the specialization and concentration of production processes in the agro-industrial complex; make the most of the available resource potential; create powerful and advanced enterprises for processing agricultural products; and create a new and modern economy. The main organizational and production structures in the agro-industrial complex are agricultural firms, agricultural companies, agricultural cooperatives, agro-industrial associations, clusters, agro-industrial groups, and holdings.

In this regard, the research interest is to determine the possibilities and directions of integration processes based on existing organizational forms of agricultural production. According to the State Agency of Land Resources of Ukraine, as of January 1, 2021, 11.9 thousand non-state agricultural enterprises were reformed, on the basis of which 34.7 thousand new market-type economic entities were created, including: 7.9 thousand limited liability companies, 5.3 thousand private (private-

rental) enterprises, 0.7 joint-stock companies, 1.0 thousand agricultural cooperatives, 11.9 thousand farms and 7.8 thousand other business entities. Among these organizational forms, the most active are integration associations such as holding companies.

An agroholding is a set of parent companies and subsidiaries controlled by it that carry out economic activities in the field of production and processing of agricultural products. Their emergence should be attributed to the existence of unresolved economic and legal relations regarding the ownership and use of agricultural land [7]. Today, there are more than 50 agricultural holdings in Ukraine. In total, agriholdings control about 5 million hectares, or almost 15% of the arable land in Ukraine.

It should also be emphasized that agriholdings in Ukraine are primarily business projects whose main goal is to generate profits and increase the capital of their founders. Maintaining and developing rural infrastructure has never been a function of an agriholding, as the founders or owners of an agriholding usually do not live in the areas where they conduct agribusiness and have no need to use rural infrastructure.

The main form of establishing agricultural holdings is the lease of land plots. According to the State Land Committee, the owners of the right to a land share (unit) certified by a certificate of ownership or a state act of ownership of a land plot have already entered into 4,614 thousand lease agreements, which is 67% of the certificates and state acts received. The lease agreements were concluded for the following terms: 1-3 years - 490 thousand (10%); 4-5 years - 2258 thousand (48.9%); 6-10 years - 1414 thousand (30.6%); 10 years and more - 489 thousand (10.3%).

Thus, agriholdings are not interested in long-term capital investments in the development of agricultural infrastructure, even when such investments can significantly increase the efficiency of agricultural production, as the holding does not have sufficiently reliable guarantees of preserving the leased land plots in use.

The phenomenon of agricultural holdings in Ukraine is explained by the growth of their capital value due to the following factors:

- favorable market conditions in the global and domestic agricultural and food markets;

opportunities to increase profits from operations by obtaining cheap raw materials through the integration of agriculture and processing;

- access to cheap labor resources (the average salary in the agricultural sector of Ukraine is significantly lower compared to the same indicator in the economy as a whole);

- access to cheap land resources (rents for agricultural land in Ukraine are quite low - about 10 times lower than in the European Union).

- Minimizing tax payments (Ukrainian tax legislation provides agricultural enterprises with a tax burden that is about three times lower than in other sectors of the economy);

- the possibility of accumulating significant land masses (currently, lease provides cheap access to land without significant costs for its acquisition in ownership).

The activities of modern agriholdings require state regulation of their activities through redistribution of income in the public interest through changes in land taxation, increased financial support for local budgets, and creation of preconditions for improving the quality of life in rural areas.

Integration activities also affect small farms in the agrarian economy, such as peasant and farming enterprises. Regarding peasant farms, it should be noted that they usually do not compete with agriholdings in the market, but they are important for the agricultural sector of production, as they produce products that are not of interest to big business. For example, private households produce 97% of potatoes, 89% of outdoor vegetables, 90% of food melons, 84% of fruit and berry crops, 80% of milk, 73% of cattle meat, 55% of pig meat, 91% of wool and sheep meat [2].

Farms, which account for 41.5 thousand hectares of land in Ukraine, have not yet utilized their potential. The efficiency of their management is much lower (1.9 times) than in agricultural enterprises and (2.8 times) in private peasant farms. The integration direction in these forms of management is primarily in the formation of

horizontal inter-economic associations - business companies, multidisciplinary cooperatives, associations, etc. The specificity of economic relations in such associations is that they own property in the amount corresponding to the share of each of them in the jointly produced products and profits.

The state's interest in supporting and preserving these forms of management from the encroachment of big business is that they play a multifunctional role in agricultural production: economic, social and environmental. In other words, in addition to the production function, these forms of management produce public goods of a non-commodity nature, in particular: maintaining ecological balance in the territories, maintaining and caring for landscapes, preserving the cultural heritage, ethnicity, traditions and self-identity of the Ukrainian people.

As for market-type agricultural enterprises, their integration efforts are aimed at reorganizing agricultural firms or joining large vertically integrated structures of the sugar and oil and fat sub-sectors of the agricultural economy.

Along with the creation of closed integrated joint-stock companies, "soft" forms of agro-industrial integration, such as associations, unions, unions, and clusters, are also on the rise.

Most examples of non-profit partnerships are created by establishing and developing integration links on a diverse and national scale. Agrarian-industrial integration is a promising, though not the only, important direction for the development of the agricultural sector of the economy. This is one of the options for stimulating relations between efficiently operating entities in the market, regardless of their industry, size and ownership, which has been tested by countries with developed market economies. It ensures an increase in economic activity with the fullest use of resource potential.

Based on the above, it can be noted that investment attractiveness is determined by a complex of various factors, the list and impact of which may vary and change depending on the composition of investors and the production and technical characteristics of the invested production. According to the results of the study, the main attractive factors of the regional market for investors are as follows: a capacious

market in terms of infrastructure development and production of consumer goods; availability of inexpensive scientific and technical human resources with a high level of qualification and experience; developed financial system and strengthening of political stability; rich natural resources that will contribute to the overall improvement of the economic situation at the time of insufficient diversification of the domestic economy; convenient location of the

The paper characterizes the investment and innovation vector of improving the structure and directions of resource potential use, substantiates the basic principles of investment - the principle of grandiose efficiency of investment, the principle of comprehensive assessment of the efficiency of capital investments, the principle of initial freedom in choosing investment objects, the principle of adaptation costs, the principle of multiplier, the principle of concentration, the principle of progressive specialization, the principle of proportionality, the network principle of investment. The volumes and scales and structural dynamics of investments in the regional agro-industrial complex, the investment needs of the studied regions are determined, and the possibility of creating a technology transfer center is proved.

The article confirms the expediency of using marketing tools that can increase the region's visibility, increase the inflow of investment resources, improve the business environment and the quality of goods and services produced in the region, and ensure the creation of a positive image, improve the tourist and business attractiveness of the country as a whole.

The process of forming the resource potential of a region directly depends on regional financial and credit support, which should be aimed at creating conditions conducive to increasing the resource potential, which, through the growth of financial support, will contribute to the growth of the revenue base and budget revenues of the region.

The country maintains the principles of vertical integration in the formation of the state's financial resources. The specificity of economic relations in integration associations is that they own property in the amount corresponding to the share of each of them in the jointly produced products and profits. Integration activities also apply to

small forms of economic activity in the agricultural economy, such as peasant and farming enterprises. With regard to peasant farms, it should be noted that they usually do not compete with agroholdings in the market, but they are important for the agricultural sector because they produce products that are not of interest to big business.

Farms, which total 41.5 thousand hectares in Ukraine, have not yet fully utilized soybean opportunities. The integration direction in these forms of management is primarily in the formation of horizontal inter-farm associations - business companies, multidisciplinary cooperatives, associations, etc.

The integration direction of market-type agricultural enterprises is determined in the direction of reorganization of agricultural firms, unions, or entry into large vertically integrated structures of the sugar and oil and fat sub-sectors of the agrarian sector of the economy.

2. Development of human capital and its components in conditions of after-war renovation of Ukraine

2.1 The essence, structure and importance of human capital for economic development

In the modern world, the term human capital is understood as a special form of wealth - general and special knowledge, skills, abilities and abilities for productive work materialized in a person. By analogy with material capital, human capital can be invested in through education, health care, and raising the general cultural level. At the same time, there is an economic mechanism that stimulates investments in human capital: the use of a stock of knowledge and skills increases labor productivity, which in turn increases the size of wages and materially motivates the employee to further increase the stock of knowledge and skills through training and advanced training.

The development of the concept of human capital in economic science acts as a process of accumulation of knowledge and scientific views that consider the past of economic thought as a process of evolution, synthesis of the achievements of different scientific schools, accumulation of ideas and views on man, on the importance of his role in the economy. The concept of human capital is a natural development and generalization of the concepts of the human factor and human resource, but is a more complex and broad economic category.

It is possible to define human capital in a broad and narrow sense. Human capital in a broad sense is an intensive production factor of economic development, the development of society and family, which includes the educated part of labor resources, knowledge, tools of intellectual and managerial labor, the place of existence and labor activity, which ensures the effective and rational functioning of human capital as a production factor of development.

Human capital in a narrow sense, in our opinion, is intelligence, health, knowledge, high-quality and productive labor and quality of life.

Definition of human capital as a certain stock of knowledge, as well as the possibility of using this stock of knowledge, allows us to understand human capital as a "stock" of knowledge and professional experience accumulated by a person as a result of training, self-education and socialization, which a person can use if he is included in the capital turnover process. Also, based on the above, human capital is presented as a "flow" and is a "stock" of knowledge and skills of an employee included in labor relations, which he uses in his professional activity. In other words, human capital is a set of professional knowledge, skills and abilities, thanks to which a person can receive income in the form of rent.

These definitions explicitly or implicitly indicate that until a person realizes his professional skills and abilities through the beginning of active labor activity, the entire stock of knowledge and skills formed and accumulated during studies at school, college and university is a quickly outdated liability. It is quite appropriate to say that as soon as, due to one reason or another (for example, bankruptcy of an enterprise), the opportunity to implement in practice the knowledge and skills obtained as a result of training or creative activity disappears, the value of human capital of a specific individual or an entire group of individuals, begins to fall rapidly. Human capital actually ceases to be capital as soon as it ceases to be involved in the production of goods or services. But among the reasons for which the depreciation of human capital also occurs especially quickly, one can single out the lack of innovations implemented in practice. In the modern world, a company that does not regularly update its portfolio of products and services, releasing morally obsolete product samples, will sooner or later go bankrupt. State support for such companies is only able to delay this process, but in no way stop it. Investments in human capital (if any), carried out by the management of the enterprise, will be ineffective if they are not carried out in parallel with innovation processes.

Along with the category of "human capital", the terms "human potential" and "labor resources" are widely used in economic science. However, the Human Potential Index of a country is calculated based on three indicators: GDP, life expectancy and literacy of the population. That is, it is a narrower concept than human capital. The

latter includes the concept of human potential as its own enlarged component. Labor resources are people themselves, educated and uneducated, who perform skilled and unskilled labor. Consequently, human capital is a broader concept and includes, in addition to labor resources, accumulated investments (taking into account depreciation) in education, science, health, safety, quality of life, in the tools of intellectual labor and in the environment that ensures the effective functioning of human capital

Speaking about human capital, researchers to one degree or another distinguish the following levels of study and assessment of human capital:

a) micro level - implies an assessment of the human capital of individuals and organizations;

b) meso level – implies the study and assessment of human capital of large corporations and regions;

c) macro level – implies the assessment of human capital on the scale of the country's economy;

d) mega level – assessment of human capital on a global scale.

Such a diversity of human capital research areas is determined by the areas of activity of human capital theory researchers and their interests

It is worth noting that even the use of the entire available set of skills and abilities in the work process cannot ensure the protection of human capital from rapid obsolescence. It is no secret that one of the reasons for the increasingly rapid obsolescence of existing technologies in the field of mechanical engineering is moral depreciation. Therefore, if an organization does not conduct regular technological innovations in order to maintain its competitive advantage in the market, backing them up with investments in human capital, training its specialists or attracting additional personnel from outside, then it risks quickly losing its competitive position.

Since investments of any kind imply receiving a certain return on them in the future, it is logical to assume that an enterprise, investing in its human capital, pursues the goals of increasing the productivity of employees in the implementation of current business processes and technological operations or the successful mastery of new

advanced production technologies by personnel. Speaking about the target orientation of investments in human capital, it would be appropriate to mention that if the staff, having received new knowledge and skills as a result of training, does not apply them in their work, the meaning and return on such investments will be zero or the achieved result will differ from the planned result.

If the company's personnel are not involved in any activities related to innovation, in processes related to the development and production of new improved product samples or new services for clients, the share of the company's human potential involved as capital is small. Accordingly, the cost of human capital will be low, since in this case human potential is used as a consumable. Conversely, if the company's personnel are actively involved in the process of implementing innovations and producing new, technically more advanced and commercially successful types of products and services, acquiring unique experience and skills in the process of work, then the cost of human capital will be high.

In a simplified form, the investment development of an organization using human capital can be represented as the following cycle of three interrelated elements:

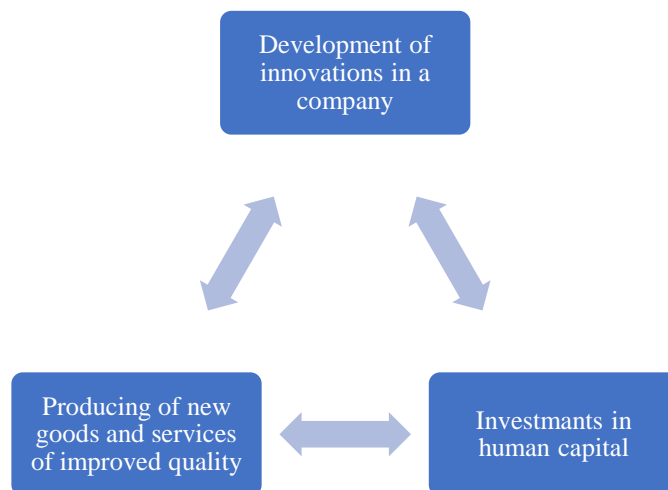


Fig. 1. Cycle of using human capital in development of organization

Negative changes in one element will inevitably entail negative consequences in the other two. For example, it is difficult to imagine the innovative development of a company without new goods or services, the production of which in turn is impossible

without targeted investments in the technology and personnel of the organization. With a certain degree of certainty, it can be stated that the return on investment in human capital is possible only in the context of the innovation process.

Human capital has various forms, which is due to the multi-aspect nature of the content of this interdisciplinary category. The form of an object or process is the "internal construction, structure, determined order of the object or the order of the flow of the process". The forms of human capital are its interconnected structural elements (components), the allocation of which is based on the definition and application of certain structuring criteria. The most common approaches to determining the forms of an individual's human capital as interconnected elements of its structure are investment and resource. Based on the investment approach, we can distinguish the following main forms of individual human capital: educational capital and capital of professional training (investments in a person's education, professional training, on-the-job training), health capital (investments in medical care and health care), mobility capital (investments in a person's ability to perceive and implement changes), information capital, which is formed by investments in the search for information and its transformation into useful knowledge, capital of family education (investments of a family in the development of its members).

In the modern period, scientists have significantly expanded the list of types of investments in human capital by their directions, objects and goals. Thus, in the specified list they supplement investments in the formation and development of a person's ability to study, master knowledge and skills, transform information into useful knowledge, which form the capital of "trainability" (educability). In the conditions of the knowledge economy, this component of human capital is acquiring great importance, since the effectiveness of any activity increasingly depends on a person's ability not only to find information, but also to transform it into their own knowledge.

An individual's human capital is considered as an investment that creates the necessary conditions and environment for human development. Based on the resource approach, human capital is defined as a stock of certain human abilities and skills, that

is, his resources (assets), which are the basis for productive activity and the receipt of various forms of income and benefits.

Derivative forms of human capital in a narrow sense are interpreted as a reflection of the specifics of the object of investment in a person or its special resource (intellectual, labor, entrepreneurial, social), in a broad sense - as a component of human capital, the reproduction of which is ensured by a set of investments in various objects - health, education, professional training, culture, mobility, awareness, social conditions and the environment for the development of a person.

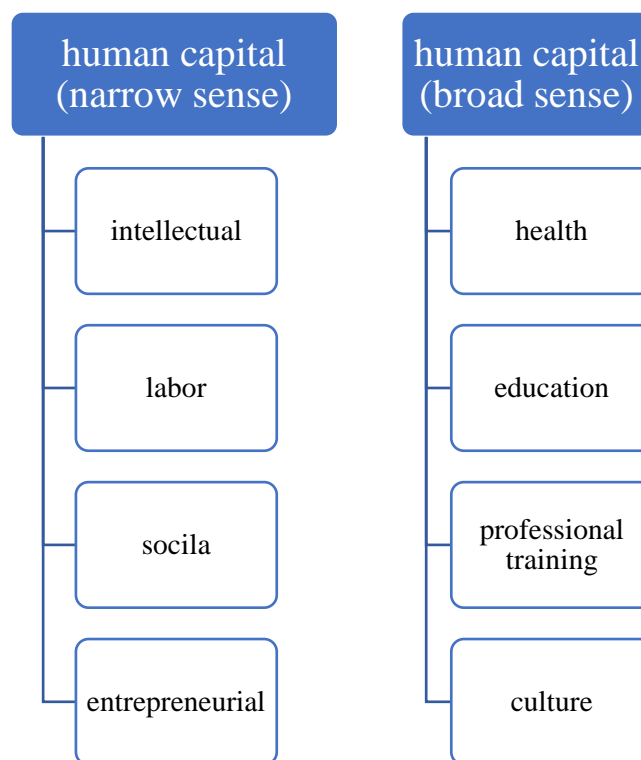


Fig. 2 Derivative forms of human capital

That is, according to the criteria of the object of direct investment and the type of resource of a person, the content of the derivative form of human capital in a narrow sense is determined, and according to the criterion of the resulting various investments in a person - in a broad sense. In accordance with this approach, intellectual capital in a narrow sense is a set of mental abilities of a person, which are created by investments in his intellectual development, form his intellectual resources and ensure productive intellectual activity and income from it. Intellectual capital in a broad sense, based on

the fact that the intellectual development of a person is ensured by a complex of investments in a person, is a derivative form of human capital, the level of recreation of which is the result of the influence of basic forms on intellectual resources, characteristics and intellectual development of a person.

Social capital, according to P. Bourdieu, “is the totality of real or potential resources associated with the possession of a stable network (durable networks) of more or less institutionalized relations of mutual acquaintance and recognition – in other words, with membership in a group”. The core of a person's social capital is trust. The sign of social capital as a derivative (complex) form of human capital of an individual is its determination by both basic forms (the source of which are direct investments in a person) and institutional-social (indirect) investments in human development. Consequently, based on the investment and resource approaches, in the structure of an individual's human capital, basic forms are distinguished, which constitute its core, and derivative forms, which are the result of investments in a person.

Thus, the human capital of an individual is an integrated integrity of its basic and derivative forms, the reproduction of which is carried out on the basis of direct and institutional-social investments in a person.

2.2 Intellectual capital as an endogen factor of innovative development in conditions of after war renovation of Ukraine

The world development is now characterized by the growing economic stratification (differentiation, stratification) of the countries of the world, which formed the basis of the new economic order of the world. The attitude towards assessing the role of thought, the value of intelligence both in economic processes and in social transformations of leading countries changed dramatically. As a result, the world was divided into three parts:

1. Developed post-industrial states, dominating in the field of high technologies and controlling the main investment flows.

2. Industrial countries, importing technologies and capital and those exporting mass-produced products.

3. Third countries, specializing in the extraction of raw materials and the supply of agricultural goods, are completely dependent on the demand for their products and, therefore, are completely controlled by post-industrial society.

Intellectual capital played a significant role in the innovative development of Western countries. The justly appreciated idea, embodied in the results of science and technology in all spheres of public life, led to a significant increase in the well-being of the population of Western countries. The application of the achievements of scientific and technological progress changed the structure of production and employment. The growth of well-being caused a revision of traditional materialistic values. It was realized that a developed personality is a source of productive thoughts. This determined the priority place of a person, his thoughts, abilities, potential opportunities in the system of public administration.

A new society, a new economy, a new quality of social progress were created within the framework of the so-called socially oriented market economy. In all developed countries, such a model of an economic system with national characteristics was built. This model provided for a certain form of organization of the economy, which was based on market methods of management, but was able to simultaneously ensure social security and social justice. A functioning state ensured a fairly high degree of state regulation and forecasting of the economy, international specialization of labor, the presence of a modern market and social infrastructure, a system of social protection of the population. In a socially oriented market economy, the highest possible standard of living of the population was achieved, an economically efficient and socially fair monetary mechanism was created, which ensured price stability, and environmental safety was constantly taken care of. Thanks to this, all segments of the population felt socially protected, which gave impetus to the fullest development of intellectual capital and innovative development of the economy.

At present, Ukraine's strategic guidelines in conditions of after war renovation are characterized by the increased importance of innovation priorities, on the one hand,

and the awareness of the lack of alternatives to the gradual transition to a socially oriented model of the economic system, on the other. It is clear that on this path the main role belongs to intellectual capital. The presence of intellectual capital in a certain economy and the level of its development are key factors in ensuring long-term intensive economic growth. It is intellectual capital that is currently able to force the economy to develop innovatively, accelerate the transition of backward industries to a higher technological structure. Intellectualization of the economic environment, new scientific knowledge, innovative business, informatization, and the degree of mastery of information resources should now become the necessary foundations for the existence of a highly efficient and competitive market economy.

The country's competitiveness can be increased through the innovation component by ensuring the activation of the processes of obtaining, transferring and using knowledge. To do this, it is necessary to create a powerful and flexible system for managing intellectual capital as the main resource for development.

The concept of “intellectual capital” is quite general and usually means the sum of knowledge of employees of a company that ensures its competitiveness. This concept may also include organizational capabilities and information channels that can be used to create wealth.

Intellectual capital is a component of the concept of “human capital”, which also includes health capital (biophysical capital), labor capital (professional knowledge, skills and work experience of a person), organizational and entrepreneurial capital (realization of potential in business, entrepreneurship), cultural and spiritual capital (the dominant system of values and norms of business ethics), social capital (the social status of an employee or firm in a specific system of social relations), brand (the capital of a firm, which characterizes its market position, the degree of customer trust, the business reputation of the firm), structural capital (the ability of a firm to manage its organizational structure), as well as organizational capital (a portfolio of innovations for competitive renewal of the product range and business processes that form the added value of products at a competitive level).

Intellectual capital is the form in which the features and essence of human capital are most clearly manifested. Intellectual capital is determined by the level of education, competence and creativity of specialists, the development of intellectual abilities in solving various problems.

Intellectual capital is a type of human capital that, along with biophysical, labor, organizational-entrepreneurial and cultural-moral types of human capital, is not alienated from the employee's personality, is his knowledge, abilities and experience. Other types of human capital are alienated and belong to the company. At the state level, this means that if conditions are not created for the free development of the employee, his security and well-being are not ensured, he may wish to change the conditions of his residence and activity, which will lead to the outflow of intellectual capital in his person.

The intellectual capital management system is a set of strategically coordinated and interconnected methods and tools for managing intellectual capital, aimed at increasing the value and effectiveness of intellectual capital and business as a whole. The development and implementation of an intellectual capital management system will provide an opportunity to create additional intellectual property objects, involve them in economic turnover, effectively use them as a resource, and also protect them from unauthorized use to obtain additional income. All this will help ensure the investment attractiveness and competitive advantages of the country.

Scientists identify four main problems in mastering the mechanism of effective management of intellectual resources and creating new intellectual property objects at the organizational level. By analogy, the main problems in developing mechanisms for managing intellectual resources at the state level can be identified. These include the following problems:

- creating a clear understanding of the nature of the phenomenon of intellectual capital among state officials, which will allow it to be used as an effective resource for economic development and to obtain a high level of added value;
- creating a strategy and system for managing intellectual capital, which would be an integral part of the country's overall development strategy;

- fair assessment of intellectual capital and intellectual property;
- creating an effective system for protecting intellectual property rights.

The state policy on the development of intellectual capital in conditions of after war renovation should have as its fundamental basis the strategic guideline of Ukraine - the construction of information society (knowledge economy), which involves the simultaneous achievement of economic and social goals, as well as goals for environmental protection. The knowledge economy is essentially a society of increased well-being, and a society of increased well-being is today, first of all, a society with increased intellectual activity.

So far, intellectual potential in Ukraine has almost no effect on the pace of economic growth, coexisting with over-expensive and inefficient production. It becomes clear that increasing the role of intellectual potential requires fundamental changes in the system of economic relations, simultaneous strengthening of both the innovative nature of entrepreneurship and the activation of the human factor, its direction for continuous self-improvement, updating of knowledge and professional skills. The basis for these processes can be new motives of activity, the content of which is human self-improvement.

Intellectual capital can become a leading endogenous factor of economic growth. To do this, it is necessary to create conditions in which it (intellectual capital) will be combined, first of all, with innovative entrepreneurship. It is entrepreneurial interest that should form the basis of economic motivation for intellectualization of production, and the entrepreneur should become the main driving force of this process.

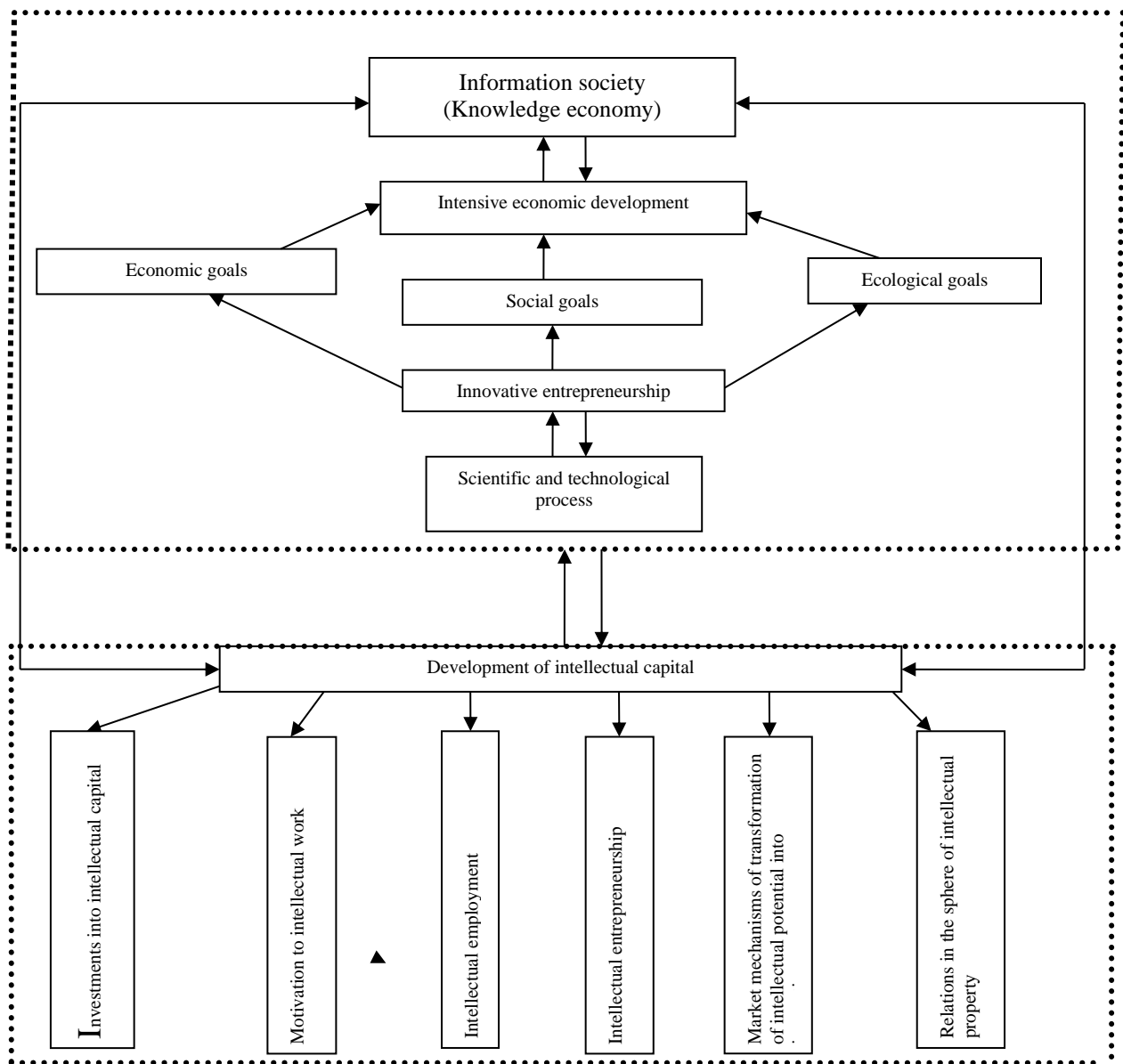


Fig.3. Interconnection between development of innovative entrepreneurship and development of the intellectual capital for constructing knowledge economy

**Source: [14]*

At present, it is necessary to create real market mechanisms for transforming new knowledge into product or technological innovations. This, combined with state support for fundamental innovations, will become, on the one hand, a powerful motivation for intellectual labor of capable individuals, and, on the other, will attract additional solvent subjects to the innovation process.

Improving relations in the field of intellectual property is one of the strategic directions in the process of developing intellectual capital and building an innovative society. In a market economy, the relationship between the owner and the state is built

on the principle of a higher legal status of the owner's right than the state's. The ongoing transformations are aimed primarily at transferring rights to intellectual property results to their authors. This is a positive moment in the process of improving relations in the field of intellectual property.

A negative point in this process and the reason why intellectual property is not being implemented effectively enough in the domestic economy is the lack of regulation of the problems of introducing intellectual property objects into economic circulation. Relations between various research institutes and enterprises are not well-established enough, which leads to a situation where scientific institutions, having a large number of their own developments, are deprived of customers, and the innovation infrastructure is underdeveloped.

The radical transformation that is taking place in the means and objects of labor, energy, production technology and management fundamentally changes the way of work, the way of interaction of production factors. If in pre-industrial and industrial economies the objectification of the physical functions of the employee in production took place, then the information economy requires the objectification of his mental functions.

The strategic goal of the knowledge economy policy of the state, which seeks to achieve the signs of a post-industrial society, should be to achieve flexibility in the labor market. Under the influence of scientific and technological progress, the role of a person in the labor process is changing. The list of professions where professional skills, level of education, and ability to innovate determine the success of entrepreneurship is constantly growing. This is especially true for those areas of activity that determine the level of competitiveness in the global market.

In such conditions, the state policy of full and productive employment is aimed, first of all, at retraining workers in the system of “continuous learning throughout life”, which should ensure an increase in labor productivity. Such a policy of training and the use of new technologies will correspond to the principles of macroeconomic policy, which emphasizes the gradual increase in stability.

The supply of intellectual capital on the market largely depends on investments. Investments directly in intellectual capital differ from investments in human capital as a whole. Investments in human capital include investments in the system of educational, health and migration measures that are tied to specific conditions of activity, contribute to improving the skills, improving health, and the ability to mobility of workers, in accordance with their potential, solving the tasks of enterprises and national interests. Investments in intellectual capital should be understood only as investments in the knowledge of employees of each specific company, the formation of their creative skills, which ensures the competitiveness of these companies. Realizing the importance of investments in health and education, it is worth noting the key value of investments in the development of creative skills of employees. Investments in intellectual capital can significantly increase production efficiency. Employees trained using advanced methodology and modern equipment, using the latest technologies and achievements of scientific and technological progress, can eventually turn into valuable capital for their country, will bring dividends not only with their professional skills, developments and research, but will also become the intellectual wealth of society.

In modern conditions, the role of individual enterprises in investing in intellectual capital is increasingly growing. Often, they become the most effective producers of this capital, since they train employees in strict accordance with the needs of production. At the same time, at the level of individual enterprises, there is a divergence between the interests of society and individual business entities: enterprises invest in intellectual capital only as long as it is profitable. In view of this, the state must use economic methods to encourage enterprises to invest in intellectual capital.

Given the above, in our opinion, in order to accelerate the development of intellectual capital in the context of building a socially oriented market economy, it is necessary to:

- try to increase the size of investments in intellectual capital along various vectors;
- take measures to increase motivation for intellectual work;

- form innovative employment;
- develop innovative entrepreneurship;
- create real market mechanisms for transforming new knowledge into product or technical innovations;
- continue to reform relations in the field of intellectual property in the direction of fixing the results of intellectual activity with the authors.

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- develop innovative entrepreneurship;
- create real market mechanisms for transforming new knowledge into product or technical innovations;
- continue to reform relations in the field of intellectual property in the direction of fixing the results of intellectual activity with the authors.

Thus, innovative development (formation of knowledge economy) of the Ukrainian economy in conditions of after war renovation is possible in case of increase of intellectual component in social production. Intellectual capital can become an endogenous factor of economic growth if at the state level it is possible to correct existing relations in the sphere of intellectual property, to increase motivation for intellectual work, and also to accelerate development of innovative entrepreneurship. In the conditions of such model of knowledge economy the necessary conditions for the most complete development of intellectual capital are created. On the other hand, intellectualization of production itself, accelerating scientific and technological progress and intensive growth of economy, ensures simultaneous achievement of economic and social goals, as well as goals of environmental protection, that is, construction of socially oriented market economy.

2.3 Ways of assessment of intellectual capital

Currently, leading Western countries companies have already developed a number of methods for calculating the intellectual capital of organizations.

The intellectual capital of an organization is calculated mainly as the difference between revenue and tangible assets of the company

$$\text{IC} = \text{Equity Capital} - \text{Material Assets}$$

or the market value of the company and financial capital

$$\text{IC} = \text{Market Value of the Company} - \text{Financial Capital}$$

For the integral valuation of intellectual capital, the *Tobin coefficient* is used:

Tobin coefficient = Market price of the company / Replacement cost of real assets (buildings, equipment and inventories)

If **Tobin coefficient** < 1, then it is considered that the intellectual capital of the company is so underdeveloped that it makes no sense to invest in this company.

Scientific firms have a high Tobin coefficient of up to **10**.

There are methods for calculating intellectual capital by value added, as well as methods for calculating intellectual capital by summing its constituent elements.

Currently, there are practically no proposed methods for calculating intellectual capital at the state level.

In our opinion, the intellectual capital of a certain country could be quantitatively calculated in a similar way to calculating the intellectual capital of an organization, that is, subtracting everything material from the total. Therefore, the intellectual capital of

a country could be equal to the difference between GDP and the total material assets of the country.

$$\mathbf{IC = GDP - Fixed\ assets}$$

However, this methodology is unacceptable for the countries with structural imperfection of the economy, i.e. when some branches or sectors of economy (for instance, military sector) are overdeveloped whereas the others suffer lack of resources.

The third way to give a value assessment of intellectual capital at the macroeconomic level is to present it (intellectual capital) as the sum of two components - human capital and intellectual property. Intellectual property is the rights to the results of human intellectual activity in scientific, artistic, industrial and other spheres, which are the object of civil law relations in terms of the right of everyone to own, use and dispose of the results of their intellectual, creative activity, which, being an intangible asset, are retained by their creators and can be used by other persons only in agreement with them, except for cases specified in the law.

$$\mathbf{IC = Human\ capital + Intellectual\ property}$$

It is also possible to calculate the index of human resource intellectualization of the economy

Index of human resource intellectualization of the economy = human capital engaged in scientific and scientific and technical work / total human capital of the country

Currently, Ukrainian scientists are conducting research to identify those qualitative features of employees that would best meet the needs of innovative development. However, the problem of forming and using personnel for innovation has not yet been studied in sufficient depth and complexity. The limited range of statistical data on the qualitative characteristics of employees does not allow us to sufficiently assess the compliance of the workforce with the needs of innovative development.

Despite the high educational level of the population, at the present stage Ukraine is not sufficiently provided with personnel for innovative activities, as evidenced by the results of an expert survey. The experts' assessment of the suitability and sufficiency of personnel for the innovative development of the Ukrainian economy, as well as the level of their training and interest in innovative activities were quite low.

The majority of experts (43.8%) gave low ratings to the personnel component of innovative activity and only 1/3 of them rated it at an average level. Even worse, experts assessed the level of personnel preparedness for innovative activity and their interest in it - almost 6% of respondents consider them low or very low.

Thus, the human resource component of the intellectual capital of the Ukrainian economy decreased throughout the study period. This is a negative phenomenon in the context of innovative development.

Let us analyze the second component of intellectual capital - intellectual property.

Improving relations in the field of intellectual property is one of the strategic directions in the process of developing intellectual capital and building an innovative society. In a market economy, the relationship between the owner and the state is built on the principle that the rights of the owner have a higher legal status than the rights of the state. The transformations that continue to occur are aimed, first of all, at transferring the rights to the result of intellectual property to their authors. This is a positive moment in the process of improving relations in the field of intellectual property.

A negative moment in this process and the reason that so far in the domestic economy intellectual property is not implemented effectively enough is the lack of regulation of the problems of introducing intellectual property objects into economic circulation. Relations between various research institutes and enterprises are not well-established enough, which leads to a situation where scientific institutions, having a large number of their own developments, are deprived of customers, and the innovation infrastructure is underdeveloped.

In Ukraine, the situation regarding the introduction of scientific results into economic activity is unstable. The unstable situation regarding patents is primarily due

to changes in legislation. For example, to obtain a patent for an invention the invention must meet three criteria for protection: inventive step, world novelty, industrial applicability. However, not every development has an inventive step. Many improvements are obvious. For the legal protection of these improvements, such a form of protection document as a declarative patent was proposed.

At a certain stage, declarative patents for inventions with a validity period of six years from the date of filing the application became widely used in Ukraine, which were issued to protect developments based on the results of an analysis of their novelty in the country, taking the applicant's word that the development is truly industrially applicable. Thus, it became possible to copy a certain American patent and protect it as your own. At that time, in Ukraine, declarative patents for inventions accounted for up to 44% of the current protection documents, declarative patents for utility models - 22%, and only 33% of the current patents underwent a qualification examination, that is, the expert was convinced that they really meet the criteria for protection. Then the acceptance of applications for declarative patents for inventions ceased drastically.

Thus, the instability of the index of patent applications in Ukraine is associated with the instability of state policy in this area in general, and the instability of legislation in particular.

In view of the above, the following actions are required from the state administration in the context of after war renovation to accelerate the development of intellectual capital:

- try to increase the amount of direct financing for intellectual capital in various vectors, among which it is worth highlighting health improvement, medical care, meaningful recreation, cultural and educational programs, provision of housing and communal services;
- take measures to create appropriate conditions for intellectual work;
- form innovative employment, create new jobs with a high proportion of jobs for highly qualified specialists;
- develop innovative entrepreneurship;

- introduce real market mechanisms for transforming new knowledge into product or technical innovations;
- continue to reform relations in the field of intellectual property in the direction of fixing the results of intellectual activity with authors.

These actions will contribute to the development of intellectual capital in modern conditions in Ukraine, which will lead to the acceleration of intellectualization of production. The increase in the intellectual component in social production will push forward scientific and technological progress. Scientific and technological progress is, as already noted in Section I, a powerful driving force for development, a Schumpeterian “source of energy capable of independently disrupting any equilibrium that can be achieved”.

For Ukraine, this will mean the possibility of implementing an endogenous model of economic growth, with the dominant growth of production and creative potential being the development of the latest achievements of science and technology, the production of modern information technologies. All this will accelerate intensive economic growth and structural restructuring of the economy in favor of knowledge-intensive industries. Sustainable development will take place. Production capacities will gradually, evolutionary, and conflict-free expand, and a turn will occur from “man for the economy” to “economy for man”.

It is then that there will be a potential opportunity to reform economic relations in such a way as to simultaneously achieve economic, social and environmental goals, i.e. to build a socially oriented market economy.

In terms of the dominance of a specific type of management, a further increase in the intellectual component in production will lead to the transition of the economy to a new qualitative level - an information society or a knowledge economy, which will create new and new inexhaustible opportunities for development.

In our opinion, these actions can be implemented in practice if the rule of law is strengthened in Ukraine, which can be ensured by improving the mechanism for implementing existing legislation, thoughtful and effective management, further development of all forms of ownership, state support for the real sector of the economy,

thoughtful social policy, and environmental protection. It is worth noting that Ukraine currently has all the necessary prerequisites for achieving these goals and fulfilling the listed tasks. A balanced state policy to support and increase the already existing intellectual potential of the nation is able to accelerate self-development in conditions of after war renovation.

Thus, the after war renovation of Ukraine should be accompanied with rising of the volume of intellectual component in production. Intellectual capital can become an endogenous factor of economic growth if the system of state support for intellectual capital is improved.

2.4 The essence of social capital as a component of human capital

The category of "social capital" is actively studied in science and used in the practice of empirical research. However, many researchers, studying the problem of social capital, encounter certain difficulties. On the one hand, there are different approaches to understanding the concept of "social capital", and on the other hand, doubts arise: can this category be an independent subject of analysis? In order to organize existing views on social capital, a comprehensive analysis of the most prominent foreign approaches to using this definition is necessary.

The micro-level understanding of social capital assumes that an individual can make investments in own his social capital. This approach continues the tradition proposed by the Nobel laureate in 1992. G.S. Becker, who introduced the term "human capital", defining it as a set of skills, knowledge and abilities of employees, the costs of which over time can bring tangible profits to both the employee himself and his employer.

The concept of "social capital" was introduced into scientific discourse by P. Bourdieu. He defined it "as a set of actual or potential resources that are associated with the possession of long-term network ties of more or less institutionalized relations of mutual acquaintance and recognition. In other words, social capital is membership in a group that provides each of its members with support in the form of collective

capital (collectively owned capital)". U. Baker believed that "social capital is the resources that actors obtain from specific structures and use based on their interests". Representative of the formalist network direction R. Barth defines social capital as "friendly contacts between colleagues and wider contacts, thanks to which you can use your financial and human capital". A. Portes interprets social capital as "...the ability of individuals to manage limited resources based on their membership in a certain social structure ...". At the same time, he notes that the ability to accumulate social capital is not an individual characteristic of the personality, but a feature of the network of relationships that the individual builds. In other words, social capital is a product of the individual's embeddedness in the social structure.

Based on the above definitions, it can be concluded that the phenomenon of social capital at the micro level is understood as a set of actually and potentially available resources that a person can use based on his membership in a certain social network. This understanding is characteristic of the tradition of studying this definition, which was formed in Western science in the early 1970s. Supporters of the macro-level understanding define social capital in a slightly different way. M. Peldem calls it "...glue that allows you to mobilize additional resources of relationships based on people's trust in each other."

F. Fukuyama identifies such mechanisms of reproduction of social capital as religion and tradition, and believes that social capital differs from other forms of capital in that it is usually created and transmitted through religion, traditions or historical tradition. The most important component of social capital, in his opinion, is spontaneous communication, which serves as the basis for the ability to create new associations, the inherent characteristics of which are horizontality and informality. R. Putnam defines social capital as the characteristics of social life (networks, norms and trust) that encourage participants to more effective joint action to achieve common goals. According to the scientist, social networks are a skeleton, a structural (and therefore, stable) element of the reproduction of social capital. Thanks to the norms, values, and trust supported by social networks, certain patterns of interaction are

established in society, among which a specific type of political participation plays an important role.

The definition of social capital at this level includes the following components: horizontal and informal networks, values and norms, horizontal diffuse (or vertical, one-sided), and trust.

The sources of social capital formation were reflected in the definition by J. Turner. Social capital is the forces that increase the potential for economic development of society by creating and maintaining social ties and models of social organizations. These forces operate at three levels (macro-, meso- and micro-levels). In other words, social capital is formed in communities connected by relationships of different levels:

1) in associations of individuals that arise to solve fundamental issues related to production, reproduction, regulation and coordination of basic needs (macro-institutional level).

2) corporate elements of human capital that generate social differences that affect the attitude towards them in society (meso-level).

3) in personal relationships that can be formed within corporate and social centers (micro-level).

Social capital of each level allows us to judge the degree of social activity of individual and collective actors. At each level, a specific picture of the formation of social capital is revealed. J. Turner constructs an “ideal type” of each level of analysis, showing the nature of social capital that can be generated. On the one hand, such an “ideal type” is utopian, but on the other hand, it allows for any analytical comparison of existing communities. The first level is based on the study of informal and local horizontal associations, the second adds vertical associations, and the third builds on the first two and is supplemented by studies of formal, national structures, such as government and law. All three levels have several common characteristics. First, all studies link the economic, political and social spheres. Analytical approaches are based on the assertion that, on the one hand, social relations affect economic results, and on the other, they themselves depend on these results. Secondly, the focus of scientists is

on the relations of economic agents and the ways in which formal and informal organizations can achieve greater efficiency from economic activity. Thirdly, social relations and institutions are endowed with specific forms.

Analysis of existing sources allows us to judge the purposes of using social capital. First of all, it is necessary to note three analytical directions that proceed from the above levels (micro-, meso-, and macro-). Supporters of the first direction consider social capital as a resource that simplifies the relationships of an individual within a social network (internal social capital, operating at the micro- and meso-levels). This idea is based on the fact that the actions of individuals and individual groups within the same social structure can be simplified in the form of direct and indirect connections. For representatives of the second direction, social capital is a resource that contributes to the vertical mobility of the individual (external social capital, operating at the meso-level). Finally, the third direction incorporates the first two, considering social capital as a source of economic growth that arises due to the formation of a specific local institutional environment (mixed social capital, operating at the macro-level).

Thus, it can be concluded that domestic economic science widely studies the issues of formation and reproduction of social capital in its various spheres, however, the variability of the economic environment necessitates its consideration in modern conditions. Despite the significant number of diverse definitions of the category of social capital, there is a certain consensus among researchers in its understanding as a resource based on stable social ties and used to obtain additional income. These ties are not directly related to the economic activity of the subject, but can be used by him to obtain certain preferences in various spheres of activity. A sign, an integral part of social capital is considered to be trust between interconnected subjects, which implies certain mutual obligations.

At the same time, it is necessary to dwell in more detail on the development of social capital in modern changing conditions, which are dynamic, entail increased risks for various participants in relationships, which to some extent makes adjustments to the interpretation of its definition. First of all, it is important to the influence of various networks, which are actively formed especially in foreign countries, on the expansion

of social capital. Thus, studies by foreign researchers show an increase in value in various relationships as a result of the transfer of skills, knowledge and professional connections to other participants. Therefore, social capital belongs to resources obtained from the knowledge of others. This is clearly seen in the academic environment, where leading scientists can positively influence the increase in social capital through communication in professional networks. Communication in networks provides quick access to useful resources and can promote change due to common customs, norms, vision and trust. Understanding the nature of (virtual or personal) relationships in our professional communities, it is possible to identify various needs and appropriate mechanisms for change and support. Therefore, today, professional, specialist and other networks, as platforms for forming relationships, should become an important tool for increasing the value of social capital.

Summarizing the above, we can conclude that social capital is a set of relationships based on trust and mutual obligations that are not directly related to the main activities of economic entities and form and strengthen competitive advantages for them.

Obviously, these relationships will positively affect the economic growth of any economic system, as well as restrain it. The primary subject-individual, or rather the bearer of social capital is the individual, because each person has friends, a professional circle of like-minded people, relatives whom he can trust. Personal connections form a small breadth of coverage of the social network. Other carriers of social capital are business entities, state, regional and local authorities and management, public and religious communities that conduct economic activities, including informal ones. It has been proven that the formation of social capital occurs under the influence of numerous changes in the external and internal environment of its functioning, and the requirements for the quality of social capital are also increasing. This is not only the level of trust, commitment and strength, reliability of social ties, but also the integration characteristics of social capital. In social groups with a high level of integration, a positive effect is observed, which can manifest itself through various types of economic effect. It should be noted that as soon as stakeholders involved in the relevant social

networks cease to receive an economic effect, this immediately leads to the destruction of the community and the manifestation of various negative phenomena. Thus, social capital is oriented towards the formation of high-quality components of relations necessary for agents to achieve economic results and coordinate their interests. It has been established that high quality social capital will be achieved provided that an appropriate institutional environment for the formation and reproduction of social capital is provided, which corresponds to the strategic priorities of the development of the national economy.

The formation and improvement of the institutional environment for the development of social capital is a long-term process of reforming all spheres of social life, which is carried out on the basis of the targeted influence of economic, informational and regulatory measures at the level of society as a whole, individual regions, and united territorial communities.

So that, the category of "social capital" is defined as a network of more or less stable social contacts of an individual, including acquaintances (weak ties) and kinship, close friends (strong ties).

The volume of an individual's social capital is determined in two ways:

a) as the equivalent of the number of participants in the network of contacts that supports the individual;

b) as the resource potential of the subject's social ties (the ability of the subject's social contacts to provide him with information about potential jobs, influence the person who makes the hiring decision, and give recommendations to a potential employer about hiring the subject).

The functions of social capital are:

- social capital is able to provide an individual with access to information. Social connections in a certain environment are able to provide the individual with the necessary information about the opportunities and options for successful employment, which are not available from other sources;

– the social connections of the subject can influence those who make personnel decisions in a particular organization. Social connections with those who have various

resources at their disposal, including power, can contribute to resolving the issue of hiring and career development;

- social capital increases the possibility of access to better quality jobs - in terms of employment status and wage level;

- social capital is able to influence the speed of job search: subjects who have the necessary social connections, on average, find suitable jobs faster.

There are three main forms of social capital: “chain” ties, “bridge” ties, and “link” ties. “Chain” ties usually refer to relationships within families and ethnic groups, “bridge” ties characterize relationships with less close friends, acquaintances, and work colleagues, and “link” ties determine relationships between different social strata in a hierarchy where power, social status, and well-being are available only to certain groups. The latter form includes, for example, the ability of individuals or groups to use resources, ideas, or information from formal institutions that are directly part of the group.

Although strong “chain ties” give certain societies or groups a sense of unity and common purpose, without “bridge ties” that transcend various social divisions (e.g., religious, ethnic, socioeconomic status), “chain ties” can become the basis for the realization of very narrow interests and the rejection of all outsiders. Homogeneous groups can be characterized by very high trust and cooperation within the group, but low trust and cooperation with the rest of society. Then “chain ties” become a barrier to social unity and personal development, that is, strong “chains” and weak “bridges” occur.

A limited radius of trust within a tightly knit group, such as family members or a narrow circle of friends, promotes social interaction that is directed within the group and less oriented towards trust and cooperation in the wider community. Such a focus on group interests to the detriment of public interests can provoke socially destructive activities. In work groups, too strong relationships of trust and mutual obligations can block any information from the outside and hinder innovation. For example, while ethnic ties certainly help adaptation when immigrants first arrive in a new country, ties exclusively in the immigrant environment prevent the expansion of communication

beyond this environment. Accordingly, the importance of social capital as a source of “bridge ties” is especially emphasized when it comes to a multitude of coexisting ethnic groups. At the same time, for the sake of justice, it should be noted the positive role of family and ethnic capital in maintaining health and especially in solving the problem of finding a job, which indirectly has a positive effect on the situation in society as a whole.

Under certain circumstances, specific forms of social capital ties can potentially hinder social cohesion. In this respect, social capital is no different from other forms of capital, the use of which may pursue different goals that are not necessarily approved and welcomed by the community as a whole. Some closely connected groups, for example, drug cartels, illegal immigrant communities, mafia and terrorist associations, may have the highest degree of internal trust and mutual responsibility. Similarly, members of these groups may have the highest human capital and use financial and other types of capital for socially destructive and socially undesirable purposes. But “bridge ties”, especially if they manifest themselves in the form of totalitarian or extreme ideologies, can also have extremely negative social consequences. These examples do not diminish, but rather highlight the potential of human and social capital to create benefits for the whole of society or the majority of its members, such benefits from most types of social ties – “chains” and “bridges” – certainly outweigh the destructive consequences.

The value of the concept of social capital lies in the fact that it identifies certain aspects of social structures through their functions, namely, through the importance of these aspects for actors as resources that they can use to achieve their interests. Moreover, certain goals can be achieved both at the individual level and at the level of transition from the micro to the macro level.

Of course, for some other purposes it is necessary to consider these organizational resources in detail in order to understand which elements of them are most essential as resources for achieving a specific goal and to understand how they became so. But the concept of social capital allows us to take these resources and see how they can, in

combination with other resources, create new behavior at the system level, that is, different outcomes for individuals.

The concept of social capital acts as a signal that some value is created for those actors who have this resource, and this value depends on the social organization.

In many social structures it is believed that people always do something to each other, that is, there are always certain obligations between people, although they may not be fully compensated for each other. In other social structures, where people are more self-sufficient and less dependent on each other, there are fewer such mutual obligations.

Therefore, we can conclude that in society it is typical for an individual to invest part of their personal resources in the development and support of various social networks. These networks are formed at the workplace in the work team. They are built on reciprocity and trust. In other words, employees help their colleagues because they are confident that if necessary, they will also be provided with assistance. Communication and mutual assistance of workers are factors that directly affect the accumulation of social capital in the process of work.

2.5 The foreign experience of development of human capital via higher education system

Today, the world economy is constantly undergoing changes associated with the emergence and development of new technologies and production processes. These changes lead to a high dependence of each individual country on its ability to acquire, transfer and assimilate knowledge for work and everyday life. Under such conditions, the role of human capital, intellectual capital and education is increasing and becoming key to the socio-economic evolution of countries. This means that at present, human capital and education have already become a significant factors in economic growth, and spending for intellectual capital development should be viewed as long-term investments.

The economic development of some countries in the world is taking place at an accelerated pace, but other countries are developing slowly, having difficulty adapting to the new conditions of the information globalized society. Virtually all economists recognize the direct impact of intellectual capital in the general structure of education on the economic growth of a particular country. However, it is necessary to recognize the fact that there are countries and regions (and there are many of them) with a well-developed higher education system, which, unfortunately, lag behind in their economic development. The reason for this is, first of all, a general imbalance in the economy, when the training of specialists is not carried out in accordance with the needs of the market. This causes an outflow to more developed countries of those qualified labor resources who cannot find employment in the domestic market according to their level of theoretical knowledge and practical skills.

Capital is all the resources used to produce goods and services. Capital is most often understood as buildings, structures, machinery, technical equipment, raw materials, and invested monetary resources. In the modern economy, human capital, which encompasses all human knowledge and skills, is important for the production of goods and services. In year the United States income from physical capital (fixed and circulating) is 14 times less than income from human capital. This phenomenon has forced economists to pay increased attention to human capital.

The formation of human capital as such occurs through the education and training system. These actions increase the productivity of each individual, giving them the opportunity to receive more income. The government, employees, and employers invest in human capital, investing them primarily in education. The government invests public funds in human capital, expecting to accelerate economic development; employers invest in education, wanting to increase labor productivity; individual citizens spend their savings on education, taking care of their own future and hoping for better earnings.

Improving the level of education accelerates economic growth, and investments in education play a significant role in reducing poverty, thus paying for themselves.

This thesis should become key to political actions aimed at supporting investment in education.

The growth of labor productivity and real wages is one of the ways in which education can affect the economy of a country as a whole. Reporting on the rates of return on investment in education provides information on differences in labor productivity and wages for people with different levels of education. This reporting also sheds light on the problem of how much money should be spent on education in conditions of general resource constraints.

At present, higher education as a sector of the economy is one of the largest employers, producers of human capital, and also a center of research. Some scholars believe that these functions of higher education should be expanded, because, in their opinion, higher education directly affects the development of both key sectors of the economy and specific economic opportunities of a local nature. For example, in the United Kingdom, higher education is endowed with a “third source” mission, that is, colleges and universities officially play an important role in economic development. “Application” is the next task of British higher education institutions after teaching and scientific research. Explaining this new function, Ernest Boyer, former president of the Carnegie Foundation, wrote that scientific discovery and the application of certain knowledge have a two-way relationship, that is, new scientific understanding can come precisely at the moment of applying certain theoretical knowledge in practice. By applying knowledge for economic growth and for social purposes, universities are able to play a leading role in accelerating economic growth and in structural shifts in the economy in favor of knowledge-intensive industries. However, it takes many years to measure the costs and benefits of any educational intervention.

The classic approach to measuring the impact of education in general and higher education separately on economic development was developed by the American economist Minser in 1974. He studied individual earnings of citizens as a function of years spent on education, age, and work experience. It was concluded that by investing in the higher education of an individual worker (white, male, non-farmer), the state receives the following benefits: a year of education increases the income of this worker

by about 7%. This figure is clearly overestimated, since it does not consider the own costs of education of a particular worker, the time spent on education, as well as the fact that all the benefits of education can be lost at once if the worker quits his job. In addition, the benefits of higher education vary depending on the personality of the subject in whom the investment is made.

In year 1994, another American scientist, Psacharopoulos, conducted an analysis of the rates of return on higher education at the international level. The efficiency of higher education in seventy-two countries of the world was considered. Table 1. presents data calculated by Psacharopoulos on the rates of return on higher education in countries with different income levels.

Table 1

Rates of Return on Higher Education

Types of countries by the income level	Норма прибутку від вищої освіти (у %)
Low-income countries	10.6
Lower-middle-income countries	11.4
Upper middle income countries	9.5
High-income countries	8.2
World	10.7

American scientists Samuelson and Swome developed a formula for “accounting for growth”. The formula they proposed can be used to determine the impact of the data given in Table 1 on economic growth. If a country increases the average number of years spent on higher education of workers by one year, assuming that skilled and unskilled labor are excellent substitutes for each other, then it does not matter whether the overall level of education has increased by the same amount, or whether individual subjects have continued their studies for more than a year, and others have studied for less than a year, because labor efficiency (productivity and intensity) will increase by the same amount. The overall increase in labor productivity will be equal to the labor of skilled workers multiplied by the share of their participation in the production of the

total social product. It is clear that countries with a high level of higher education will have more capital per worker. If the amount of capital per skilled worker is the same before and after the increase in years of schooling, the result will be an overall increase in labor productivity equal to the overall increase in the number of skilled workers.

Focusing on the role of higher education in driving economic transformations, it is worth giving the example of the American Midwest, as the birthplace of the new industrial paradigm. According to this paradigm, scientific institutions such as universities, research laboratories, corporate R&D laboratories, national research centers, and innovative entrepreneurship are gaining great value today.

To strengthen the impact of such a specific productive force of society as science, regions should develop strategic plans. An example of such a plan is the Michigan "Roadmap". Michigan's economy is the poorest in the United States. Michigan's largest city, Detroit, is one of the poorest in the country, and the main industry of this region, the automotive industry, is suffering huge losses. A quarter of the state's adults do not have a high school diploma, and only a third of those who do have a high school diploma have enrolled in college. However, the state has a higher education system that is considered one of the best in the country.

The concentration of strong research universities in the Midwest is a unique lever that US policymakers and business leaders should use. The Big Ten universities, together with the University of Chicago, invest about \$6 billion a year in research; they enroll 300,000 students and graduate 76,000. 20% of doctors in engineering, mathematics and information sciences work at Midwestern universities.

Universities and other research centers can lead the Midwest of the United States out of the crisis. To do this, it is necessary to put the further development of the scientific and educational sectors of the economy at the center of the state's strategic economic transformation plan. In this way, it may be possible to transform the Midwest from an industrial region into the scientific center of the country.

An example of the impact of higher education on economic growth can also be a panel study conducted by a group of American scientists in North Dakota. In 1998, North Dakota's economy was in a state of crisis compared to other states, cooperation

between universities, government and the private sector was absent, and the state itself was dominated by the opinion that higher education was a financial burden. A new program to support the quality of education and attract external financial support, which was introduced in 1999, allowed to focus both on controlling the use of financial resources and on controlling the knowledge of students, whose abilities were now put in first place. Enrollment in universities immediately increased from 9,700 in 1999 to 12,000 in 2005; the number of doctoral programs increased from 150 to 500; the number of scientific researches changed positively from 44 million to 102 million. Thanks to the implementation of such a program, the state's economic growth was ensured. The impact of higher education on the state economy has been so significant that budget revenues have increased from \$14 million in 1999 to \$105 million in 2005.

Unfortunately, the economic benefits of higher education are not always the same. Higher education cannot guarantee accelerated economic development if:

1. the quality of higher education is low or the knowledge and skills acquired do not meet market needs. The result of an inefficient higher education system is a quantitative and qualitative decrease in human capital and lower incomes for both the state and citizens;
2. insufficient demand for human capital is caused by the slow economic development of society;
3. approximately the same level of earnings of unskilled and skilled workers is centrally maintained, for example, in countries with a command-administrative model of development.

Thus, although investment in higher education is an extremely important determinant of economic growth, it must be accompanied by a well-thought-out economic strategy.

For example, countries such as Vietnam and the Philippines have a more developed higher education system than other countries in Southeast Asia, but economic growth in both countries is relatively slow. This is due to an unsuccessfully chosen economic development strategy: in Vietnam, centralized planning slows down

the development of economic processes, and the Philippines has long remained an economically isolated country.

It should be noted that overall spending on higher education (relative to the GDP of each individual country) over the past 15 years has tended to increase in both developed and developing countries, as awareness of the impact of this factor of progress has increased. However, an acute problem for higher education has been its adaptation to the conditions of an information-based globalized society. The importance of specialized skills such as foreign languages and computer skills has increased. According to tests, students from the former Soviet Union, Hungary, and Slovenia showed better knowledge of facts than their counterparts from Canada, France, and the United Kingdom, but were worse at using existing knowledge in new situations.

Thus, to ensure accelerated economic growth, higher education must now be not only of high quality, but also adapted to the conditions of the information society. This also requires an increase in financial revenues to higher education.

The problem of financing the higher education sector and higher educational institutions in economically developed countries of the world using the example of the USA

The special nature of education as a social good, its significant importance for society determines the fact that its financing is provided by the state. On the other hand, providing education with financial resources can occur not only from the state budget.

The future of higher education in its connection with economic growth was the topic of a scientific conference in Chicago in November 2005. At this forum, it was noted that despite the fact that the connection between education, labor productivity and economic growth is clearer than ever, financing of education in the USA has decreased, and costs continue to grow. A situation has arisen where private universities have been able to raise tuition fees, while public educational institutions have faced financial problems.

According to one participant at the Chicago conference, the underfunding of higher education was caused by the fact that the current understanding of higher

education as an important public good has transformed and higher education has now begun to be. According to the conclusions of the Chicago conference as of 2005, even in the most developed countries of the world (the USA), family income and educational training of parents still remain one of the determining factors of a child's academic achievements.

In the USA, universities currently provide education to students for \$25,000. The state allocates from \$8,000 to \$10,000 for each student. It is clear that universities must find additional funding channels, in addition to state ones. These channels include increasing tuition fees, searching for external financial support by individual faculties for specific research, and attracting sponsors. In addition, to increase labor productivity and reduce costs in universities, a successful leader in the person of the rector is needed.

The largest research universities today operate as enterprises that produce a wide range of goods: from their own education to research work, as well as providing services such as medical, physical education, and public catering. In addition, universities in developed countries often take advantage of equity contributions to businesses. Since universities often now operate as firms, administrative activities often entail increased administrative costs.

First, running a university as a business cannot be considered a solution. Such an approach would lead to an increase in tuition fees to a level that would create an insurmountable barrier for many students. Second, it would lead to the reduction and closure of financially unviable activities.

It is necessary to clearly understand that universities are not profit-maximizing firms, but rather organizations that try to maximize the value of scientific knowledge.

In the context of the listed problems, the question arises of how to apply successful state management to universities. Tuition fees in higher education institutions in developed countries are currently growing faster than the Consumer Price Indexes of these countries. In addition to the reduction in government spending on higher education, this fact can be explained by the so-called "Baumol disease".[14]

William Baumol used this term when trying to explain the increase in costs in theaters, referring to the fact that in some specific sectors of the economy (for example,

in theaters or in higher education) technical progress has little effect on increasing labor productivity. This is explained by the fact that the key contribution of actors or teachers is difficult to replace with the use of new technologies. Therefore, given the fact that the salaries of teachers of higher educational institutions in developed countries of the world, as well as theater actors, tend to grow in parallel with the increase in earnings in other sectors of the economy, the costs of these institutions grow in accordance with the inflation rate of a particular country and the productivity of workers is taken into account. In addition, we must not forget about the so-called "conservative" role of universities, which implies the fact that universities cannot be fully modernized, innovatively updated by replacing old knowledge with new ones. Former, even outdated in certain contexts, knowledge should be preserved precisely on the basis of higher education institutions. This is also a factor in the growth of general university costs.

The third factor in the increase in costs is considered to be the increase in technological costs caused by the general growth in the number of higher education institutions, which for each specific higher education institution means increased competitive pressure. The desire to remain a prestigious higher education institution or even a prestigious faculty requires certain marketing actions on the part of management, including advertising, public relations, the use of thoughtful pricing strategies, etc.

For example, to increase cash receipts, universities today widely use the strategy of price discrimination, which is based on conscious management of demand by management. This means that tuition fees are different for different groups of students (for example, foreigners pay more). When such a strategy is applied successfully, the total cash receipts of the university can be significantly increased.

Thus, in the context of decreasing public spending on higher education in developed countries, tuition fees remain the only source of income for higher education institutions that the administration of a particular educational institution can regulate. The basic principle for increasing tuition fees should remain to increase them by as little as possible, but enough to maintain the quality of education.

Another concept of university costs in the United States was proposed by Richard Vedder, a professor at Ohio University and the American Enterprise Institute. He drew attention to the fact that university costs (measured as the tuition fee index by the US Department of Labor) have grown faster since 1980 than even the health care cost index, and have doubled in value in real terms since then. In the United States, the growth in education costs has exceeded the growth in family perceived as a private good with benefits for a particular student in the form of better future earnings and quality of life.

The conference proposed several strategies for restoring the social significance of higher education. First of all, universities should be more transparent in their actions. This means more clearly defining the university's mission and the multi-vector goals of education and research. It is necessary to establish exactly how a particular educational institution has spent certain funds, as well as to determine which of the available resources can be used to ensure the accessibility of higher education to talented students regardless of their financial situation.

The problem of how public funds should be distributed between rich and poor students, as well as between different universities, in order to achieve an optimal result for society, is also important. The question is what is more effective: investing primarily in the most talented students and in the best higher education institutions, or does the economy benefit more when funding is increased for all educational institutions and students equally?

Despite the constant increase in tuition fees, the main trend in the developed countries of the world at the moment is the growth of demand for higher education and the general increase in the number of students. In part, students take advantage of both public and private sponsorship and other financial assistance to obtain funds for their education. Due to the fact that a significant part of tuition fees is often covered by third parties in developed countries, primary consumers (students) often remain insensitive to changes in the price of tuition.

Another factor, according to Richard Vedder, is that the increase in university costs not only does not increase labor productivity, but also partially suppresses it.

Most public universities are now managed in the same way as they were several generations ago. Richard Vedder points out that even with unchanged labor productivity indicators, they have still decreased relatively to other sectors of the economy. In addition, in the USA, the number of non-teaching staff has doubled compared to 1970.

According to Richard Vedder, in measuring the impact of higher education on economic growth, one should focus on private education, not public education. The scientist gives an example of profit-maximizing private universities in Phoenix and Strayer University. The author points to the fact that these higher education institutions provide quality education, but also pay attention to the rate of profit from their activities. The advantages of such educational institutions are that, firstly, all income from them is equal to the costs of providing education itself, since other financial revenues, including state revenues, are absent; secondly, these educational institutions receive profits, and therefore pay taxes; thirdly, in the case of a private higher education institution, it is impossible to increase tuition fees without losing part of its marketing share.

The success of the University of Phoenix and Strayer University can be considered as:

1. free enrollment of students, among whom there are large minority groups, regardless of the grades in their high school diplomas;
2. the program is academically rigorous;
3. these universities are accredited and offer BA, MBA and various technological degrees;
4. students' knowledge is constantly tested. From 5% to 10% of students at such universities are expelled from the educational institution for failure every semester.

Thus, the success of the University of Phoenix and Strayer University is based on the effective use of available financial resources for providing education and a differentiated approach to each individual student. According to statistics, graduates of these universities are able to earn about \$ 57,000 per year two years after receiving a diploma.

However, it should not be forgotten that, firstly, these educational institutions do not spend their funds on scientific research at all; secondly, not all students are able to pay for education at such a higher educational institution; thirdly, the development of the private sector of higher education is at different levels in different countries of the world.

Thus, it is advisable to use both public and private funds in accordance with a certain economic, social, ethnic, etc. situation for the development of higher education.

3. Modern trends and tools for the development of marketing communications in the conditions of digitalisation

3.1 Transformation of marketing communications in digital environment

In today's world, digital technologies have become an integral part of business and everyday life, dramatically changing the way businesses and consumers communicate. Marketing communications have undergone a significant transformation, adapting to the new conditions of the digital environment, where the speed of information transfer, interactivity and personalization have become key success factors. In particular, the use of digital platforms, social media, mobile applications, and artificial intelligence has significantly impacted marketing strategies, allowing companies to reach their target audiences more effectively and ensure market competitiveness.

The issues of development of marketing communications and their adaptation to the digital environment in modern conditions are covered by the works of such foreign and domestic authors as Kotler F., Chaffee D., Ryan D., Kingsnorth S., Andrushkevich Z., Ivanova Z., Ivanov O., Ignatenko R., Lopatovsky V., Dubych E., Ponomarenko I., etc. The peculiarities of digital marketing development in Ukraine and its use in modern business processes are covered in the works of Vinogradova O., Nedopalko N., Obikhod S., Matveev M., Lucius O., Reznik N., Romanenko L., Bondarenko V., Krymska A., Balyk U., Klimova I and other specialists.

In recent decades, marketing communications have undergone significant changes. This is primarily due to the growing role of Internet technologies and the emergence of mobile applications. The Internet has become the main source of information and communication for billions of people around the world. Mobile devices allow consumers to be always online, which has dramatically changed the way they receive information and interact with brands. Thanks to mobile applications, brands can directly interact with consumers, send personalized messages and offers.

The development of marketing communications in the digital environment has

been significantly influenced by the emergence of social networks, which have become key platforms for communicating with customers. They allowed brands to create communities, engage in dialogue and receive feedback in real time and became the basis for using such an effective digital marketing tool as working with opinion leaders [31]. This helped brands reach new audiences and increase trust in their products or services.

Blogs and video content on platforms like YouTube have also become powerful tools for communicating information. Brands are using these channels to distribute content and engage audiences. The growing popularity of podcasts has provided brands with a new format for communicating with their audience, allowing them to dive deeper into topics and build long-term relationships with listeners.

The use of digital tools has influenced the effectiveness of data analysis in terms of interaction with the target audience. Data analytics has allowed marketers to track the effectiveness of campaigns in real time and make adjustments to improve performance [32]. By collecting and analyzing large amounts of data, brands have been able to create personalized marketing campaigns that meet the individual needs and interests of consumers.

The use of digital tools in communications has helped automate a significant part of marketing processes. Automation tools, such as CRM systems and marketing campaign platforms, have made it possible to automate many routine tasks, increasing efficiency and reducing time. The use of chatbots and artificial intelligence for customer service and communications has become a standard for many brands, allowing them to provide 24/7 support and quick responses to inquiries.

Changes in communications under the influence of the digital environment could not but affect consumer behavior. An increase in the number of tools to influence the target audience and growing consumer awareness have led consumers to rely more and more on reviews and recommendations from other users, which is changing the way brands approach reputation management and communications. Today's consumers expect more transparency and authenticity from brands. They want to know who is behind the product, how it is produced, and what values the brand is guided by.

These factors have combined to create a new digital marketing communications ecosystem that requires brands to constantly update strategies and tools to effectively attract and retain customers. This has resulted in the emergence of digital marketing as a new paradigm in marketing communications that is fundamentally changing the way brands interact with consumers.

The term "digital marketing" was first used at the end of the XX century, mainly to describe techniques for advertising goods and services [33]. Over time, digital marketing has evolved into an important tool used to increase the competitiveness of an enterprise in the market and has become a significant object of research by foreign and Ukrainian scholars.

Thus, M.A. Oklander and O.O. Romanenko define digital marketing as "a type of marketing activity that allows targeted interaction with target market segments in virtual and real environments through digital channels using digital methods " [34].

Romanenko L.F. believes that "digital marketing is marketing that, through the use of digital information and communication technologies, carries out targeted distribution of marketing communications to the target audience and the implementation of marketing activities in virtual and real environments" [35].

Thus, digital marketing can be viewed as a set of marketing activities and strategies aimed at promoting products or services through digital channels such as the Internet, social media, mobile applications, email, search engines, and other platforms. It uses a variety of digital tools and technologies to achieve marketing goals, including increasing brand awareness, attracting potential customers, increasing sales, and ensuring customer loyalty (Table 1).

Digital marketing is changing traditional approaches to marketing communications, offering new opportunities to interact with consumers and increase the effectiveness of marketing efforts.

Table 1

Key digital marketing tools

Digital marketing tools	The bottom line
Websites and blogs	Information resources that provide content aimed at informing and engaging users
Social media	Platforms, such as Facebook, Instagram, LinkedIn, TikTok, etc., used to interact with the audience
Search engine optimization (SEO)	Techniques to help improve your website's position in search engine results
Content marketing	Create and distribute valuable, relevant content to attract and retain customers
Email marketing	Sending out newsletters and promotional emails to retain and stimulate sales
Paid advertising (PPC)	Advertising campaigns, including contextual advertising, banner advertising, social media and search engine advertising
Data analytics	Use analytics tools to monitor, collect, and analyze customer data and marketing campaigns

Source: based on own research

The main opportunities offered by digital marketing include the following:

1. **Interactivity and two-way communication.** Digital platforms allow for real-time interaction with consumers. This provides an opportunity to receive feedback, respond quickly to requests, and build deeper relationships with customers.
2. **Personalization.** Using data on consumer behavior allows you to create personalized offers and content that increases the relevance of marketing messages and increases audience engagement.
3. **Wide reach and accessibility.** The Internet and mobile technologies provide access to a huge audience regardless of geographic location. This allows brands to expand their markets and attract new customers.
4. **Analyzing and measuring performance.** Digital marketing allows you to analyze the results of marketing campaigns in detail, which helps you optimize your strategy and increase your ROI.
5. **Automation and use of artificial intelligence.** Modern automation and artificial intelligence technologies allow to automate routine processes, such as sending

emails or managing advertising campaigns, which increases the efficiency of marketing efforts and reduces costs.

The use of digital technologies opens up many opportunities for companies to increase the effectiveness of marketing campaigns, provide a personalized approach to customers and achieve high audience engagement. In today's world, where digital platforms occupy an increasing share of consumers' time and attention, the success of marketing efforts largely depends on the ability of companies to adapt to new realities and utilize the potential of digital marketing to the fullest.

Ukrainian businesses are also actively implementing digital tools in their marketing communications, responding to global trends and demands of the times. This global trend has not spared agricultural enterprises.

The main digital channel of communication with consumers of agricultural enterprises is the website, which provides convenient access to information about the company, its products, corporate news, investment opportunities and career prospects. For agricultural holdings, the main task of a website is to attract potential partners by providing them with convincing information about the benefits of cooperation. With the help of a web resource, companies can increase brand awareness, post information about their activities, maintain their image and positive reputation among other agricultural market participants [36].

Social media is gaining popularity among online marketing tools for agricultural businesses. They are becoming an effective platform for promoting brands, learning about new products, interacting and communicating with consumers, etc. The most common social media platforms for agricultural businesses are currently Facebook, Instagram, and YouTube. Leading companies in the industry are actively using TikTok to attract a younger audience, and a significant share of companies also have registered profiles on LinkedIn.

Table 2

Activity of the largest agricultural producers in social networks

Manufacturer	Facebook	Instagram	YouTube
MHP	63000 readers	1022 posts, 13700 readers	239 videos, 7860000 subscribers
Kernel	25000 readers	689 posts, 9106 readers	144 videos, 2480000 subscribers
Astarta-Kyiv	7700 readers	833 posts, 2597 readers	7 videos, 133 subscribers
Agroprosperis	31000 readers	237 posts, 550 readers	271 videos, 1540000 subscribers
Ukrlandfarming	10000 readers	-	124 videos, 993 users

Source: compiled on the basis of social media analytics of enterprises

Companies' social networks provide news, information about events, achievements, partnerships, success stories, and various activities such as contests, sweepstakes, promotions, etc. Targeted advertising is used occasionally and is mostly aimed at maintaining the brand image and finding partners.

The picture is somewhat different with regard to online advertising activity of processing companies that produce products for the end consumer. Advertising is mostly aimed at familiarizing the target audience with new products and popularizing the company's products. Most ads contain short videos and text. The content of the ads is aimed at demonstrating usefulness for the consumer: it can be a recipe for a healthy dish, a post about the benefits of products, or an advertisement for a new product [37].

Another goal of social media advertising campaigns is to increase the subscriber base on YouTube and Instagram and promote websites. Among all the methods of website promotion, the most popular are promotions and contests with a link to the relevant page of the website that contains information about the promotion and instructions on how to participate [37].

Digital technologies have significantly changed the landscape of marketing

communications, opening up new opportunities for businesses and forcing them to adapt their strategies to new conditions. The importance of integrating digital tools into marketing communications is driven by the need to reach the target audience quickly and efficiently, ensure a personalized approach and increase the level of consumer engagement.

The main challenges faced by companies in the digital environment include intense competition, rapid changes in technology, data privacy and security requirements, and the need for continuous learning and adaptation. At the same time, the prospects for using digital technologies in marketing communications are significant, in particular, due to the possibilities of artificial intelligence, augmented and virtual reality, mobile marketing, and influencer marketing.

It is important for Ukrainian businesses to continue to implement innovative approaches to marketing communications, taking into account global trends and the specifics of the local market. This will allow them to increase their competitiveness, strengthen ties with consumers, and ensure sustainable development in the digital age.

3.2 Theoretical foundations of organization of marketing communication activities of an enterprise on the Internet

Today, modern telecommunication and information technologies continue to be introduced into all spheres of public life, significantly changing both the ways of producing products and providing services, as well as the forms of leisure activities, methods and forms of upbringing and education. Therefore, in Ukraine's transition to the "new economy" and the information society, the information industry has taken a major place in the vast sphere of people's information activities.

One of the most important issues in the development of this industry is the promising growth of the Internet economy. The number of Internet users is increasing every year. The global network gives rise to new forms of social and economic activity: telework, virtual enterprises, distance learning, etc. Internet users are becoming an increasingly important segment of consumers for businesses, as they are a progressive

audience whose involvement is an important stage for the prospects of serious business.

The definition of the Internet-related e-economy is as follows: "the electronic economy is an economy in which the main production functions are concentrated in electronic commerce, for example, trade on the Internet" [38]. Internet advertising plays a crucial role in the promotion and sale of products in the virtual environment and online commerce.

Online advertising is one of the most important tools for marketing and communication influence on Internet users. Online advertising takes an increasing share in the advertising budgets of domestic companies. This is due to the fact that companies seek to reach a large share of the audience at relatively low advertising costs and to be able to accurately assess the effectiveness of their advertising message.

The Internet is gradually becoming one of the main means of communication and interaction between people, both in business and in everyday life. Moreover, the intensity of this phenomenon is constantly growing. It has become the norm for a company to have a corporate website. The role of the Internet as one of the new channels for marketing communications by domestic enterprises, including dairy processing companies, is also growing significantly.

According to the Law of Ukraine "On Advertising", advertising is information about a person or product disseminated in any form and by any means and intended to create or maintain awareness of advertising consumers and their interest in such person or product [39].

The definitions show that, based on the tasks and goals, Internet advertising as a type does not differ from other types of advertising. Internet advertising carries information, usually presented in a concise, artistically expressed form, emotionally colored and bringing to the attention of potential buyers the most important facts and information about goods and services.

Internet advertising stands in a special place, as it is a fundamentally new means of advertising that combines the features and methods of other advertising media, transforming them into more convenient and mobile forms for the perception of its readership.

Today, online advertising is a promising area that allows for a comprehensive approach to promoting a client's company and its products in the virtual space. Online advertising is primarily aimed at:

- creating a favorable image of the company or product/service;
- making information about a company or product available to hundreds of millions of people, including those who are geographically remote;
- implementation of all the possibilities for presenting product information: graphics, sound, animation, video images, and much more;
- prompt response to the market situation: restoring price list data, information about the company or products, announcing new products;
- selling products via the Internet - one virtual representative office makes it possible to avoid opening new outlets.

Internet advertising is characterized by the following advantages: round-the-clock availability; large circulation; rapid dissemination of information; high information content; prompt updating of information; possibility of feedback; unobtrusiveness of the advertising link; provision of maximum necessary information about the object of advertising - type of product; use of opportunities to communicate information to the user - text, graphics, sound, video images; additional convenience and simplicity for the consumer, the ability to control the search and receipt of information; low cost.

These advantages make online advertising much more effective than traditional advertising media. The simultaneous use of Internet advertising and traditional advertising media allows to ensure maximum coverage of the target audience and increase the effectiveness of the advertising campaign as a whole.

The main advantage of online advertising is that it is unobtrusive; if the buyer does not want to receive information about the advertisement, he or she may not do so, which, for example, is not the case with radio or television advertising. In addition, online advertising allows an interested consumer to enter into a real-time dialog with the advertiser and resolve issues of interest. When selling via the Internet, a seller saves money by reducing overhead costs of selling goods. There is no need to own or rent retail space, maintain it, or pay for the work of salespeople. Thanks to the global reach

of the Internet, an advertiser can expand its market from local to national or international. And with successful placement on thematic sites visited by potential customers, it reaches its target audience faster.

Internet advertising also has its drawbacks, namely: the cost of using Internet technologies; the likelihood of conflicts between Internet sales and traditional sales channels (advertisers should be careful about pricing for electronic sales and avoid differences in prices for goods offered in stores. If the prices presented on the website correspond to the retail prices, there is no need to make purchases online, especially if the company requires an additional delivery fee)[40].

Some marketers consider a huge amount of additional information ("noise") to be a significant disadvantage. Well-known search engines, such as Yahoo! or Google, can find a significant number of websites on any topic, which reduces the popularity of a particular page.

Despite these shortcomings, the possibilities of using Internet advertising are extremely promising in a dynamic market environment that requires a manufacturer to target a specific segment of consumers. The criteria for selecting the Internet marketing tools used by modern commercial enterprises depend on the tasks set for the campaign.

There are three most common types of using the Internet as an advertising channel:

- placement of advertising information on the website;
- attracting visitors to the advertiser's website;
- search for consumers of goods and services among the Internet audience.

The following types of online advertising are the most widespread in the world in general and in Ukraine in particular:

1. Display advertising is the placement of textual and graphic advertising materials on websites that are advertising platforms. Display advertising takes the form of banner advertising.

A banner is a graphic image with a hyperlink to the dealer of the targeted advertisement. A banner can have a static image or text without an image, as well as video or interactive objects. The display of a display ad image can be both static and dynamic. Banners are rectangular graphic images in gif or jpg format, although there

are also banners created with the help of computer tools such as java, shockwave, etc.

2. Textual advertising is the placement of textual advertising materials on websites that are advertising platforms. This type of Internet advertising is a textual ad with a hyperlink to the targeted advertising dealer that is integrated into the general text of the website page and is its integral part. It can be both static and dynamic.

3. Contextual advertising is the placement of textual and graphic advertising materials on websites that are contextual advertising platforms. Contextual placement of Internet advertising is based on the correspondence of the content of the advertising material to the context of the Internet page on which the advertising unit is placed. The carrier of such advertising is a textual, graphic or combined advertisement.

4. Targeted advertising is a type of Internet advertising that delivers promotional messages to a customer according to their specific traits, interests, and preferences. Brands get this information by tracking consumer profiles and activity on the Internet.

5. Teaser advertising is Internet advertising that combines the features of display, text and contextual advertising and is a short advertisement with intriguing text and an attention-grabbing image that contains some information about the product or service and a hyperlink to the dealer of the targeted advertisement. Teaser ads have significant opportunities to attract a large audience because they stimulate consumer curiosity.

6. Promotional website - placement of advertising materials in the form of a website that is a presentation of the advertised offer. It is an opportunity for a consumer to get information about a brand, product or service. The main task of a promo site is to present a product, service, or brand on the Internet. Very often a promo site is used as an additional marketing tool as part of a comprehensive advertising campaign. Usually one promo site is devoted to one product and is focused on interaction with the target segment.

7. Spamming is the mass distribution of unauthorized advertising messages by e-mail.

Search engine optimization is a set of measures aimed at raising the rankings of websites in search engine results based on specific user requests. Social media promotion is a set of activities carried out on social networks, blogs, thematic forums

and websites to attract new visitors to a website, increase the popularity and recognition of a business, goods or services [40].

Today, almost every type of activity is displayed online, and a large number of advertising platforms, thematic portals, and other resources have been created to help users find the information they need.

3.3 Peculiarities of advertising in e-commerce

Electronic commerce (e-commerce) is one of the most dynamic and fastest growing sectors of the modern economy, combining the processes of selling goods and providing services via the Internet. With the increasing accessibility of the Internet and the development of e-commerce technologies, e-commerce is becoming an important tool not only for large corporations, but also for small and medium-sized enterprises seeking to expand their audience, optimize costs and increase the efficiency of their business processes.

E-commerce, or electronic commerce, is the process of buying and selling goods and services over the Internet, covering all types of transactions that take place between businesses, consumers, and other parties through electronic means, such as websites, mobile applications, and online marketplaces [41-42].

Nowadays, e-commerce means not only the sale of physical goods, but also the sale of digital products and services, as well as various financial transactions, such as payment for information services or booking confirmation. Thanks to its capabilities, e-commerce has become an integral part of the modern economy and is gradually changing the approach to trade and customer service, making them more convenient and accessible.

E-commerce has a number of important features that distinguish it from traditional trade and make it attractive to both businesses and consumers (see Figure 1)

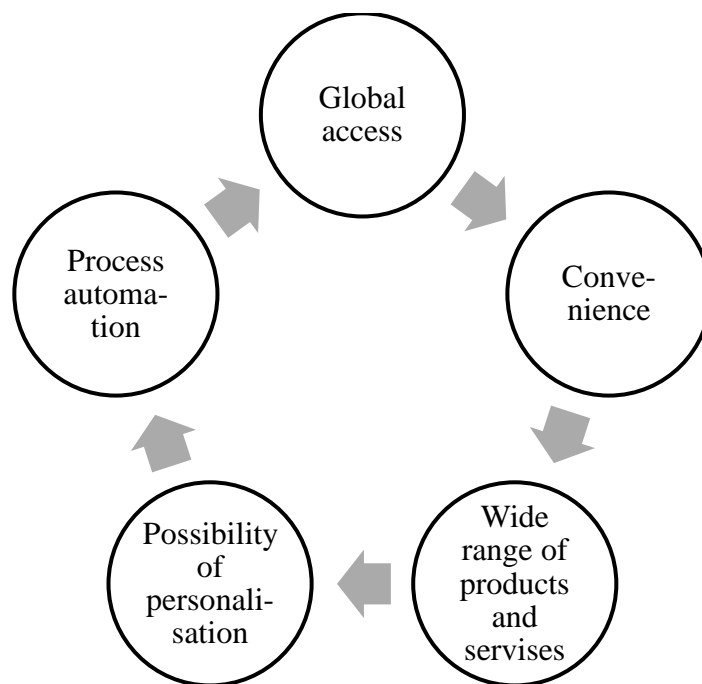


Figure 1. Features of e-commerce [43]

One of the key advantages of e-commerce is global access. Online commerce allows businesses to reach customers anywhere in the world, regardless of geographic location. Thanks to this, businesses can expand their audience and enter new markets without a physical presence [43].

Convenience is another significant benefit of e-commerce. Consumers can shop 24/7 from anywhere with Internet access, which increases convenience compared to traditional physical stores, and accessibility also means that users can shop at a more convenient time, without having to adjust to the opening hours of retail outlets [44].

E-commerce also provides a wide range of goods and services. Online platforms usually offer a much larger assortment than traditional stores, as they are not limited by the space of sales areas, allowing consumers to quickly compare different options, prices, and reviews from other customers, which helps them make more informed decisions [42].

One of the unique features of e-commerce is the ability to personalize. Online retailers and platforms use user data to create customized offers and targeted advertising to improve the customer experience. For example, platforms can

recommend products based on previous purchases or consumer interests, which makes the buying process more convenient and faster.

Another important element of e-commerce is process automation. Many aspects of e-commerce, such as order processing, inventory management, and customer service, can be automated, significantly reducing transaction costs, shortening service times, and improving business efficiency, allowing companies to allocate more resources to development and expansion [44].

E-commerce includes different models of interaction that determine the types of transactions between participants in the process. The main e-commerce models are B2C, B2B, C2C, and C2B.

B2C (Business to Consumer) is a model in which companies sell goods or services directly to end consumers. B2C is the most common form of e-commerce and includes online stores where consumers can buy products directly from brands or retailers. Examples of B2C platforms include Amazon, Rozetka, and other marketplaces.

B2B (Business to Business) - in this model, businesses sell their goods or services to other companies. B2B e-commerce can include, for example, wholesale sales of goods, supplies for manufacturing, or software sales. This model is relevant for companies specializing in corporate procurement and sales. Platforms such as Alibaba or Zoom provide an example of B2B services.

C2C (Consumer to Consumer) - the model involves interaction between consumers, where individuals sell their goods or services to other consumers through online platforms. Examples of such platforms are eBay and Etsy, where users can offer their own goods or used items to other consumers. C2C models are convenient because they allow people to sell directly to each other, using the platform as an intermediary.

C2B (Consumer to Business) - in this model, consumers offer their goods or services to businesses. For example, photographers can offer their images to companies for commercial use, or freelancers can offer their skills in content development to companies. C2B models are gaining popularity thanks to freelancing platforms such as Upwork or Fiverr, where individuals can work on behalf of businesses [43].

Thus, e-commerce provides flexibility and convenience for both companies and consumers, and the variety of models allows businesses to choose the most effective approach to selling their goods and services in the digital market.

In today's digital environment, online advertising has become one of the key tools for promoting goods and services, especially in the context of the rapid development of e-commerce. It allows businesses to reach a wide audience, increase brand awareness, and attract new customers. Online advertising, thanks to its targeting and automation capabilities, is much more flexible and effective than traditional advertising media such as television, print, or outdoor advertising.

Online advertising is a targeted marketing activity that is based on data analysis and carried out through digital platforms [45].

Its main advantage is the possibility of personalization, which allows companies to reach a specific audience that is most likely to be interested in their products and services. Thanks to this customization, online advertising provides more effective brand promotion and increases the likelihood that consumers will make a purchase or subscribe to newsletters. The main advantages of online advertising (see Figure 2)



Figure 2. Advantages of online advertising [45]

The growing amount of time people spend online, browsing on smartphones or computers, creates significant potential for attracting consumers through online advertising. Millions of people around the world are actively searching for new content or products that could interest them or fill their time. Therefore, businesses should use this factor and launch online advertising, as it allows them to easily contact users who are actively online. This makes it possible to increase brand visibility and, accordingly, attract more potential customers to the business.

Online advertising has an advantage over traditional types of marketing because it allows businesses to track user actions in detail and analyze their buying behavior. This allows companies to customize their advertising campaigns so that they appear on the screens of the exact audience that matches their target profile. For example, digital platforms' algorithms can target ads based on characteristics such as personality type, interests, time spent online, age groups, gender, and other parameters, which is much more effective than showing ads to a random audience that may not be interested in the business. The ability to fine-tune advertising is one of the reasons why companies are increasingly choosing digital marketing over traditional methods such as magazine or newspaper advertising.

To succeed in a highly competitive environment, it is important for businesses to have a good knowledge of the brand, its products and services.

The purpose of online advertising is to help create brand awareness, make people remember the brand and subsequently turn to that brand when needed. Online advertising is an effective tool for interacting with diverse groups of consumers around the world, providing an opportunity to present a brand, increase its popularity and gradually create a positive image. As a result, consumers begin to associate a brand with certain products or services, which increases their loyalty.

Thanks to targeted advertising and increased brand awareness, online advertising contributes to the growth of customer reach, as proven by studies that show that users are more likely to interact with a business after seeing its ads on social media platforms. In a study conducted in Australia, more than 8.2 million people visited a business or purchased a product after seeing its advertisement online. The indicator demonstrates how effective online advertising is in increasing customer reach and attracting more potential buyers to interact with the brand [45].

High level of targeting and more precise work with the audience in online advertising significantly increase conversion, which is an indicator that reflects the share of users who have performed a targeted action (for example, a purchase or subscription). By directing interested users to the company's website or social media page, online advertising creates an opportunity to turn potential customers into real

buyers. Each additional click or view increases the likelihood that the consumer will make a purchase, order a service, or at least leave their contact information. As a result, it contributes to sales growth and provides a higher return on advertising investment [45].

Thus, online advertising has a number of advantages that make it an important component of a modern marketing strategy. Targeted customization, flexibility, and the ability to reach a wide audience help companies grow their business, build a positive image, and increase conversions, which in turn leads to increased business profitability.

3.4 Main features and capabilities of digital advertising platforms

Modern digital marketing offers numerous platforms for effective promotion of goods and services, with Google Ads and Meta Ads standing out as one of the most popular. Despite the common goal of attracting an audience and increasing sales, these platforms have their own unique features. They differ in the way they work, the approach to audience building, the types of campaigns available, and the tools for managing advertising activities (see Table 3).

Table 3

Comparison of the main features of Google Ads and Meta Ads

Criterion	Google Ads	Meta Ads
How it works	Google Ads is based on user search queries. When a user enters a query into a search engine, Google analyzes the intent of the query and displays relevant ads. Ads can be in text, image, or video format. Advertisers choose the keywords for which ads will be displayed and pay for advertising on a CPC (cost per click) or CPM (cost per thousand impressions) model.	Meta Ads uses demographic data, interests, and behavior to target users. Ads can appear in the news feed, stories, or on Messenger. Advertisers customize the audience by various criteria, which allows them to achieve a specific selection of the target audience.
Audience	Google Ads has an audience that is actively searching for specific products or services, which indicates a high intention to buy. This audience is ideal for direct sales advertising.	The Meta Ads audience is made up of users who are not necessarily looking for products at the time of the ad, allowing you to focus more on brand awareness and attracting new customers based on their interests and behavioral data.

Continuation of table 3

Main types of campaigns	<ol style="list-style-type: none"> 1. Search campaigns: text ads that appear on search results pages. 2. Shopping campaigns: include product images, prices, and descriptions. 3. Display campaigns: graphic ads that appear on Google's partner sites. 4. Video campaigns: ads that appear on YouTube and other video platforms 	<ol style="list-style-type: none"> 1. Campaigns to increase brand awareness: aimed at reaching a wide audience. 2. Traffic acquisition campaigns: redirect users to the company's website. 3. Lead generation campaigns: collect contact details of potential customers. 4. Conversion campaigns: stimulate purchases or other user actions on the website.
Tools and features	<ol style="list-style-type: none"> 1. Performance Planner: a tool for budget planning and forecasting campaign results. 2. Audience Insights: provides information about audience demographics and interests. 3. Remarketing Tools: allows you to re-interact with users who have previously visited the site. 	<ol style="list-style-type: none"> 1. Ads Manager: a tool for creating, managing, and analyzing advertising campaigns. 2. Lookalike Audiences: helps you find new potential customers based on data about your existing audience. 3. A/B Testing Tools: a tool for testing different ad variants and determining the most effective ones.

Created on the basis of [46].

A comparison of Google Ads and Meta ads shows that these platforms are complementary tools for businesses. Google Ads is ideal for reaching users who have a clear intent to buy, thanks to its search query and remarketing capabilities. Meta ads, on the other hand, provides a more comprehensive approach to targeting based on socio-demographics, interests, and behaviors, which is effective in increasing brand awareness and attracting new customers. Depending on your business goals, both platforms can be used separately or in combination to maximize the effectiveness of your advertising campaigns.

Evaluating the effectiveness of advertising campaigns is an integral part of the marketing strategy management process. In the world of e-commerce, where competition is constantly growing, it is important not only to implement campaigns but also to analyze their results in a conscious way. Defining clear criteria for evaluating effectiveness helps advertisers understand which aspects of their campaigns are working and which need to be adjusted (see Table 4).

Advantages and disadvantages of Google Ads and Meta Ads

Criterion	Google Ads	Meta ads
Cost per conversion	Usually, it has a higher cost per click, but a higher probability of conversion due to targeted traffic.	Low cost per click, but conversions may be lower due to cold audience.
Traffic quality	Users are actively looking for products or services, which increases the likelihood of a purchase.	Traffic may be less targeted, as users are not always looking for a specific product.
Reaching the audience	3.5 billion daily queries; focus on active searchers.	2.74+ billion monthly active users; strong emphasis on social interaction.

Created on the base of [47].

There are several key criteria that can be used to compare the effectiveness of Google Ads and Meta ads.

The first is the cost per conversion (CPC), which determines how much it costs to get one conversion through advertising.

The second important indicator is traffic quality, which can be assessed using metrics such as CTR (click-through rate), time on site, and conversion rate.

The third criterion is audience reach, which reflects how many users can be reached through each platform.

Google Ads has several important strengths, including a high target audience, as ads are shown to users who already intend to buy a product or service. The platform also offers a wide range of ad formats, including text ads, videos, and product campaigns, which ensures a high probability of conversion. However, it should be noted that Google Ads has a higher cost per conversion, which can be a significant disadvantage, especially in competitive niches where there is a lot of competition for keywords.

Meta ads, in turn, provides detailed targeting, allowing advertisers to customize ads based on demographics, interests, and user behavior. The cost per click is usually lower, and the ability to create visually appealing ads makes this platform attractive to many businesses. However, Meta ads have a lower conversion rate, as users may not intend to purchase a product when they view an ad. Also, ads do not always reach those who are actively looking for products.

Both platforms have their advantages and disadvantages. Google Ads is better

suited for businesses that target active, high-intent shoppers, while Meta ads is an effective tool for building brand awareness and attracting new customers through detailed targeting. The best approach may be to combine both platforms to maximize the reach and effectiveness of your advertising campaigns.

In a rapidly changing digital environment, choosing the right advertising platform is becoming critical for e-commerce businesses. Each of the tools - Google Ads and Meta ads - has its own unique characteristics that can significantly affect the results of advertising campaigns. The choice between these platforms should be based not only on the overall performance indicators, but also on the specifics of the product, target audience, and business goals.

Before choosing a platform, it is important to clearly define the goals of the advertising campaign. If the goal is to increase brand awareness among a wide audience, Meta ads may be a more effective option, as the platform allows you to target users by interests and demographics, which ensures the attraction of new potential customers.

If the priority is to drive traffic and conversions from active customers who are already looking for your product or service, Google Ads is the best choice, as the platform allows you to show ads to users who enter relevant queries into the search engine, which helps to attract interested consumers.

Product specificity is also important when choosing an advertising platform. For goods or services that are in demand at the time of purchase, such as electronics or clothing, Google Ads provides access to users who are actively searching for these products, allowing you to attract consumers with a high purchase intent.

If a product has a strong visual aspect, for example, in the fashion or cosmetics categories, Meta ads can be a more profitable option, the platform allows you to use graphics and videos to grab the attention of consumers, which is especially important for products where visual content can significantly influence the purchase decision.

The advertising budget is also a key factor in choosing between Google Ads and Meta ads. If your budget is limited, Meta ads may be a more profitable option, as it usually has a lower cost per click (CPC) and allows you to reach a large audience

without significant costs.

However, if a business is willing to invest more in advertising in order to get high conversions, Google Ads can justify the costs. The high quality of traffic and high probability of conversions make this platform attractive to those who are willing to invest to achieve specific results.

Target audience research is critical to the success of advertising campaigns. It is important to understand where your audience spends most of their time. If your target audience is active on social media and is inclined to interact with content, Facebook will be the best choice. At the same time, if the audience is more inclined to search for information on Google, this platform should be a priority.

Both platforms offer different opportunities for audience segmentation, so it's important to determine which one allows you to better customize targeting to your needs, which can have a significant impact on the effectiveness of your advertising campaigns.

Therefore, the choice between Google Ads and Meta ads should be based on clearly defined business goals, product specifics, and target audience characteristics. By considering these factors, businesses can find the best solution to achieve maximum results in their advertising campaigns.

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].

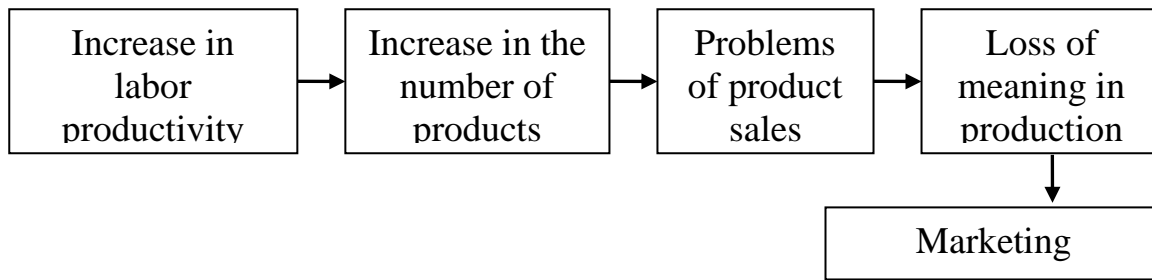


Figure 1. Reasons for the emergence of marketing

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.

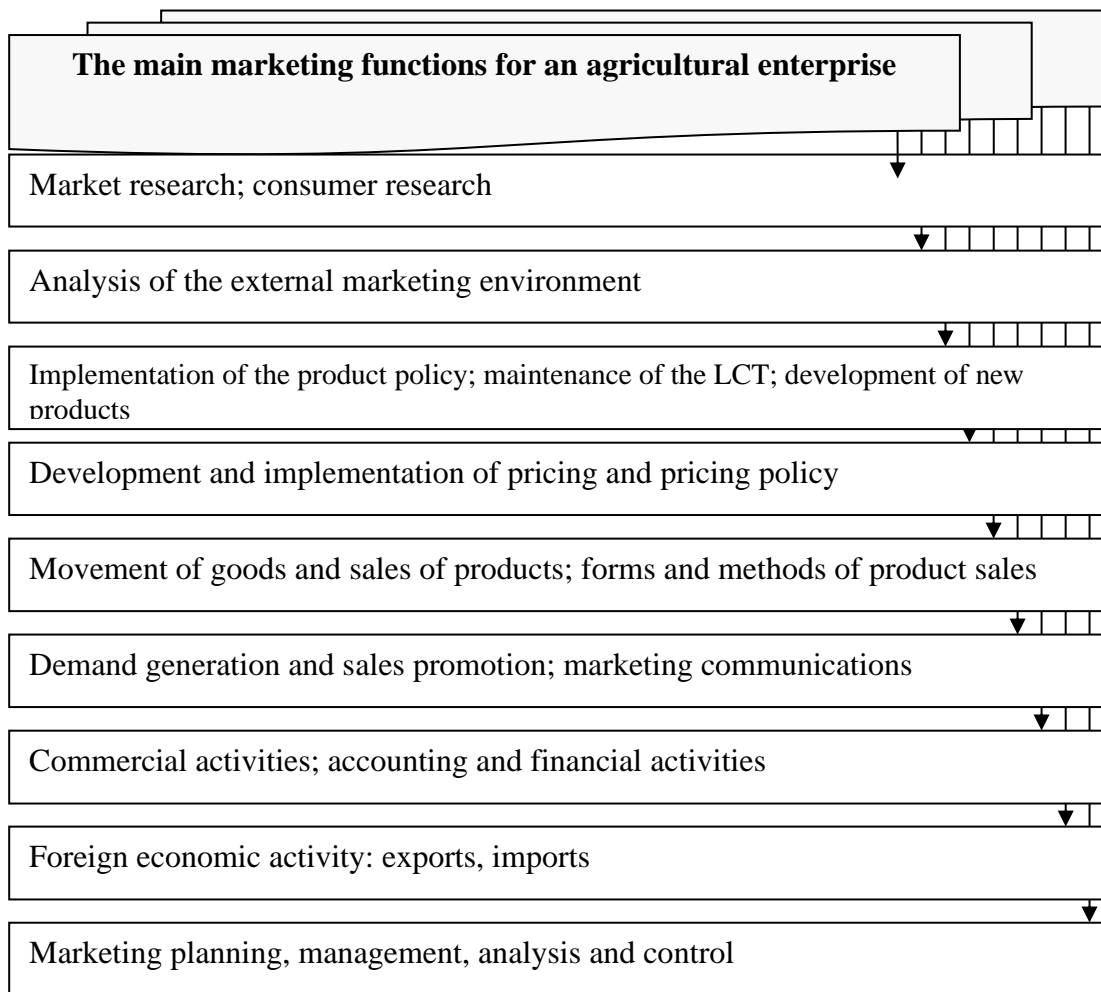


Figure 3. Main marketing functions in the agricultural sector

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]:

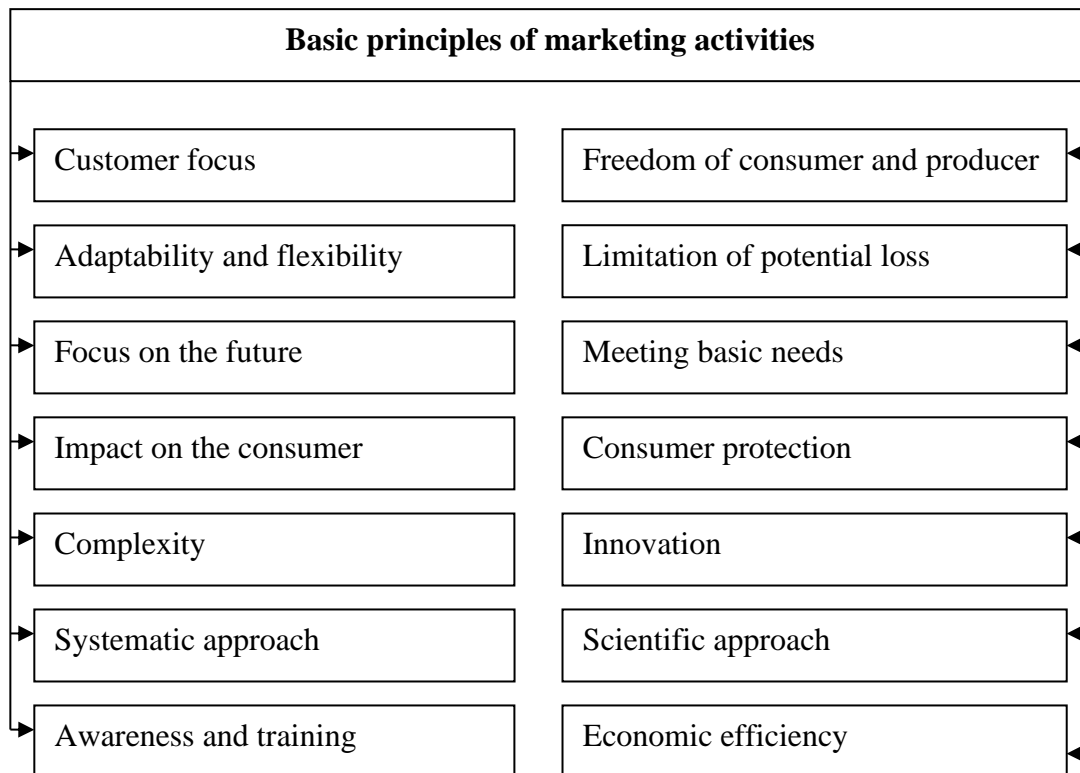


Figure 4. Basic principles of marketing activities

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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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.

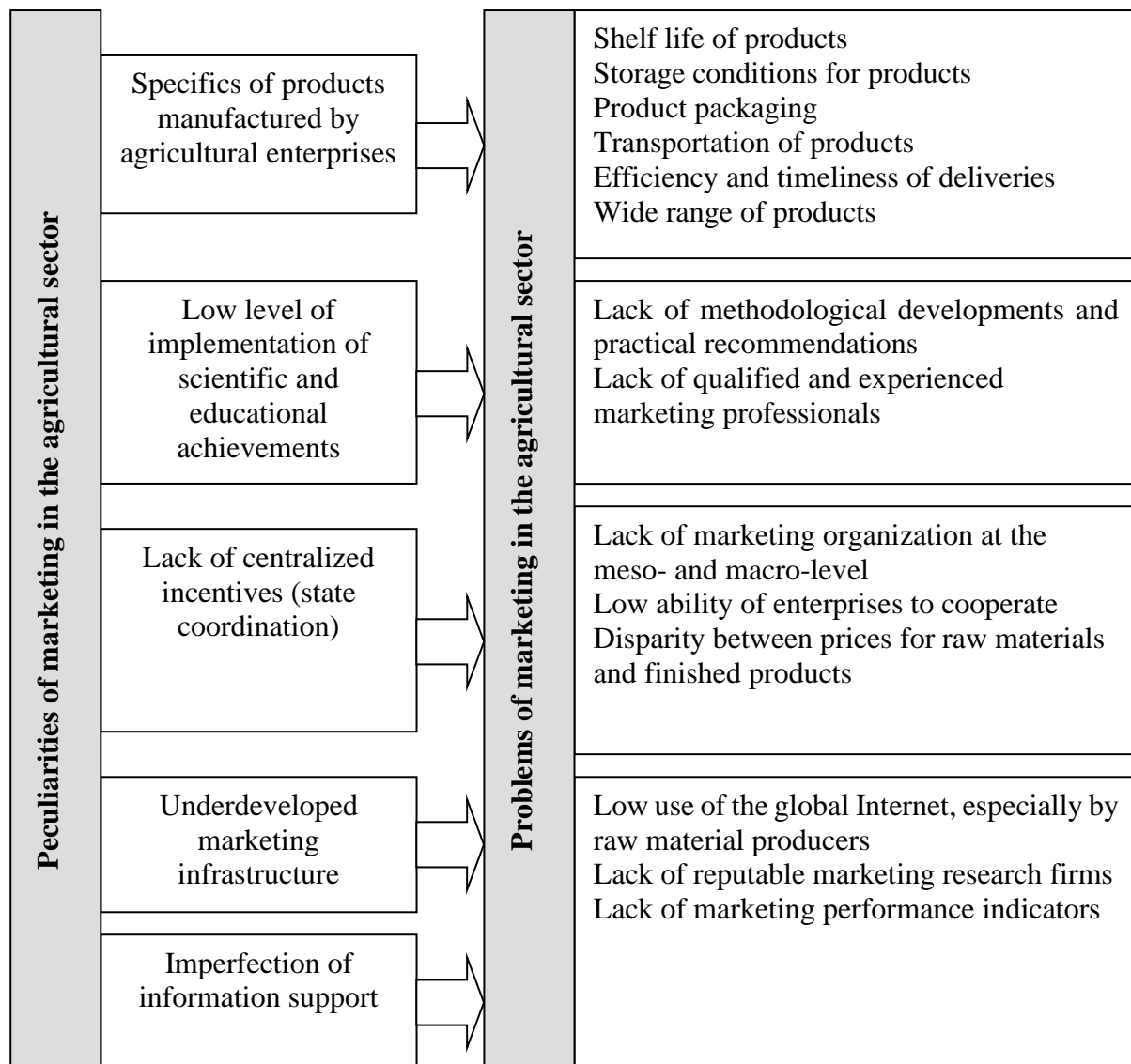


Figure 5. Problems of marketing in the agricultural sector

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;

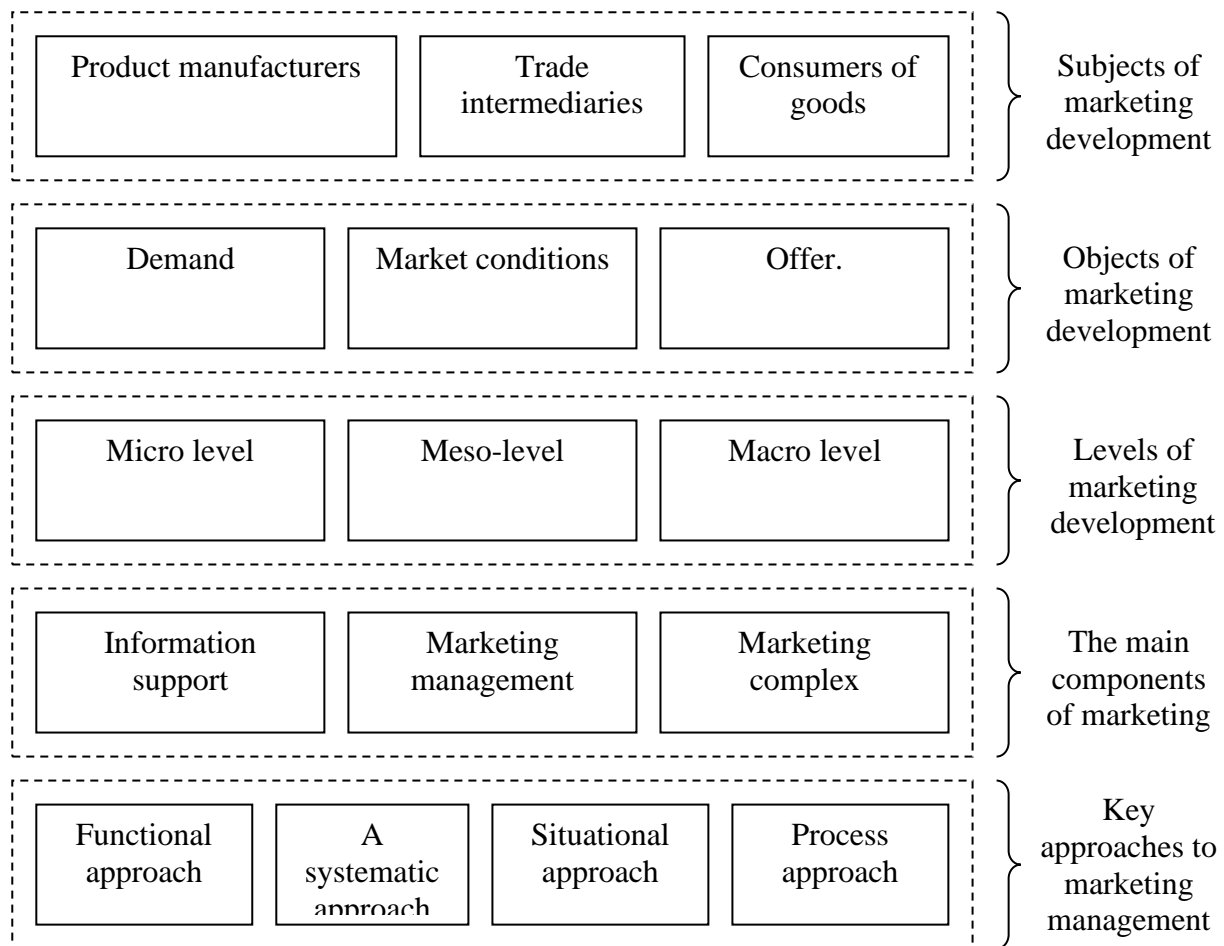


Figure 6. System of organizational and economic principles of marketing development in the agricultural sector

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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Market segmentation - Assessment and selection of market segments - Product positioning

3. Development of a marketing complex	
Marketing mix	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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].

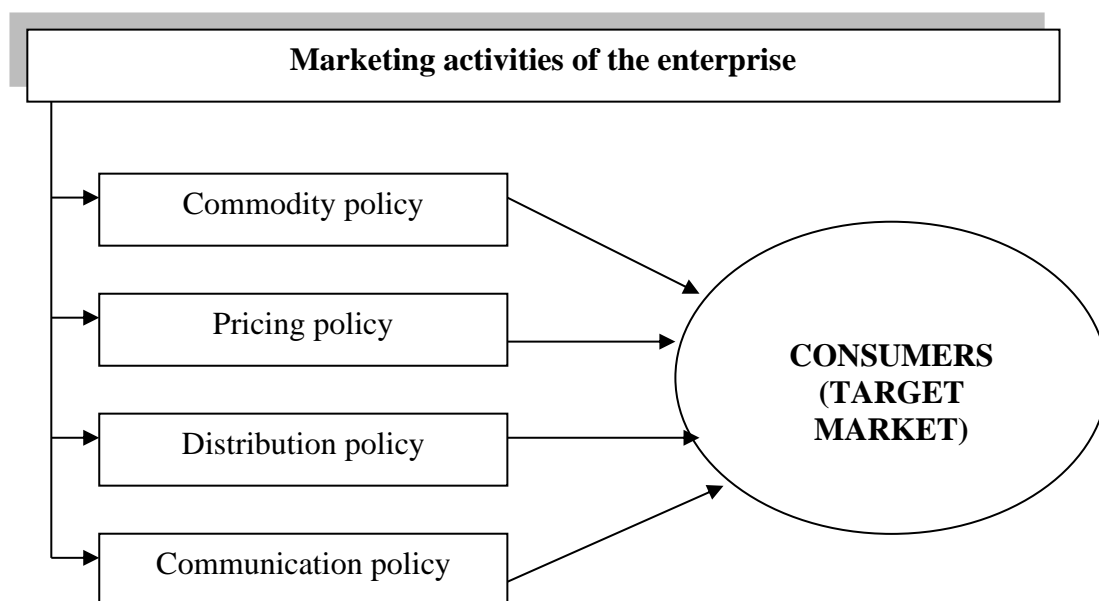


Figure 9. Tools of marketing influence on the consumer

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).

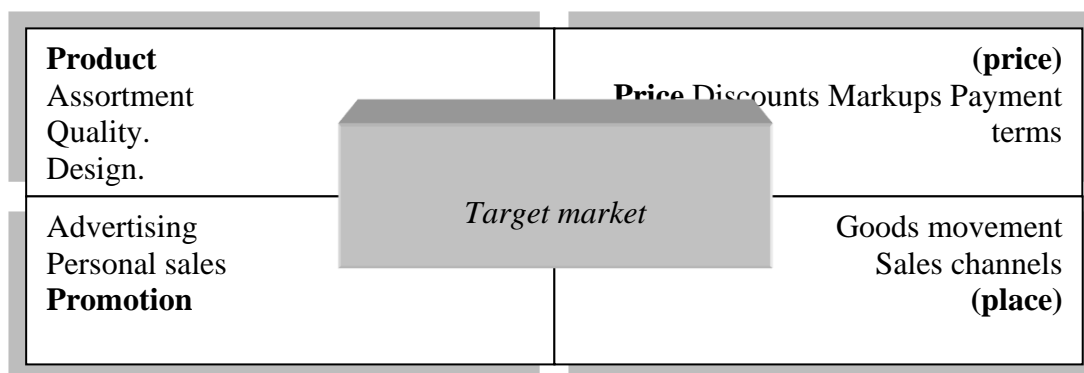


Figure 10. Marketing mix in the "4 P's" concept

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.

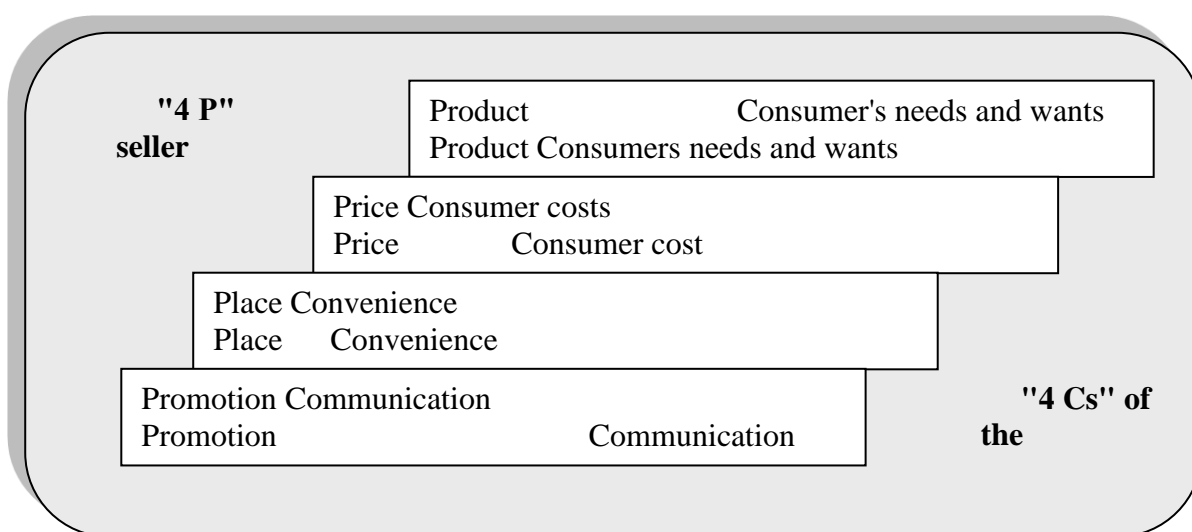


Figure 11. Comparison of "4Ps" of the seller and "4Cs" of the consumer

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.

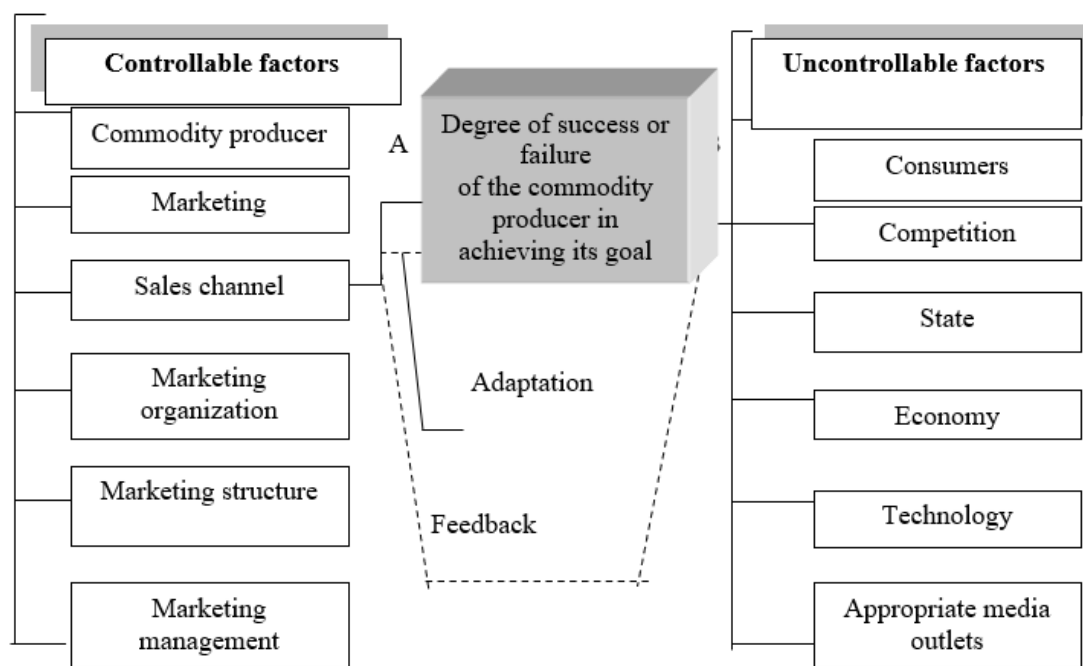
Marketing management (control) should be understood as a wide range of strategic and tactical plan measures aimed at the effective implementation of market activities by enterprises and achievement of their main goal - sustainable consumer satisfaction with goods and achievement of optimal profit on 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.

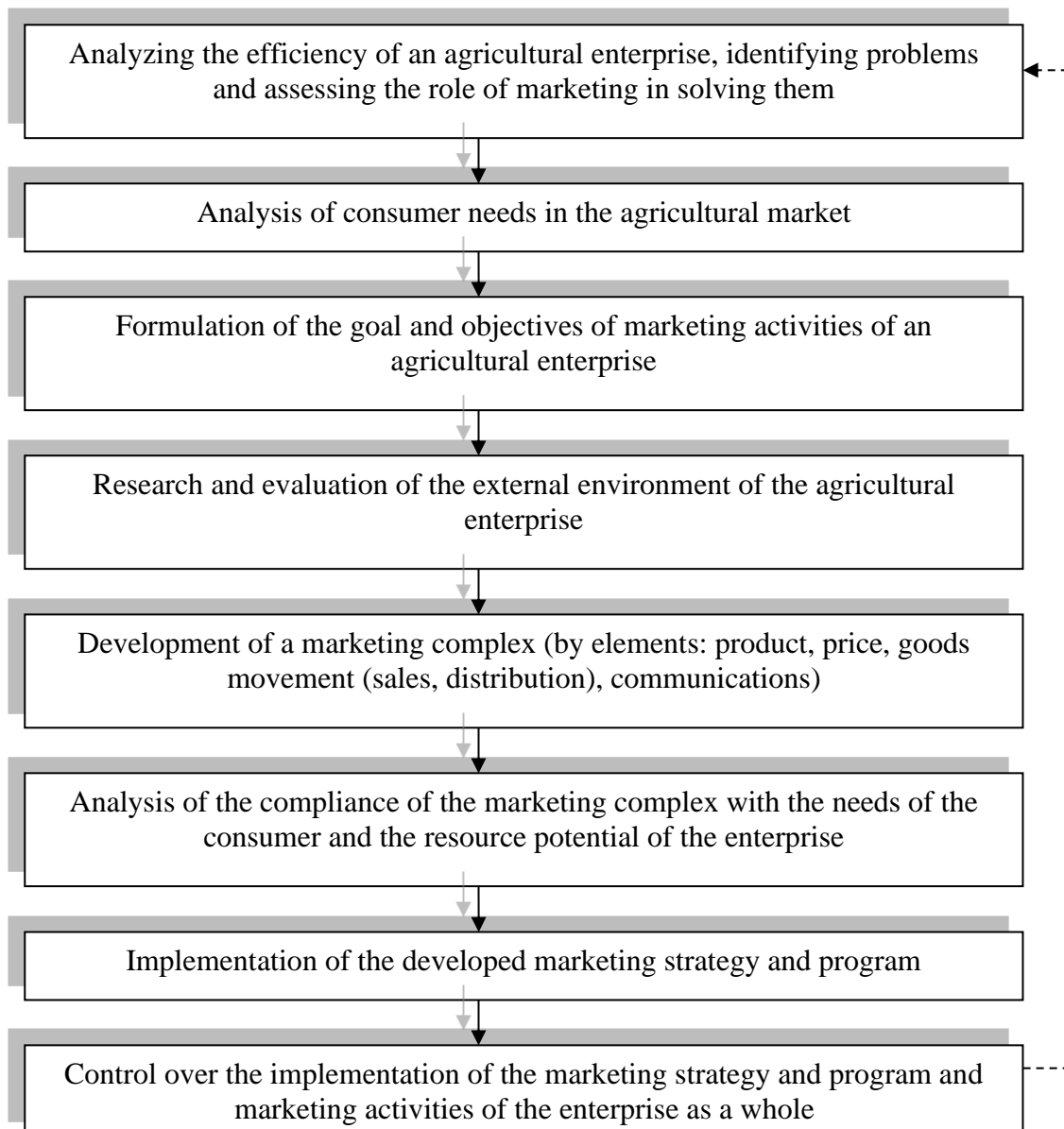


Figure 13. The process of organizing marketing activities of an agricultural enterprise

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).

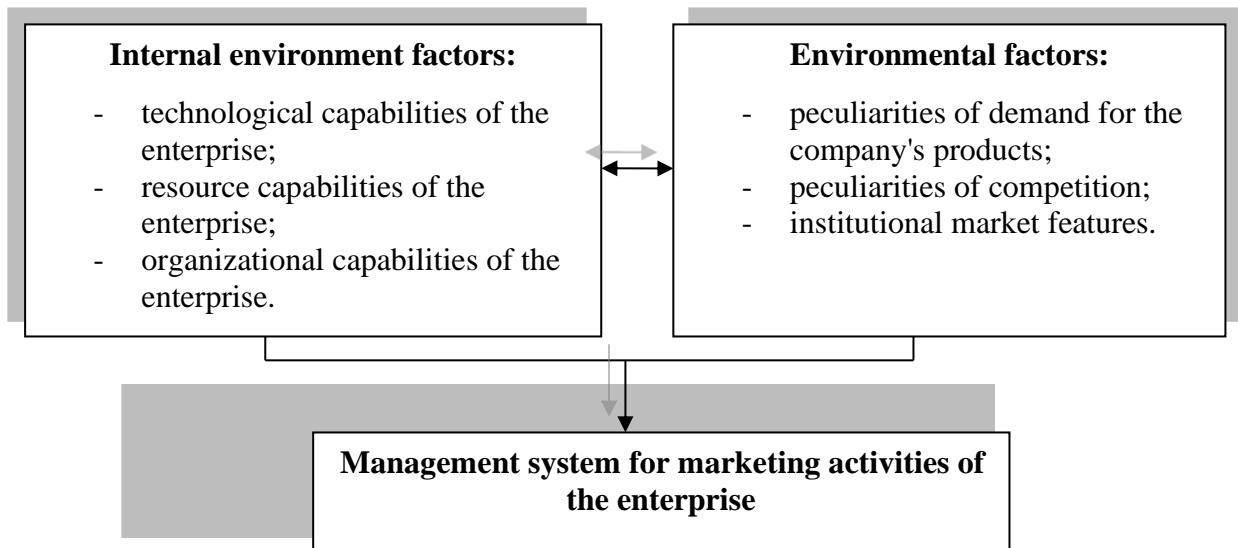


Figure 14. Influence of internal and external environment factors on the system of marketing activities of the enterprise

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].

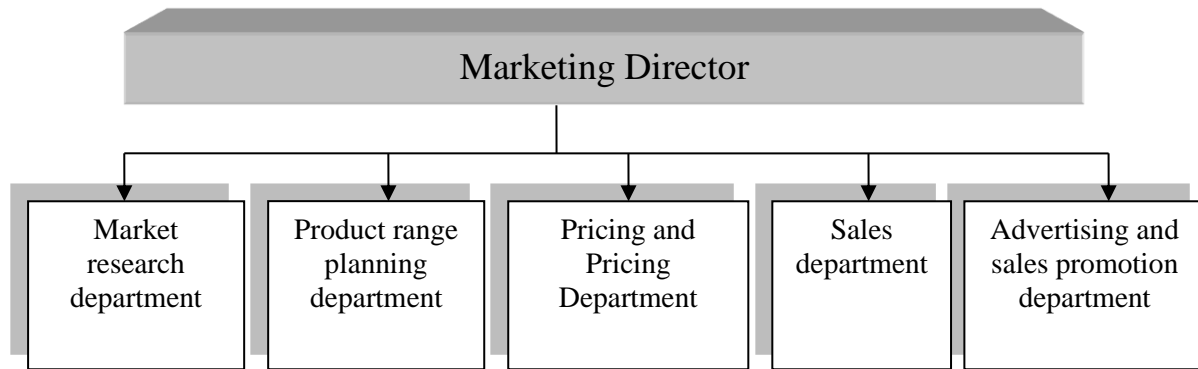


Figure 15. Functional model of building a marketing service

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).

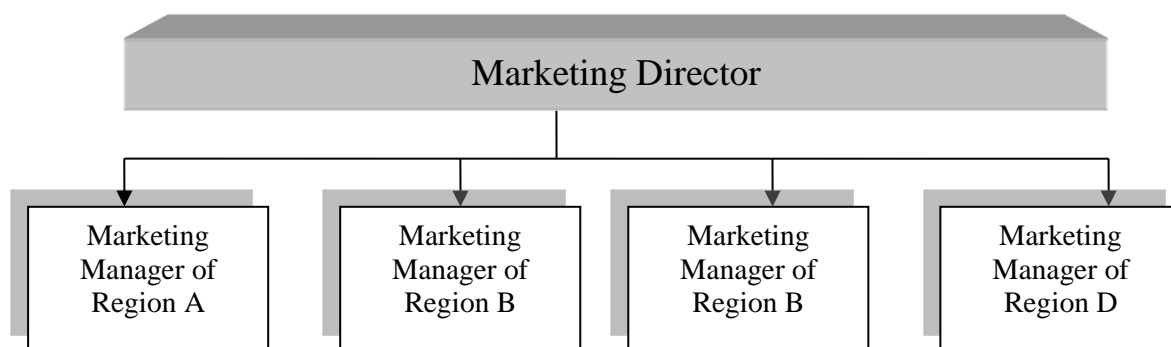


Figure 16. Regional (territorial) structure of the marketing service

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).

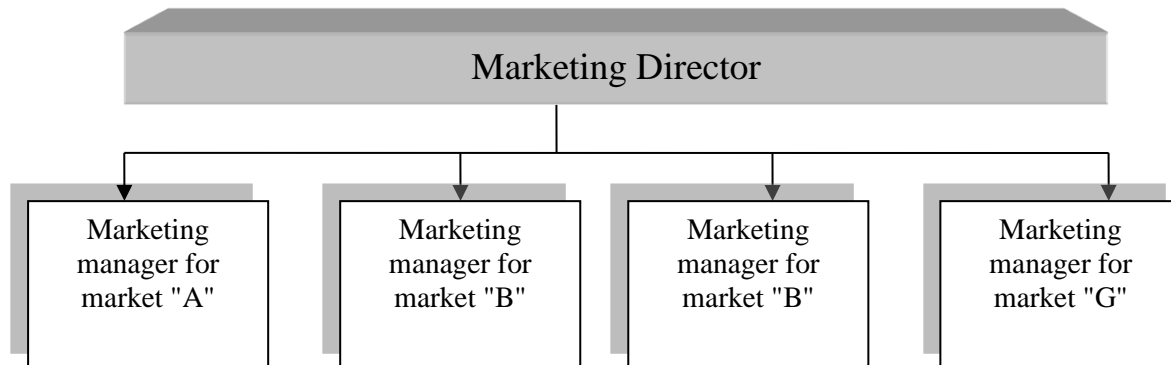


Figure 17. Market model of building an enterprise marketing service

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].

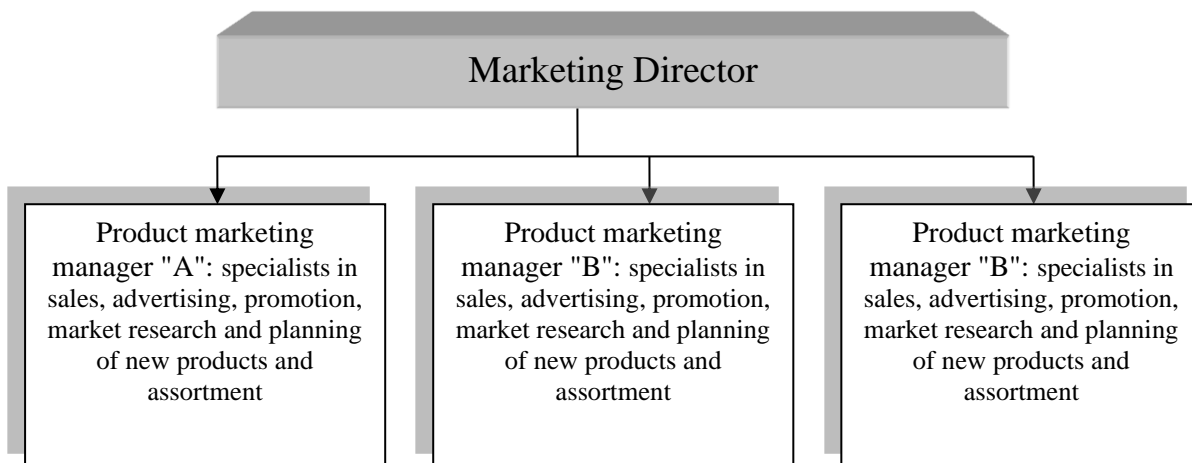


Figure 18. Commodity or product structure of the marketing department

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.

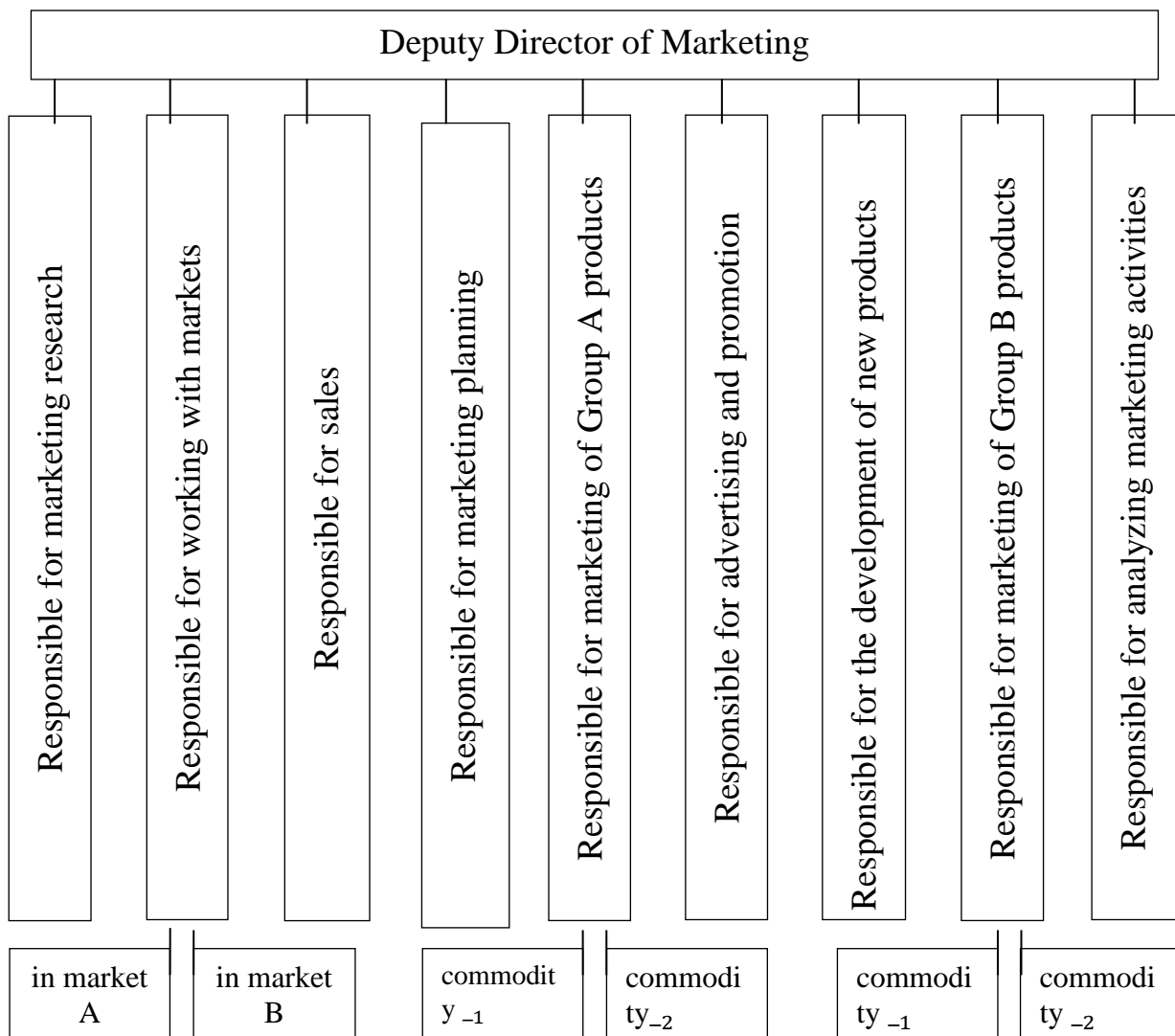


Figure 19. Diagram of the matrix organizational structure of the marketing service of an agricultural enterprise

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)

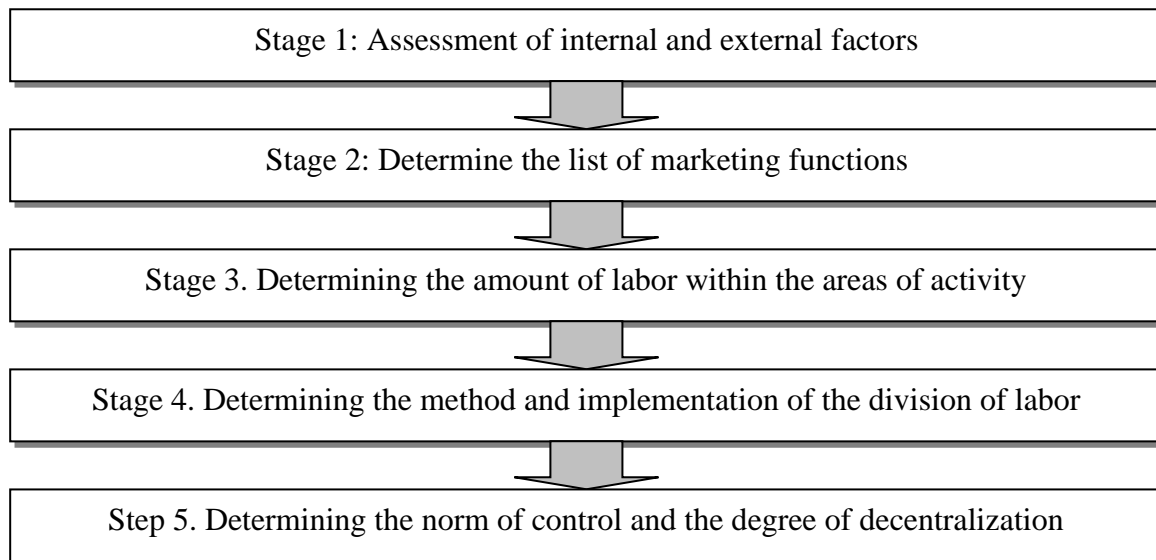


Figure 20. The process of forming the organizational structure of marketing activities in the enterprise

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.

5. Trade marketing of enterprises on the egg market

Marketing activity is an important element of enterprise management in a competitive environment. It is widely used in many countries, demonstrating its effectiveness in both production and commercial spheres. However, despite its popularity in developed markets, its role in Ukraine, especially in agriculture, remains limited [96].

The main goal of organizing marketing activities in the agricultural sector of Ukraine is to ensure an integrated approach to managing the production, promotion and sale of agri-food products. This contributes to meeting consumer needs, increasing the competitiveness of enterprises and the overall development of agriculture. Key elements of such activities include:

1. Market analysis

The first step in marketing activity is market research. It includes studying demand, analyzing consumer preferences, the competitive environment, price trends and consumer habits. This allows agricultural producers to better understand their customers and adapt products to their needs.

2. Market segmentation

Based on the data obtained, agricultural companies can segment the market, identifying different groups of consumers depending on their needs and interests. This helps to develop more accurate marketing strategies and offers.

3. Product development

Developing products that meet market needs is an important component of marketing activities. This may include improving production technologies, new product varieties, ensuring high quality, and attractive packaging design.

4. Pricing

Pricing plays an important role in marketing strategy. It should take into account production costs, competitive prices, customer solvency and elasticity of demand. The strategy may include discounts, promotions or loyalty programs.

5. Product promotion

Communication strategy includes advertising campaigns, public relations, participation in exhibitions and the use of digital marketing. Social networks, content marketing and other modern tools help to reach the target audience.

6. Distribution

Organizing an effective sales system is an important condition for successful product sales. This can be your own network of stores, cooperation with retailers or e-commerce. The main thing is to provide convenient delivery channels for consumers.

7. Analysis of results

Monitoring the effectiveness of marketing activities allows you to assess the effectiveness of the strategy, identify successful solutions and correct those that do not bring the desired result [103].

Continuing the previous idea, it should be emphasized that the effective organization of marketing activities in the agricultural sector of Ukraine largely depends on the ability of enterprises to adapt to changes in the external environment. This includes responding to global agricultural trends, new legislative requirements, environmental standards and the introduction of modern technologies. In this context, special attention should be paid to the following aspects:

1. Innovation and technology

The introduction of new technologies is a key factor in development in both production and marketing strategies. This may concern the use of modern agricultural technologies to increase productivity and product quality, as well as digital tools for market analysis and communications with customers.

2. Environmental friendliness and sustainable development

Given the growing demand for environmentally friendly products, agricultural enterprises must take into account environmental requirements in their activities. The introduction of sustainable development principles and product certification can become a significant competitive advantage.

3. Staff development

Ensuring a high level of knowledge and skills of employees in the marketing field is important for successful management of marketing activities. Enterprises should invest in training employees in the latest methods of market research and management.

4. Changes in consumer preferences

Agricultural enterprises should closely monitor the dynamics of consumer preferences, adapting their products to new customer requirements, such as the demand for organic and minimally processed products.

5. Globalization of markets and exports

Given the high export potential of Ukraine in the agricultural sector, marketing strategies should focus on developing new markets, analyzing product requirements and developing international partnerships.

6. Government regulation and support

Regulatory mechanisms, tax policy and government support can have a significant impact on agricultural enterprises. It is important to adapt strategies to changes in the legislative field and use the opportunities provided by the state, such as subsidies and preferential programs [104].

The features of the organization of marketing activities in the agricultural sector of Ukraine are due to the specifics of this industry, which largely depends on natural factors, seasonal fluctuations, product properties and the influence of global and local market trends [106]. The main ones are as follows:

1. The influence of natural conditions and seasonality

The agricultural industry is closely related to climatic conditions and seasonal changes in production. This forms the features of planning marketing campaigns and sales strategies. Seasonal peaks in production affect pricing, advertising and inventory management.

2. Market segmentation by consumer categories

The agricultural market is diverse: end consumers, wholesalers, processors, retailers, as well as foreign buyers. Each segment requires an individual approach, which affects the development of marketing strategies.

3. Product differentiation

For agricultural products, its diversity is important. These can be organic products, goods with geographical indications or with added value, such as environmentally friendly or certified products. Each type of product requires a separate marketing strategy.

4. Government regulation

Legislation, tax policy and government support programs have a significant impact on marketing activities. It is important to consider subsidies, export quotas, product certification requirements and state aid.

5. Environmental friendliness and sustainable development

The growing demand for environmentally friendly products encourages agricultural enterprises to integrate environmental standards into their activities. This includes product certification and the implementation of sustainable development principles.

6. Pricing policy in conditions of instability

Prices for agricultural products can fluctuate significantly due to weather conditions, global demand, logistics costs and economic factors. Companies should be flexible in their pricing strategy [91].

7. Innovation and technology

The use of modern technologies is becoming an important factor in marketing activities. The introduction of agricultural technologies, such as drones or satellite monitoring, as well as analytical tools for market forecasting, contribute to more effective management.

8. Export and entry into international markets

Ukraine is a significant player in the global agricultural market. Companies must take into account the specifics of foreign markets, quality standards and competition at the international level.

9. Multi-channel sales

Agricultural enterprises actively use various channels for product distribution: from traditional retail to online trading. Online tools, such as marketplaces and their own online stores, are becoming increasingly important.

10. Branding and marketing communications

Developing a strong brand associated with quality, reliability and innovation is an important component of marketing activities. Successful communication strategies can include participation in exhibitions, active activity in social networks and content marketing [108].

In general, marketing in the agricultural sector of Ukraine needs to take into account these features for effective adaptation to market conditions and maintaining competitiveness.

In general, successful marketing activities in the agricultural sector of Ukraine require flexibility, adaptation to market conditions and strategic planning. The integration of all these elements will allow enterprises not only to meet current needs, but also to be ready for future challenges, ensuring sustainable development and competitiveness in the long term.

Thus, the organization of marketing activities in the agricultural sector of Ukraine involves the integration of all these components into a single strategy. This allows agricultural producers to respond promptly to market changes, meet consumer needs and ensure stable development of the enterprise. This approach is important not only for individual companies, but also for the development of the entire agrarian economy of the country.

To ensure the stable development of agricultural enterprises, it is necessary to implement marketing tools. The specificity of agricultural marketing is associated with the peculiarities of production, such as the range of products, seasonality, insufficient

level of marketing knowledge in agriculture and consumer adaptation to essential goods [87].

The organization of competitive marketing activities in the agricultural sector is an important issue. Trade marketing and the planned use of standard marketing strategies can increase income not only from production, but also from sales through various channels, contributing to the stabilization of market conditions and reducing the risks associated with sales.

Trade marketing is a set of activities aimed at promoting products through trade channels in order to increase sales and strengthen partnerships with distributors and retailers. The main tasks of trade marketing include creating favorable conditions for sales, increasing product visibility in retail outlets [98].

Key elements of trade marketing:

1. Merchandising - display of goods on shelves and ensuring brand visibility.
2. Promotions for partners - special offers for distributors and retail chains.
3. Promotions - promotions aimed at the end consumer.
4. Staff training - improving the skills of sales employees.
5. Joint advertising - joint campaigns with retailers to increase brand awareness [102].

Trade marketing focuses on building partnerships with retail outlets, ensuring that products are available to consumers at the right time and in the right place. It also serves as a bridge between manufacturers and retailers, facilitating effective product promotion.

Unlike traditional marketing, which is consumer-oriented, trade marketing is aimed at creating conditions for optimal product promotion within the retail chain.

Additional aspects of trade marketing include:

1. Partner loyalty programs - creating incentive systems for distributors and retailers to stimulate their sales of your brand. These can be bonus programs, cumulative discounts or special offers.

2. Analysis of the effectiveness of retail outlets - regular monitoring and analysis of sales in specific stores or regions to identify the most effective points of sale and adjust the strategy in other places.

3. Point of sale innovation — the use of new technologies and solutions to attract attention to products in the store (for example, digital displays, interactive shelves or AR technologies).

4. Assortment management — development of an optimal assortment matrix for different sales channels to ensure the most profitable presentation of products at specific points.

5. Work with distributors — constant communication with intermediaries to ensure the correct placement and delivery of products to stores, as well as monitoring compliance with agreements on storage, transportation and placement of goods.

6. Evaluation of ROI of trade marketing activities — assessment of the profitability of investments in trade marketing activities to determine which efforts bring the maximum effect and which require correction or changes.

Thus, trade marketing is an important part of the overall marketing strategy, focused on effective sales of products through optimization of work with partners and retail outlets [88].

According to McKinsey, trade marketing costs account for an average of 30% of a manufacturer's total costs, second only to manufacturing costs (40%). FMCG manufacturers spend 67% of their marketing budget on sales promotion. A Forbes article indicates that 44% of the budget is also spent on trade marketing [109].

And this is despite the fact that in today's digital world, edge displays, temporary price reductions and advertising with promotional offers no longer look as attractive in the eyes of consumers as they used to [89].

Key objectives of trade marketing programs from the manufacturer's side:

- maximum presence of goods in cities (this is the key task of regional distribution);
- presentation of goods in various retail outlets (this is the key task of quantitative distribution);

- goods should be presented in the maximum breadth and depth of assortment (this is the key task of qualitative distribution);
- goods should be presented in the required quantity (production and inventory management);
- goods should be located on the best shelf (one of the most important tasks of merchandising);
- optimal location on shelves (a key task of n, including the competence of consultants) [90].

From the retail side, the main objectives are:

- availability of an assortment corresponding to the store format;
- formation of a need for consumers to purchase goods;
- increase in turnover due to lower product prices and promotions;
- maximum efficient use of retail space [91].

From a practical point of view, the tasks of trade marketing and the subjects with which it interacts are quite clearly defined. However, there is still no consensus in the scientific community on its definition. For example, J. Lambin believes that trade marketing functions only at the stage of interaction between the manufacturer of products and retailers. In contrast, R. Morris sees trade marketing as part of the overall marketing strategy of the enterprise, with the key tasks of ensuring a stable brand position in the market and promoting the product through the retail network to the end consumer.

According to P. Chernozubenko, trade marketing is a set of actions aimed at increasing the efficiency of interaction with participants in the distribution chain. Thus, some researchers argue that trade marketing covers only the chain "supplier - point of sale", not focusing directly on the end consumer. However, other scientists expand its scope to the chain "producer - wholesaler - retailer - end consumer".

Many scholars, including Kotler and Keller, emphasize that trade marketing is an important tool for strengthening relationships between manufacturers and trading partners. Its main goal is to stimulate sales through retail and wholesale channels by creating special support programs, promotions, discounts and marketing campaigns at

points of sale. These researchers believe that effective management of trade marketing strategies can significantly increase the loyalty of trading partners and increase product sales [98]. L. Bragina and T. Danko believe that trade marketing consists in promoting goods and services to the consumer, but do not specify the subjects of this process, which makes their approach less specific. T. Ambler, in turn, considers trade marketing as a tool for influencing certain stages of the consumption process, noting that sometimes wholesalers or manufacturers themselves can perform retail functions [90].

Based on the analysis of the literature, it can be concluded that there is no single definition of trade marketing among scientists. Some researchers see it as a way to improve sales at retail outlets, others as a tool for strengthening the brand's position in the market. The question of which market entities fall under the sphere of influence of trade marketing also remains controversial. If we combine theoretical views with practice, we can see that trade marketing is a symbiosis of all participants who are between the manufacturer and the end consumer. From the location of the product on the shelf to advertising campaigns and loyalty programs - all this is part of a single process that forms trade marketing. In general, marketing activities are an effective tool for accelerating the promotion of agricultural products, taking into account the most favorable sales conditions and reducing losses during storage [87]. In addition, marketing is aimed at maximum satisfaction of consumer demand. Thus, we can say that marketing is an engine that accelerates all stages of product sales.

The essence of marketing in increasing the efficiency of agricultural production lies in the coordination and integration of the interests of all participants in the reproduction process (see Fig. 1.1).

Agricultural marketing encompasses a range of services that move products from farmers to end consumers. This includes planning, organizing, processing, and directing products to meet the needs of farmers, intermediaries, and consumers. The processes involved include production planning, growing, harvesting, sorting, packaging, transportation, storage, processing, providing market information, advertising, and sales. The term encompasses all operations in the agricultural supply chain, whether specialized sales or an integrated chain [89].

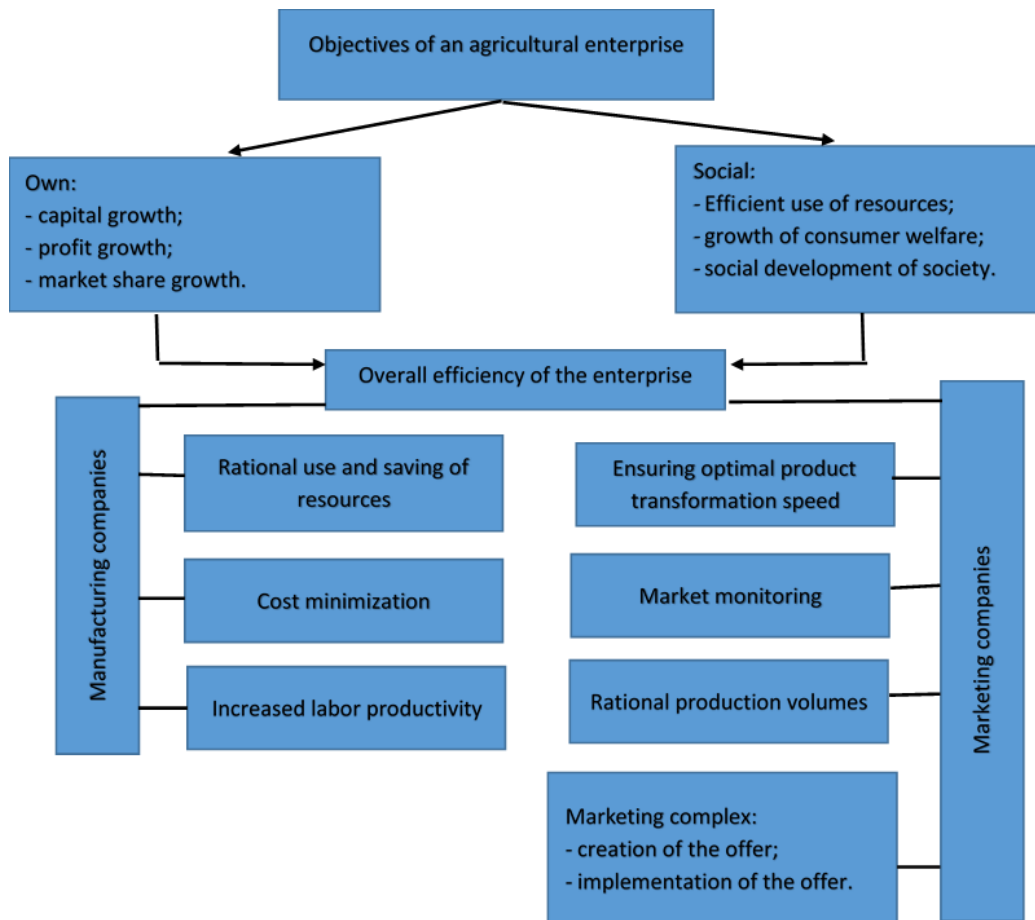


Fig. 1.1 The role of marketing in ensuring the efficiency of production of agricultural enterprises [97]

The main tasks of agricultural marketing include:

- selecting products for market production;
- determining consumer characteristics;
- establishing quality standards for production;
- monitoring compliance with environmental and health standards;
- justifying production volumes and timing;
- determining the need for additional financial resources and finding sources for their receipt;
- requirements for product packaging;
- market research;
- segmenting and selecting target markets;
- developing promotion strategies;

- development of business plans and terms of commercial agreements;
- analysis and control of the effectiveness of marketing activities;
- other important aspects.

Thus, agromarketing is designed to ensure effective management of the processes of production, promotion and sale of agricultural products, which allows enterprises to meet market requirements and maintain competitiveness [90].

Trade marketing in the agricultural sector of Ukraine is a tool aimed at improving the process of sales of products between the producer and the consumer through distribution channels. The main task of trade marketing in this area is to ensure effective interaction between agricultural producers, distributors, retail chains and end consumers. This is achieved by stimulating sales, promoting goods, optimizing logistics and increasing brand awareness of agricultural products.

It is worth noting that agricultural marketing differs significantly from industrial, commercial and banking marketing due to the specifics of agricultural activity, which affects its weaknesses (see Table 1.1).

The features of marketing in the agricultural sector are closely related to the specifics of agricultural production, which is characterized by a variety of products, market participants and forms of management. The specificity of agrimarketing is determined by several factors:

1. Economic results depend on natural conditions. Yield and product quality can vary significantly depending on weather conditions, which makes agribusiness vulnerable to natural factors.

2. Structure of the agricultural market. The market is filled with a large number of homogeneous and interchangeable products, where the market price is formed under the influence of supply and demand, and the position of the manufacturer is determined by the cost of production relative to the market price.

3. Unique characteristics of the product. Agricultural products have specific properties that differ from products in other industries, which affects their promotion strategies.

4. The difference between working and production periods. Production in the agricultural sector is seasonal, which requires special approaches to planning and selling products.

5. Diversity of ownership forms in the agro-industrial complex (AIC). This includes different forms of ownership of land, means of production and the products themselves, which affects the organizational processes of marketing.

Table 1.1

Classification of the main features and weaknesses of marketing development in the agricultural sector of the economy [96]

Specific features	Product specifications	Weaknesses	<ul style="list-style-type: none"> • Shelf life of the product • Storage conditions of the product • Packaging of the product • Transportation of the product • Efficiency and timeliness of deliveries • Wide assortment
	Mismatch between production cycles, working period and consumption period		<ul style="list-style-type: none"> • Seasonality of production • Problems with taking into account changes in market conditions • Problems with ensuring the fulfillment of marketing program deadlines
	Low level of education and science		<ul style="list-style-type: none"> • Lack of methodological developments and practical recommendations • Lack of qualified and experienced specialists in the field of agricultural marketing
	Dependence on natural factors		<ul style="list-style-type: none"> • Risks of shortage or loss of goods due to natural conditions • Dependence of the assortment on natural conditions • Failure to take into account land as a factor of production in pricing
	Lack of centralized incentives (state coordination)		<ul style="list-style-type: none"> • Lack of marketing organization at the meso- and macro-levels • Low ability of agricultural enterprises to cooperate • Disparity between prices for agricultural and industrial products
	Underdeveloped marketing infrastructure		<ul style="list-style-type: none"> • A significant number of intermediaries in the producer-consumer chain • Imperfect activity of agricultural exchanges, trading houses, etc.
	Imperfection of information support		<ul style="list-style-type: none"> • Low level of Internet usage • Correspondence of statistical information to its real state • Lack of reputable marketing research firms • Lack of marketing activity indicators

6. Diversity of organizational forms of management. AIC covers both large corporations and small farms, which changes approaches to marketing activities.

7. Higher sensitivity and adaptability of the agro-marketing system. Compared with other areas, marketing in the agricultural sector is of particular importance for the management of production processes due to its high sensitivity to external conditions [99].

Natural and economic processes in the agricultural business are integrated into the work of the enterprise, creating specific conditions for production and organization of marketing. This means that enterprises must take into account the seasonality of production, climatic changes, the influence of external economic factors, such as prices for raw materials, fuel and fertilizers, as well as international market trends (Table 1.2.) [97].

Table 1.2

Features of agricultural marketing [92]

Feature	Forms of manifestation
The agricultural sector produces essential products	Food products require timely production in the required quantity and assortment, taking into account the age, gender, national traditions, and health status of consumers, to satisfy their needs and interests; the product can quickly deteriorate, so it requires prompt delivery, appropriate packaging and transportation, and service and aesthetic maintenance; it creates price inelasticity of demand and disparity in prices for industrial and agricultural products.
The main means of production in agriculture is land.	The effectiveness and efficiency of production depends on the quality and location of land plots. The variety of forms of ownership in the agricultural sector for land, means of production, and sold goods
The productivity and efficiency of production depends on the quality and location of land plots.	Agricultural production depends on natural and climatic conditions

Continuation of table 1.2

<p>The working period of production in agriculture does not coincide with the production period</p>	<p>Crop production is received once or twice a year, and the working period lasts a year, so the task of marketers is to forecast consumer demand, determine trends in its satisfaction, and market conditions.</p>
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The main tasks of agricultural marketing are the concentration, evaluation, processing, storage, packaging and distribution of products. Concentration includes the collection of finished products and the formation of commodity lots for the market. Classification of agricultural products allows you to divide goods by quality, size and other characteristics, which helps to set standards. Processing converts raw materials into finished products. Storage ensures the safety of products until they are used by the consumer. Distribution completes the process, ensuring the delivery of goods to end consumers [94].

Thus, agricultural marketing covers all stages of the movement of goods from the farm to the consumer.

There is still no single term for this type of marketing, but most scientists use the concept of "agricultural marketing" or "agromarketing". The main functions of this process are the concentration, evaluation, processing, storage, packaging and distribution of products in various markets in modern conditions [100].

Trade marketing in the agricultural sector of Ukraine is an integral part of the overall marketing strategy aimed at increasing the efficiency of agricultural product sales through interaction with distribution partners, retail chains and other market participants. The main goal of trade marketing is to create conditions for optimal sales of agricultural products through trade channels, which includes increasing sales volumes, improving the visibility of goods on the market and supporting sustainable demand.

Trade marketing in the agricultural sector covers the following main aspects:

1. *Distribution and logistics*: Trade marketing is aimed at establishing effective product sales channels, ensuring their timely and high-quality supply to the

market. It is important to ensure the presence of agricultural products in all regions and in various retail outlets (supermarkets, farmers' markets, etc.).

2. *Product promotion*: Trade marketing tools include the organization of promotions, promotional campaigns, exhibitions and tastings aimed at popularizing products. This may include placing products on the best shelves of stores, using POS materials, as well as working with consultants and representatives of retail outlets.

3. *Pricing and promotional programs*: In the agricultural sector, flexible price management depending on seasonal fluctuations in demand and supply is important. Trade marketing may include temporary discounts, bonuses for buyers, special conditions for regular customers, “second product with a discount” promotions, etc.

4. *Working with distributors and retailers*: Successful implementation of a trade marketing strategy depends on cooperation with partners in the distribution sector. Agricultural producers need to establish close contacts with retail chains and wholesale buyers to ensure effective distribution and promotion.

5. *Environmental friendliness and social responsibility*: Today, consumers are increasingly choosing products that comply with the principles of sustainable development and environmental responsibility. Trade marketing in the agricultural sector should take these requirements into account, promoting organic products and supporting environmentally friendly production methods.

In the context of the agricultural sector, the content of trade marketing includes:

1. *Creating favorable conditions for distribution*: Agricultural products, especially products of livestock, plant or food industry, have a limited shelf life. Effective trade marketing includes establishing stable supply chains and close cooperation with distributors for timely and high-quality supply of products to store shelves.

2. *Adapting the product to market requirements*: Agricultural enterprises should take into account the needs and requirements of both the domestic and foreign markets. To do this, it is necessary to conduct in-depth research into consumer demand,

in particular, analyze changes in preferences for organic or environmentally friendly products.

3. *Marketing support of the product at retail outlets:* An important component of trade marketing is work with retailers. This may include organizing special promotions, promotional campaigns, providing POS materials to attract the attention of buyers, as well as creating individual offers for retail chains.

4. *Price management and sales promotion:* Due to fluctuations in prices for agricultural products due to seasonality or the influence of global markets, trade marketing provides pricing management. This involves the use of flexible discounts, promotions and the implementation of loyalty programs to stimulate repeat purchases.

5. *Product positioning in the market:* Agricultural enterprises, operating in a highly competitive environment, must correctly position their products. This applies to both organic products that meet environmental requirements and mass segment products. Trade marketing contributes to the creation and promotion of a brand that will be associated with certain values, such as quality, naturalness or accessibility.

The features of trade marketing activities in the agricultural sector are:

1. *Seasonality of production:* many types of agricultural products are seasonal in nature, which significantly affects the planning of marketing activities. Trade marketing in the agricultural sector must take into account seasonal cycles of production and demand, predicting peak sales periods and developing strategies to stimulate demand in the off-season. Agricultural products depend on seasonal cycles, which affects the availability of the product and its promotion strategy. For example, vegetables, fruits or cereals have a limited sales period after harvest. This requires producers to strategically plan promotional campaigns and adapt offers at different times of the year.

2. *Fluctuations in demand and prices:* prices for agricultural products in Ukraine can fluctuate significantly depending on weather conditions, harvests and the situation on the world market. Trade marketing must respond quickly to such changes by adjusting pricing strategies and promotional offers. The Ukrainian agricultural market is subject to various internal and external factors, such as weather conditions,

global market fluctuations and political instability. This leads to significant fluctuations in prices and demand, which requires a flexible and adaptive trade marketing strategy.

3. *Export orientation and international competition*: the agricultural sector requires an effective logistics infrastructure to deliver products to retail outlets. An important task of trade marketing is to control the timely supply of fresh products, especially in conditions of large volumes of seasonal production. Most of Ukrainian agricultural products are exported, so trade marketing must take into account international standards and the specific requirements of individual markets. This includes product certification in accordance with EU standards, establishing trade partnerships at the international level and promoting Ukrainian agricultural products as competitive goods on world markets.

4. *Environmental friendliness and sustainable production*: The growing demand for organic and environmentally friendly products poses new challenges for agricultural enterprises. Companies should implement environmental practices and focus on their social responsibility, which can increase their competitiveness and attractiveness for environmentally conscious consumers.

5. *Cooperation with large chains*: an important feature of the agricultural sector is its dependence on cooperation with large retail chains. Producers need to negotiate with supermarket chains on optimal conditions for the sale of their products. This includes not only placement on shelves, but also the organization of promotions, tastings and special programs to attract the end consumer. The agricultural market of Ukraine is quite competitive, which requires producers to actively participate in the fight for the buyer. This includes the use of innovative marketing tools, brand promotion and attracting consumers through effective promotions.

6. *Digitalization of trade marketing*: The use of modern digital platforms to promote agricultural products is becoming increasingly popular. The implementation of e-commerce solutions, the use of social networks and mobile applications to support sales, as well as the analysis of consumer behavior data help optimize marketing strategies.

7. *The influence of political and regulatory factors*: The political situation and legislative regulation of the agricultural market have a significant impact on trade marketing strategies. Subsidies, subsidies, export quotas and requirements for quality standards are key factors that determine the possibilities of promoting products on domestic and foreign markets [105].

Trade marketing in the agricultural sector of Ukraine has a number of unique features that make it a key tool for successful work in a dynamic market. Success in implementing trade marketing strategies depends on a deep understanding of market conditions, in particular seasonality, price fluctuations, consumer needs and retail requirements. Agricultural enterprises that skillfully use trade marketing tools can not only strengthen their positions in the market, but also increase brand recognition and sales volumes.

Trade marketing in the agricultural sector of Ukraine is an important element of the successful operation of enterprises, which ensures effective interaction between all participants in the supply chain - from the producer to the final consumer. In the conditions of growing competition, seasonal fluctuations and the importance of environmental standards, trade marketing is a key tool for improving sales, promoting brands and ensuring the sustainable development of the agricultural sector [101].

Ukraine has all the conditions for the active introduction of marketing tools into agriculture, as the market is dynamically developing, competition is increasing, forms of management are changing, and structural changes are observed in the economy. The issue of effective use of marketing strategies remains important, since enterprises that focus only on production advantages and ignore marketing aspects risk reducing their overall efficiency.

Each enterprise strives to achieve its goals, such as increasing profits, increasing sales, and entering new markets. For this, it is important to deeply understand consumer needs and product characteristics. Basic information about consumer needs becomes available through the use of marketing tools.

A key element of marketing activities is the marketing mix, the management of which is the main task for success in the egg market. Although the marketing mix

management system is not universal for all enterprises, knowledge of its elements allows companies to choose the optimal management option [90].

Many scientists have been engaged in the systematization of marketing tools. For example, Neil Borden summarized them into 12 elements, creating the first “marketing mix”, which included product planning, pricing, branding, distribution channels, personal selling, advertising, promotion, packaging, display, service, physical characteristics of the product, as well as information retrieval and analysis.

A marketing mix is a set of tools that together form a system capable of achieving set goals in the target market. For each enterprise or specific situation, these elements are selected in order to ensure the best impact on achieving marketing goals [103].

The function of the marketing mix is to form a set of tools that will maximize the efficiency of the enterprise and satisfy customer needs [99].

Using the concept of the marketing mix, researchers have formulated various combinations and classifications that reflect the specifics of individual industries. Most often, these options are created by adding one or more “P” to the classic “4P” [90].

Jerome McCarthy first introduced the modern “4P” model in his 1960 textbook “Basic Marketing: A Managerial Approach.” Since then, these elements have become the standard for describing marketing programs. The “4P” of marketing include: product, price, place, and promotion. They are the main elements for effectively promoting a brand in the market and distinguishing it from competitors.

A detailed consideration of the “4P” elements:

1. *Product*: This is any good or service that satisfies the needs of the consumer. In agriculture, the range of products is wide, which helps to better satisfy the needs of buyers, but quality remains an important condition.

2. *Price*: Determining the value of the product for the target audience is critically important. A pricing strategy requires balancing high and low prices, market analysis, and the right approach to setting prices. In the agricultural sector of Ukraine, pricing does not have a clear concept due to the lack of effective regulatory mechanisms.

3. *Place*: Companies determine where to sell their products and how to get them to market. Distribution channels must ensure that products are available to consumers. In agriculture, sales can be made through processing plants, wholesale channels, or other channels.

4. *Promotion*: This element covers communication policies, including advertising, PR, sales promotion, and personal selling. In agriculture, advertising is often underdeveloped, due to the specifics of the industry and an underestimation of its importance.

In addition to the classic marketing mix, researchers offer additional “P”, such as:

- *Positioning*: image and brand management to form a positive perception among consumers.
- *People*: personal branding of company leaders is becoming an important aspect of modern marketing.
- *Packaging*: the design and appearance of the product have a significant impact on consumer choice.
- *Purple Cow*: the product should be unique and stand out in the market, like a “purple cow”, attracting attention [100].

Thus, the choice of a marketing mix for agricultural enterprises is individual and depends on the goals of the company and its marketing budget. Effective use of the marketing mix contributes to success in the market and satisfaction of consumer needs.

The egg market in Ukraine is an important component of the agro-industrial complex, characterized by significant production potential and active participation in foreign trade. According to the State Statistics Service, in 2023, egg production amounted to 15.5 billion pieces, the bulk of which is provided by industrial poultry farms using modern housing and feeding technologies. There is growing interest in alternative methods, such as free-range, in line with global trends in poultry farming.

The average egg consumption in Ukraine is about 280–300 pieces per person per year, which meets the recommendations of nutritionists and indicates stable demand. Consumers are increasingly paying attention to the quality of products and poultry

keeping conditions, which stimulates producers to implement more humane and environmentally friendly methods.

Ukraine is an important exporter of eggs and egg products. In 2021, egg exports amounted to 1.8 billion pieces, the main markets were the Middle East and the EU. Egg imports are insignificant and mainly concern incubation eggs for livestock renewal.

Current trends in the egg market in Ukraine include:

- Growing demand for organic and environmentally friendly products, which encourages producers to implement appropriate quality standards.
- Expanding export opportunities due to new markets and increasing the competitiveness of Ukrainian products.
- Introducing modern technologies into production to increase efficiency.

Competition between producers is increasing due to high requirements for product quality and adaptation to international standards (e.g., EU requirements). Larger companies are investing in new technologies that allow them to increase productivity, reduce production costs, and maintain competitive positions in foreign markets [102].

In recent years, consumers in Ukraine have become more demanding about the quality of food products. This applies not only to the freshness of products, but also to production conditions. There is a growing demand for eggs from hens kept in more humane conditions, in particular, free-range or organic eggs. Some consumers also prefer environmentally friendly products without the use of antibiotics or growth hormones.

Large producers are actively introducing new technologies into egg production. This includes automation of feeding, egg collection, sorting and packaging processes, which allows reducing production costs and improving product quality. It is worth noting investments in product safety control systems, which allows meeting strict European and international standards.

The global trend towards reducing the negative impact on the environment has also affected the egg market. Producers are focusing on reducing CO₂ emissions, using

environmentally friendly feed, reducing waste and switching to more sustainable poultry farming methods. Organic and farm-raised eggs are becoming increasingly popular among consumers both in Ukraine and abroad.

Ukraine continues to be one of the largest egg exporters in the world. However, producers face high competition on the international market, as well as requirements for product quality and safety. In addition, political and economic instability, exchange rate fluctuations can affect the competitiveness of Ukrainian products abroad [98].

One of the challenges is adapting to EU standards on humane poultry farming, as the European Union is gradually abandoning the purchase of eggs produced in intensive farming systems (battery cages).

Egg prices in Ukraine show dependence on seasonal factors. Traditionally, prices increase on the eve of festive periods, such as Easter and New Year holidays. There are also fluctuations associated with the cost of feed, which significantly affects the cost of production. At the same time, the development of the premium product segment (organic, farm eggs) allows producers to form higher margins for such products.

The armed conflict in eastern Ukraine and the associated economic crises have affected the agro-industrial complex, including egg production. Many enterprises have experienced difficulties with logistics, feed supplies and exporting products. However, major market players are taking measures to adapt to new conditions, using export opportunities to new markets and increasing the share of value-added products.

Despite the difficulties, the egg market in Ukraine has significant potential for further development. Growing demand for higher-quality and environmentally friendly products, expanding export opportunities and introducing new technologies contribute to the development of the industry. Investments in the modernization of production and improvement of quality standards are also an important factor in increasing the competitiveness of Ukrainian eggs on the international market.

Thus, the Ukrainian egg market is demonstrating dynamic development and has all the prerequisites for further growth, despite internal and external challenges [102].

At the same time, the industry faces challenges such as the need to adapt to international quality standards, fluctuations in feed and energy prices, as well as the impact of epizootic situations on poultry.

In general, the egg market in Ukraine is demonstrating positive development dynamics, retaining significant potential for growth and strengthening positions in the domestic and external markets.

The formation of a marketing complex at an egg production enterprise is a multifaceted process that encompasses key elements of a marketing strategy aimed at meeting consumer needs, increasing competitiveness and increasing the company's market share. This approach takes into account the needs of the market, consumers, current trends and the competitive environment. The marketing mix traditionally includes four key elements: product, price, place and promotion (4P). However, in modern conditions, environmental friendliness, digital innovations and social responsibility are often added to them, which allows you to fully meet the requirements of the modern market.

1. Product. The main focus is on the quality of the product, its variety and unique characteristics that may interest consumers. For an egg production company, it is important to offer a wide range, which may include:

- Standard chicken eggs;
- Eggs with increased nutrient content (organic, enriched with omega-3);
- Eggs from free-range hens;
- Egg processing products (powdered eggs, egg mixtures) [107].

An important aspect is quality control, product certification and its environmental friendliness, which corresponds to modern trends in the healthy food market.

For an egg production company, product quality should be the focus of attention. The main product is eggs, but for the successful formation of a marketing mix it is important to offer not only standard products, but also a wide range:

- Assortment policy: the company can offer different types of eggs: organic eggs, eggs from free-range hens, eggs with a high content of nutrients (for example, omega-3), eggs of different sizes. This allows you to cover different consumer segments.

- Brand image: the product should be associated with high quality, freshness and environmental responsibility, which is especially important for consumers who are focused on healthy eating and sustainable development.

- Packaging: it is worth paying attention to environmentally friendly and attractive packaging. For example, the use of biodegradable packaging can improve the perception of the product by consumers who care about the environment.

2. Price. The pricing strategy should take into account production costs, the market situation and the price elasticity of demand. For enterprises that produce eggs, the following approaches are possible:

- Setting different prices for different product segments. Different types of products (regular eggs, organic, enriched with nutrients) should have different price categories. This will allow you to cover both the mass market and the premium segment.

- Discounts on bulk purchases, special promotions for supermarket chains and restaurants. Regular promotional offers, discounts or special conditions for bulk buyers, such as restaurants or large retail chains, will help stimulate sales and attract new customers.

- The company should adapt prices to the level of competition, while maintaining a balance between quality and cost of products, which is an important factor in the FMCG segment.

- To maintain consumer confidence, it is worth avoiding sharp changes in prices.

3. Place. The issue of distribution is important for ensuring the availability of products on the market. An egg production company should develop various sales channels. The company must establish an effective system of supply and distribution of products:

- Trade through large retail chains: cooperation with supermarkets and specialized stores to reach a wide audience. Cooperation with large retail chains

(supermarkets, grocery stores) to reach a wide audience. It is important to ensure the availability of products on shelves in all regions of the country

- Wholesale: supply of products to restaurants, cafes, catering establishments and other enterprises;

- Online sales: introduction of delivery through your own website or e-commerce platforms. Development of your own online store or cooperation with e-commerce platforms such as Rozetka or Prom.ua. The online sales segment is growing rapidly, so it is important to ensure the possibility of delivering products directly to the consumer.

- Local markets: participation in local farmers' markets, where you can offer products directly to consumers. This strengthens the connection with the end buyer and increases brand loyalty.

4. Promotion It is important to develop effective product promotion strategies that will increase brand awareness and attract new consumers. The main promotion tools can include:

- Advertising: using traditional and digital channels to advertise eggs (TV, social networks, websites). Place advertisements on television, social networks, print and digital media. In particular, advertising on YouTube or Facebook can be effective in reaching different audiences.

- Promotions and discounts: organizing promotions, for example, “second egg free” or seasonal discounts. conducting promotions to stimulate sales. For example, you can organize promotions such as “buy one, get the second free”, which will increase sales.

- Merchandising: bright packaging, advantageous placement of products on store shelves, use of POS materials. Favorable placement of goods on store shelves, use of bright POS materials (stands, posters, leaflets), as well as participation in exhibitions and events dedicated to agricultural products.

- Sponsorship and participation in exhibitions: support of local events or participation in thematic exhibitions to promote products and the brand.

- Social networks and content marketing: active communication with the target audience through social networks (Facebook, Instagram, TikTok) with a focus on a

healthy lifestyle, environmental friendliness and product quality. Video content about production, in particular about environmentally friendly farming methods, can increase interest in products.

5. *Environmental friendliness and certification.* The growing attention to environmental friendliness and sustainable development dictates the need for product certification in accordance with international standards. For an egg production enterprise, environmental friendliness can become an important competitive advantage:

- Production of organic products or compliance with safety and quality standards will attract conscious consumers.
- Using strategies aimed at reducing environmental impact, such as switching to eco-friendly packaging or implementing “green” technologies in production.

An important aspect is the introduction of new technologies into the production and marketing process, including process automation, the use of product quality tracking technologies and the introduction of new working methods. This may include the use of CRM systems for customer relationship management, Big Data analysis for demand forecasting and individualization of offers for consumers [103].

Prospects for the development of the Ukrainian egg market taking into account foreign experience

The prospects for the development of the egg market in Ukraine are quite positive, given the existing potential, as well as global experience. The prospects for the development of trade marketing in the Ukrainian egg market require the adaptation of advanced international practices and the implementation of innovative strategies. Here are some key areas that can contribute to the effective development of trade marketing in this area:

Ukraine should study the experience of leading companies in countries with a developed egg market, such as the USA, Germany or the Netherlands, which have implemented effective trade marketing strategies. This may include the use of new technologies that help increase the efficiency of distribution and product promotion.

In international practice, detailed segmentation of the consumer market is important. Ukrainian producers should use similar methods to identify target consumer groups and adapt their offers to their needs.

Ukraine is traditionally one of the leading egg producers in the world. However, market growth largely depends on the ability of producers to expand export opportunities. For this, an important aspect is:

- Improving product quality and its compliance with international standards (for example, certification according to ISO or GlobalG.A.P. standards).
- Diversifying sales markets, which will avoid dependence on individual countries. For example, demand for Ukrainian eggs is growing in the Middle East and North Africa.

The use of modern digital platforms, such as social networks and online stores, allows you to effectively promote products and attract new consumers. Creating interactive content (webinars, video recipes) can interest a younger audience.

Development of mobile applications for consumers that will allow you to receive information about promotions, new products and recipes using eggs. World experience shows that the introduction of innovations in egg production can significantly increase the efficiency of the industry:

- Automation of processes on poultry farms allows you to reduce production costs and improve product quality.
- Egg preservation technologies and more efficient logistics methods ensure their longer shelf life and long-distance transportation.

The growing attention to the environmental aspects of consumption requires producers to implement sustainable production practices. This may include switching to organic chicken farming methods, reducing emissions and using environmentally friendly packaging.

Participation in social programs and initiatives that promote a healthy lifestyle can increase consumer confidence in the brand. The trend towards healthy eating stimulates demand for organic and environmentally friendly eggs. This can be a promising direction for Ukrainian producers, especially if they adopt European

experience. For example, in EU countries, more and more attention is paid not only to product quality, but also to the conditions of poultry keeping, the environmental friendliness of production.

There is a growing demand in the world for products produced in compliance with high ethical standards. For example, in many EU countries, restrictions are being introduced on the use of cage systems for keeping chickens. Ukrainian producers can review their methods taking into account these trends in order to be competitive in international markets.

The successful development of the egg market in Ukraine depends on active state support. This may include subsidies for the modernization of poultry farms, support for export operations, as well as harmonization of Ukrainian legislation with the requirements of importing countries.

The egg market in Ukraine has significant potential for development, especially when considering foreign experience and innovative approaches. The introduction of new technologies, adaptation to global trends in healthy eating, and raising product quality standards will help Ukrainian producers remain competitive in both domestic and foreign markets.

For a more in-depth consideration of the prospects for the egg market in Ukraine, it is advisable to expand the analysis by taking into account additional factors, as well as specific examples from international experience.

It is important for Ukrainian producers to focus on strategic planning for the development of the industry. Successful examples of cooperation between small and medium-sized producers in Europe, such as cooperatives in the Netherlands or Germany, show that joint efforts can reduce production costs and increase competitiveness. Such cooperatives can jointly invest in modern technologies and marketing, which will allow them to compete with large corporations.

One of the key challenges for the egg market is the fluctuation of prices for poultry feed and energy resources. World experience shows that production stability can be ensured through diversification of feed sources, use of local resources, and the transition to renewable energy sources. For example, in the USA and Europe, more and

more poultry farms are switching to solar energy, which allows them to reduce dependence on electricity prices.

The introduction of digital technologies is one of the main drivers of increasing production efficiency. An important aspect is the use of Big Data for the analysis of production processes, monitoring of bird health, as well as for logistics and supply management. European farms successfully apply smart farm management systems, which allow to receive data on productivity, feed consumption and livestock condition in real time.

Foreign experience, especially in the European Union, shows that environmental responsibility is becoming an important factor of competitiveness. Sustainable development programs provide for the reduction of CO₂ emissions, the use of environmentally friendly packaging, reduction of water consumption and waste minimization. For example, in Denmark, closed-loop production technology is being actively implemented, where poultry farms use organic waste to produce fertilizers, which reduces environmental impact.

It is important for Ukrainian producers to focus on international certifications, such as GlobalG.A.P., which guarantee that products meet high safety and quality standards. This opens up access to new markets, such as the European Union countries, where quality standards are very high. For example, Poland, which has actively integrated into the European market, has achieved significant export growth thanks to the introduction of such standards.

Ukrainian producers should pay more attention to creating brands and marketing strategies focused on exports. Foreign experience, for example in France or Italy, shows that consumers prefer products with a strong brand image, especially if aspects such as "naturalness", "local production", "ethical treatment of animals" are emphasized. This can significantly increase the added value of the product.

Attracting foreign investors and international financial institutions, such as the European Bank for Reconstruction and Development (EBRD) or the World Bank, can help finance the modernization of the industry. Foreign experience shows that cooperation with international financial institutions provides access to long-term

financing at low interest rates, which contributes to the modernization of equipment and technologies. For example, in Hungary and the Czech Republic, significant investments in the poultry industry were made precisely with the support of international financial organizations.

Increasing partnerships with retailers can include creating joint promotions and loyalty programs that will stimulate sales.

Organizing in-store tastings and special promotions where consumers can get to know the products firsthand can significantly influence purchasing decisions.

Implementing educational programs about the benefits of eggs in the diet, as well as their nutritional value. Such campaigns can be carried out through television programs, social media, and participation in events on the topic of healthy eating.

Inviting famous chefs and food bloggers to create recipes and recommendations for using eggs can increase the popularity of the products.

Conducting an in-depth analysis of consumer behavior, preferences, and trends will help manufacturers adapt their products to market requirements. This can include research through online surveys, focus groups, and analysis of sales data.

The prospects for the development of trade marketing in the Ukrainian egg market are significant, especially taking into account foreign experience. Adaptation of international practices, implementation of innovative strategies, emphasis on environmental friendliness and sustainability, as well as active cooperation with retailers and consumers can significantly increase the competitiveness of Ukrainian egg producers. This, in turn, will ensure stable sales growth and will positively affect the development of the industry as a whole. For the development of the egg market in Ukraine, it is important to take into account not only traditional factors, but also foreign experience. Investments in innovation, environmental responsibility, marketing and international standards will enable Ukrainian producers to become competitive in the global market. Ukraine has every chance of becoming one of the key players in the international egg market, provided that foreign approaches are correctly used and production is modernized [108].

The egg market in Ukraine, as in other countries, is highly competitive and dynamic, therefore effective marketing activities, in particular trade marketing, play a key role in ensuring the sustainable development of the enterprise.

So, in conclusion, we can say that trade marketing is an important component of the overall marketing strategy of the enterprise. It is focused on promoting products through distributors, wholesale and retail channels in order to stimulate sales. A feature of trade marketing in the egg industry is the need to take into account the short shelf life of products, which requires prompt work with distribution channels.

In the conditions of dynamic development of the Ukrainian egg market, trade marketing plays a key role in forming competitive advantages of producers and distributors. Effective implementation of trade marketing strategies can significantly affect sales volumes, improve the position of brands in the market and increase consumer loyalty.

The egg market in Ukraine is characterized by a high level of competition, low product margins and sensitivity to price fluctuations. Research shows that companies that actively implement trade marketing strategies achieve higher results by stimulating sales through partner channels, creating strong relationships with retail chains and increasing brand awareness among end consumers.

Among the most effective trade marketing tools in the egg market are the following:

- sales promotion (discounts, promotions for retailers);
- merchandising (correct product placement on shelves, advertising materials);
- bonus programs for wholesalers;
- promotions;
- analysis of sales and efficiency of sales channels to adapt marketing efforts to changing market conditions.

One of the main trends observed in the market is the growth of competition between egg producers, which necessitates the active use of trade marketing tools. Among them, optimization of cooperation with retailers, expansion of product presence

in retail outlets, improvement of digital strategies, as well as emphasis on environmental friendliness and social responsibility stand out.

The need to adapt to changing consumer needs and market trends requires enterprises to be flexible in the development and implementation of trade marketing campaigns. An important aspect is the integration of traditional and modern promotion methods, in particular the active use of digital platforms and social networks, which opens up new opportunities for communication with consumers.

Successful cases of international companies testify to the effectiveness of trade marketing in managing relationships with retailers and consumers. In Ukraine, enterprises that focus on implementing innovative approaches to trade marketing can take leading positions in the egg market, strengthening their competitiveness.

Thus, trade marketing in the Ukrainian egg market is an important tool for ensuring sustainable development and increasing business efficiency. Further research in this area can focus on studying the impact of new technologies and changes in consumer behavior on trade marketing strategies, which will help enterprises adapt to modern market conditions.

6. Management of logistics business processes of the enterprise

6.1 Logistics and logistics business process at the enterprise

In the context of globalization, there is an urgent need to increase the competitiveness of domestic enterprises in the domestic and foreign markets, which is caused by the low efficiency of activities in the post-crisis period and the high resource and energy intensity of production. This determines the need to improve resource management, optimize the main, auxiliary and administrative business processes, implement modern production technologies and advanced management methods and models. One of the promising areas is the improvement of logistics services management, as it allows optimizing the mode of operation of enterprises within the material and information flows that determine the content of production activities.

Logistics is the most important tool for competition, profit and sustainable development of enterprises and organizations. The task of logistics is to meet the basic requirements of any operation for a strictly defined product, as well as its quantity, quality, location, time, type, packaging and necessary information [112, p. 49].

Logistics literally means movement. In fact, in the modern world, logistics is knowledge that can be used to control and manage the production and supply of goods and services [129, p. 30]. A broader definition of logistics is associated with the study of planning and managing the movement of material, information and financial resources in various systems [126]. From the point of view of practical application, logistics is the choice of the most effective option for providing goods of the required quality, required quantity, required time, required place with the lowest cost [128].

In military science, logistics is associated with supporting the army's supply lines, while disrupting the enemy's actions, since an armed force without resources and transport is defenseless. Military logistics was already practiced in the ancient world, and since modern militaries had a significant need for logistical solutions, advanced

developments were developed. In military logistics, logistics employees managed how and when to move resources to the necessary places [131, p. 27].

From the perspective of organizational management, logistics can be viewed as the strategic management of material flows in the supply process: procurement, transportation, sale and storage of materials, parts and finished inventory. The concept also includes the management of relevant information flows, and even financial flows. Logistics is aimed at optimizing costs and rationalizing the production, sales and related service process both within a single enterprise and a group of enterprises.

The storage, handling and movement of products and services so that customers can get them at the right time, at the right place and in the right assortment is called logistics and the function associated with such activities is called logistics function. The logistics function or logistics system is designed based on the stated objectives of logistics.

Logistics business process is an interconnected set of operations and functions that translate the company's resources (when managing product and related flows) into a result specified by the company's logistics strategy.

Logistics business process is an interconnected set of operations and functions that translate the company's resources (when managing product and related flows) into a result specified by the company's logistics strategy. In logistics, the following business processes can be distinguished (Fig. 1.1)

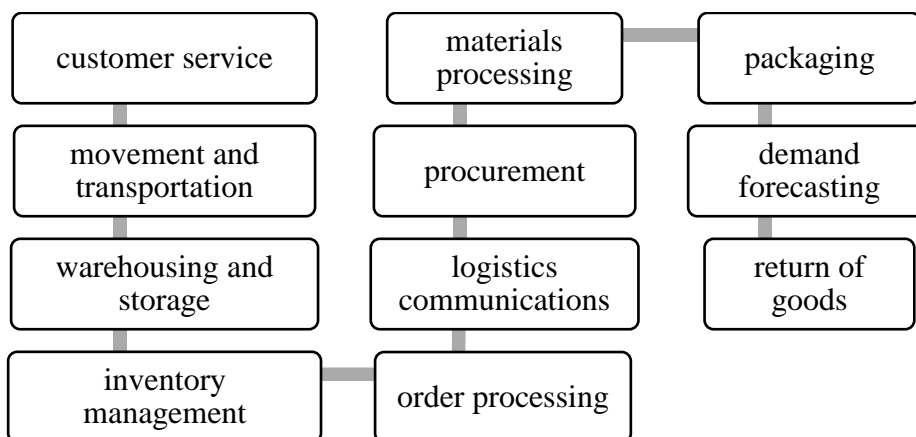


Fig. 1.1. Business processes in logistics

Source: formed by the author based on [114, p. 130].

Functional areas of modern logistics management include: purchasing logistics; production logistics; distribution logistics; transport logistics; inventory logistics; warehousing logistics; service logistics; information logistics (Fig. 1.2.) [115].

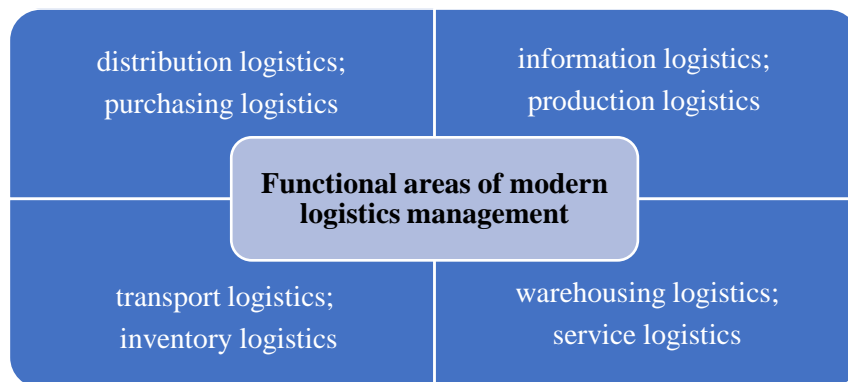


Fig.1.2. Functional areas of modern logistics management

Source: systematized by the author based on [115].

The main goal of logistics management is to achieve and coordinate the economic interests of participants in business processes through the most efficient use of resources in the existing economic conditions. The general goal of each enterprise is specified in sub-goals, which are determined by the need to optimize and rationalize business activities, develop the infrastructure of the logistics system, taking into account current legislation on the creation of a modern material and technical base of production and commodity exchange, as well as the active use of advanced information technologies [122].

Logistics management is carried out taking into account the general principles of management, adapted to the specifics of logistics activities. Among the principles of logistics management, the following are distinguished [114]:

- Systematicity and complexity, which involve the management of all processes in the interaction and coordination of individual stages of business processes in order to optimize the entire logistics system.
- Coordination of criteria for assessing the effectiveness of the functioning of individual parts of the logistics chain at the micro- and macro-logistics levels.
- Organization of accounting for the costs of managing material and related information, financial and service flows along the entire logistics chain.

- More active use of information technologies and modern modeling methods in managing logistics systems, etc.

All logistics processes must be implemented in compliance with the “golden” rule of logistics – “7R” (Fig. 1.3).

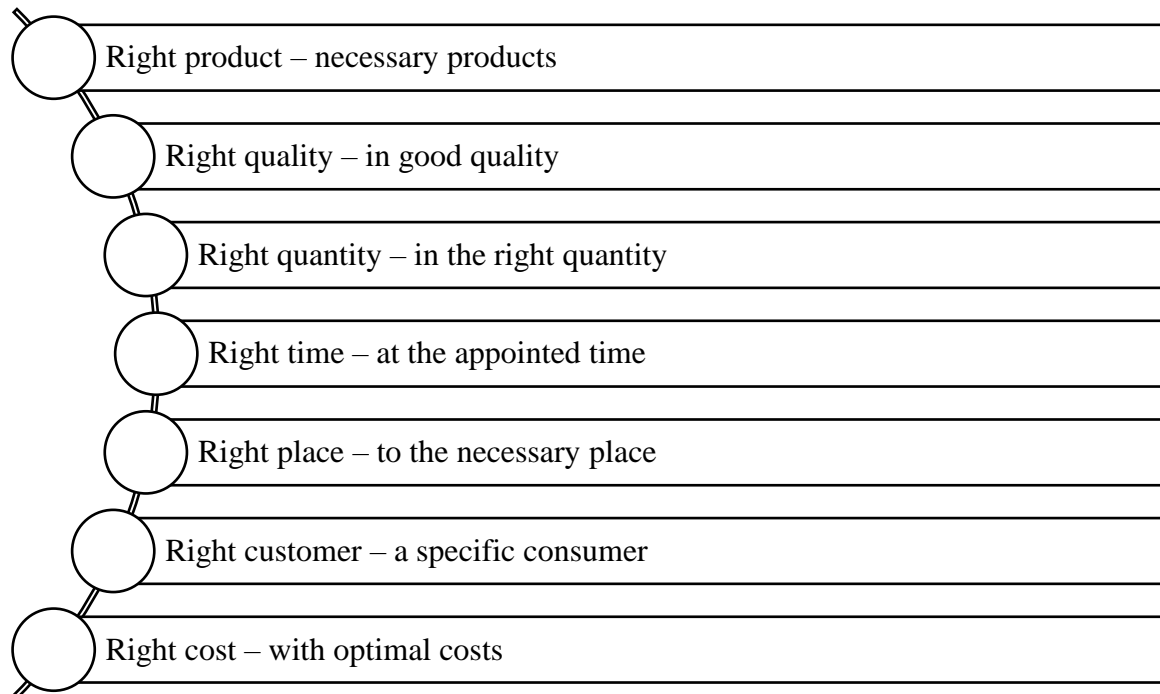


Fig. 1.3. Logistics rules – «7R»

Source: compiled by the author based on [142, p. 5].

So, the rule of “7R” (“logistics mix”) can be formulated as follows: Supply of the necessary products in the right quantity and quality at the right time to the right place of a specific consumer with optimal costs.

When solving logistics problems, companies can rely on their own efforts or engage the services of logistics providers (logistics outsourcing). The following types of logistics providers are distinguished: 1PL, 2PL, 3PL, 4PL.

1PL is a small company that operates locally or in its niche of logistics services;

2PL operates conventionally (traditionally), organizes all transportation of goods from point to point. But 2PL is only an intermediary (all contracts are concluded by the cargo owner);

3PL is the provider not only organizes, but also provides transportation itself;

4PL – 3PL and management logistics 22.

There are different types and levels of logistics business processes, which can be classified depending on the scale of the tasks being solved (Fig. 1.4).

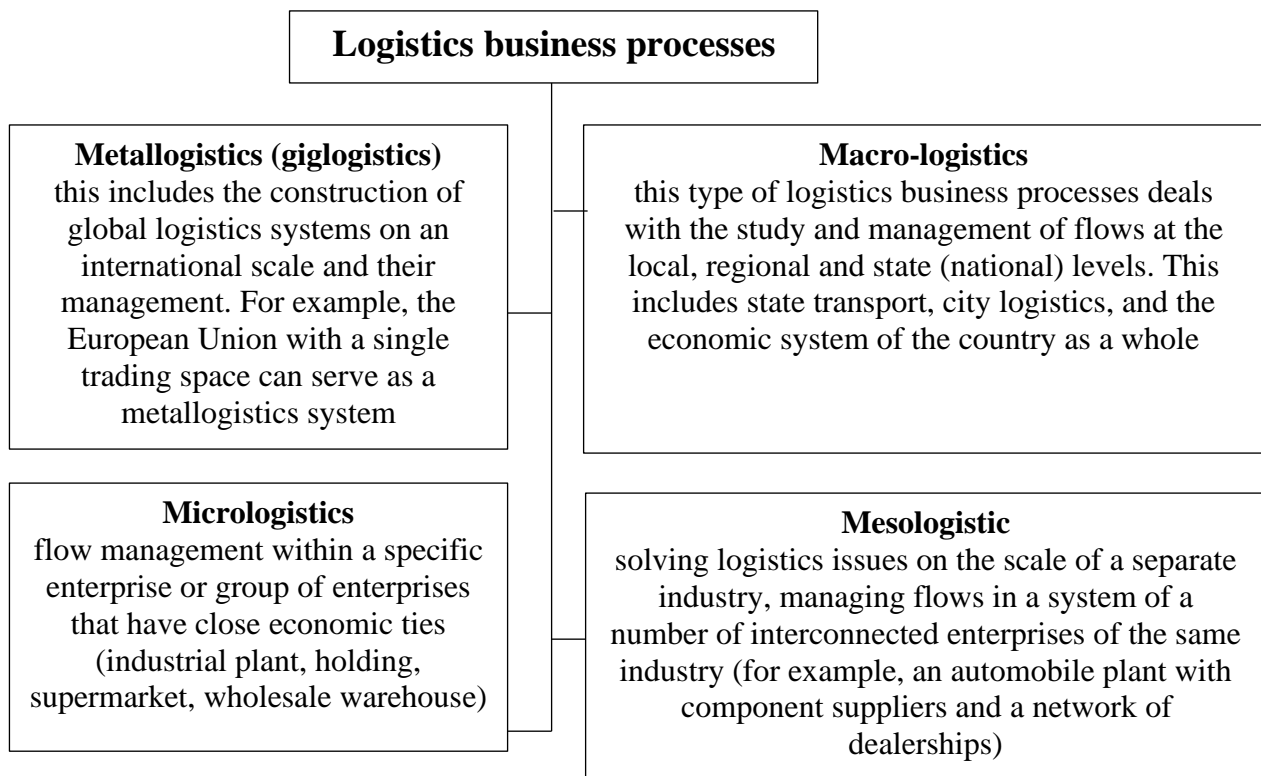


Fig. 1.4. Classification of logistics business processes

Source: compiled by the author based on [150].

The links of the logistics flow of an enterprise can be of different sizes, accordingly they can be divided into different levels [150]:

the first-order material flow – the highest level – includes the flow of goods between the company and its suppliers and customers;

the second-order – includes the flow of goods already on the territory of the company itself between its workshops;

the third-order – ensures the flow of goods within one workshop, between its sections;

the fourth-order – is already the level of one workplace.

One of the most popular classifications of logistics business processes is by functional basis. As mentioned earlier, logistics is used in a wide variety of areas of human activity. That is, it performs a different set of functions, depending on specific

goals. Accordingly, the following types of logistics, as well as its business processes, can be distinguished by functional basis (by the field of entrepreneurship) (Fig. 1.5).

procurement logistics

- Business processes include the search and evaluation of suppliers of raw materials and materials, the selection of appropriate delivery terms, the establishment of mutually beneficial, long-term and partnership relations with suppliers

production logistics

- Business processes include the organization of the movement of material resource flows in production, its effective organization, optimization and provision with materials

sales logistics (distribution logistics)

- Business processes include the management of finished products and/or inventories, the creation and development of distribution channels. Solving issues of batch size, type of packaging, shipment time, etc.

warehouse logistics

- Business processes include the organization of effective implementation of warehouse operations (loading and unloading, storage, packaging, labeling, etc.), the design and selection of warehouse space, warehouse management

inventory logistics

- Business processes include the placement of inventories, uninterrupted supply of them to consumers, search for the optimal inventory structure

transport logistics

- Business processes include the choice of the type of transport, transportation method and carrier, finding the optimal route, organizing cargo delivery at the right time and place

customs logistics

- Business processes include transporting cargo across the border, organizing import, export and transit, as well as financial, documentation, transport and other support for these operations

information logistics

- Business processes include routing information flows (in paper and electronic form) within the enterprise and exchanging data with partners in the logistics process, processing large data sets, designing communication networks and other infrastructure

financial logistics

- Business processes include the effective distribution of cash flows

trade logistics (commercial logistics)

- includes business processes for managing commodity circulation, organizing the storage of commodity inventories, and consumer service

Fig. 1.5. Classification of logistics business processes by functional basis

Source: author's own generalizations based on [116, p. 363].

When creating a business process model for an organization, the task of isolating individual business processes is faced. Various approaches are used to solve this problem (Fig. 1.6).

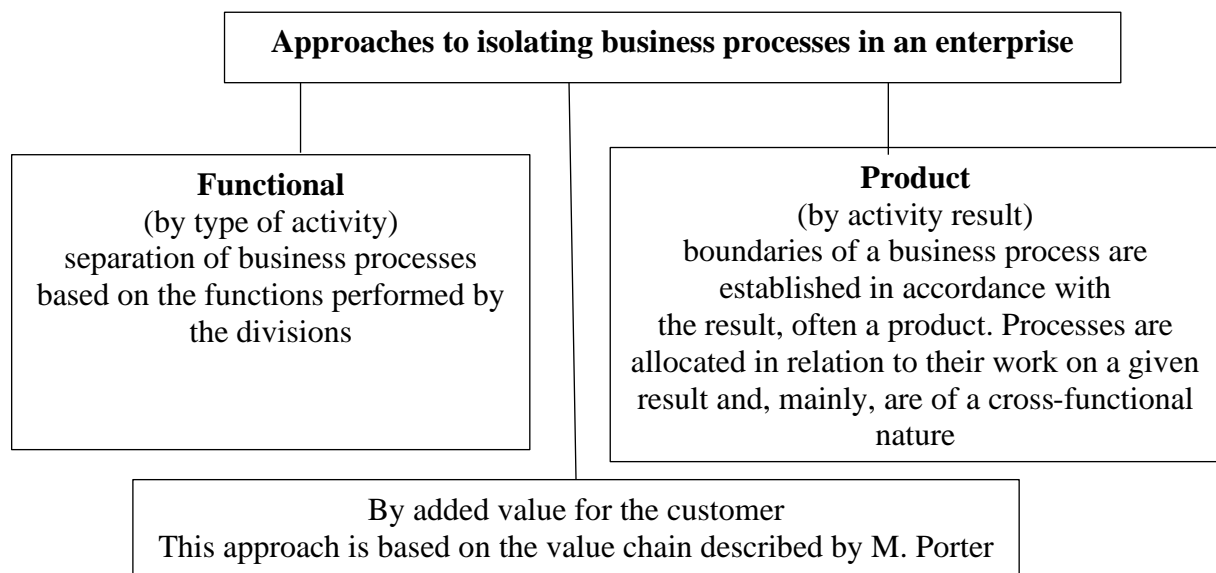


Fig. 1.6. Approaches to the allocation of business processes in the enterprise

Source: author's own generalizations based on [116].

The functional approach to business process modeling is reduced to building a technological process diagram in the form of a sequence of operations, the input and output of which reflect objects of various natures: material and information objects, used resources, organizational units. The methodology of functional modeling (data flow diagrams, structural process diagrams) is focused on displaying a sequence of functions in which it is difficult to distinguish specific process alternatives, and the scheme of interaction of objects is not visible.

The advantage of the functional approach is the clarity and comprehensibility of the presentation of business processes at different levels of abstraction, which is especially important at the stage of implementing the developed business processes in the divisions of the enterprise. The disadvantage of the functional approach is some subjectivity of detailing operations, and as a result, great complexity in the structure of business processes [116, p. 367].

When applying the product approach, it should be borne in mind that since the concept of "result" in itself is not unambiguous, this approach involves many variations on the theme. The greatest danger when applying this approach lies in defining the result, since, skillfully juggling this concept, it is not very difficult to represent each

function as a separate process, as a result of which something is produced, and then combine the resulting "processes" into an already known model "by subject".

The chain highlights the main business processes that ensure the operational cycle of production, are performed sequentially and support business processes that ensure the functioning of the business system and accompany the creation of the product throughout its life cycle. M. Porter noted that buyers do not buy the product as such, but its value for themselves, and therefore, in order for an enterprise to accurately determine its competitive advantages, it is necessary to consider the entire sequence of the process of creating this very value. In other words, the value chain is an infrastructure that shows the importance of business processes.

Thus, the customer value-added approach is the most relevant, because it allows you to distinguish business processes that are directly designed to create the results of the enterprise's activities - value for the client, as well as business processes that play a supporting role, providing the necessary infrastructure and management tools for the implementation of primary business processes, which helps in analyzing processes and optimizing them at the enterprise. There is no standard list of business processes, each enterprise develops its own list of basic business processes, since the product, as a value for the client, is unique for each enterprise. However, key business processes can be identified in each industry.

6.2 Concept and main types of transport in logistics. Main trends in the transport and logistics industry

In general, transport is one of the key elements of the economy, business services and logistics. In this regard, there are important grounds for studying this issue as a key aspect of socio-economic relations in society. Transport has a great impact on micro- and macro-processes of economic activity. The market for motor transport services in our country is particularly active and dynamically developing. The main criteria for the initial choice of carriers are the cost of transportation, reliability of delivery times, and safety of cargo during transportation.

Transport logistics primarily solves the problem of strengthening the coordination of actions of direct participants in the transport process [135, p. 97]

Today, about 50% of all logistics costs fall on transport operations. Therefore, it is important to build a process that allows you to reduce transportation costs as much as possible, increasing the speed of delivery, and also minimizing damage to cargo during transportation (Fig. 2.1).

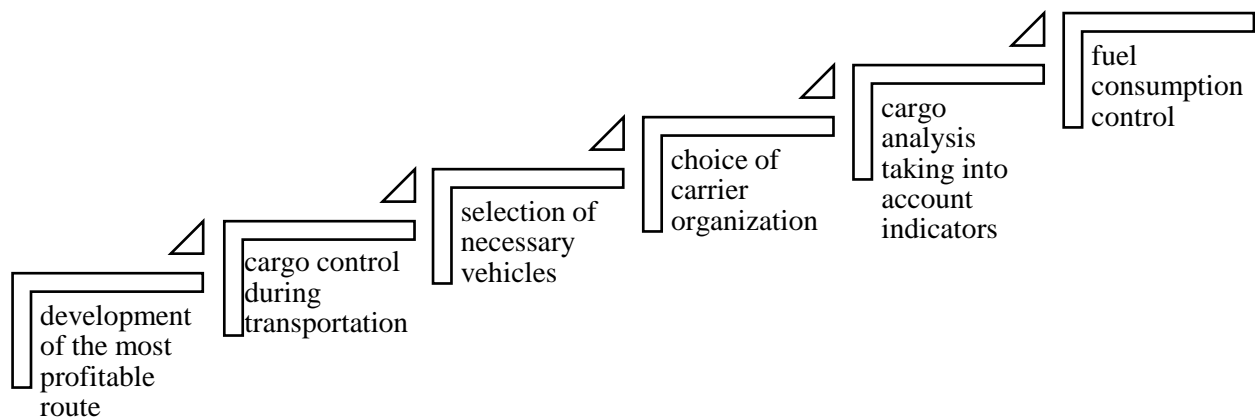


Fig. 2.1. The main tasks solved by transport logistics

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

The functions of transport logistics encompass a set of actions aimed at ensuring the efficient and economical movement of goods from the manufacturer to the end consumer. They are aimed at reducing costs and increasing the speed and reliability of transportation, which is critically important for meeting customer needs and increasing the company's competitiveness (Fig. 2.2).

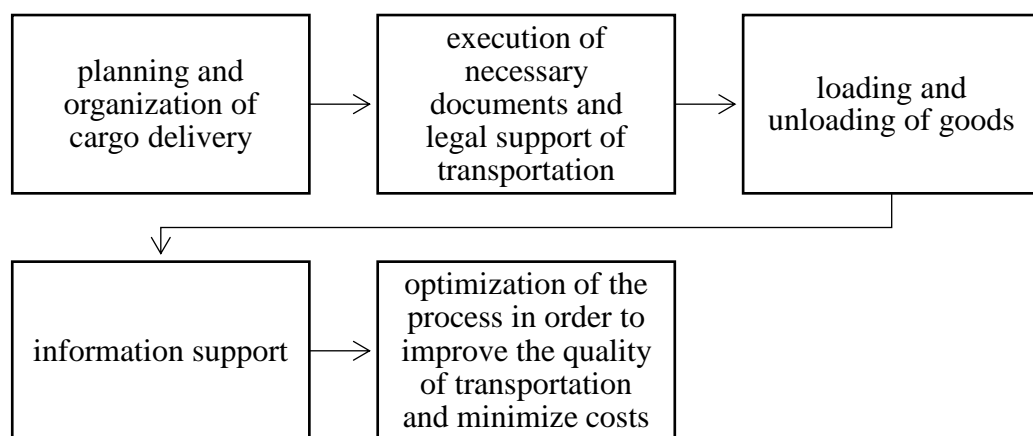


Fig. 2.2. The process of planning and organizing cargo delivery

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

Transport is a key element of the logistics system, ensuring timely and efficient movement of goods and raw materials between different points. Today, the transport and logistics industry is rapidly developing under the influence of new technologies and market needs, where the main trends are digitalization, automation, sustainable use of resources and the implementation of environmental solutions.

Table 2.1. Advantages and disadvantages of different modes of transport

Type of transport	Advantages	Disadvantages
Road transport	<ul style="list-style-type: none"> ➤ High maneuverability, less stringent requirements for product packaging. ➤ Cargo can be delivered "door to door" with the necessary degree of urgency. ➤ Ensures regularity of supply, as well as the possibility of supplying in small batches 	<ul style="list-style-type: none"> ➤ Relatively high cost of transportation, which is usually charged based on the maximum carrying capacity of the vehicle. <ul style="list-style-type: none"> ➤ Urgency of unloading. ➤ Possibility of cargo theft and vehicle theft. ➤ Relatively low carrying capacity.
Railway transport	<ul style="list-style-type: none"> ➤ Relatively low cost of cargo transportation, availability of discounts. ➤ Possibility of cargo transportation in any weather conditions. ➤ Provides relatively fast delivery of cargo over long distances. ➤ Regular transportation 	<ul style="list-style-type: none"> ➤ Limited number of carriers. ➤ Low possibility of delivery to points of consumption, i.e. in the absence of access tracks, rail transport must be supplemented by road transport
Sea transport	Low freight rates and high carrying capacity	<ul style="list-style-type: none"> ➤ Low speed. ➤ Strict requirements for packaging and securing of cargo. ➤ Low frequency of shipments. ➤ Significantly depends on weather and navigation conditions. ➤ Requires the creation of complex port infrastructure.
Inland waterway transport	<ul style="list-style-type: none"> ➤ Low freight rates: when transporting goods weighing more than 100 tons over a distance of more than 250 km. ➤ The cheapest 	<ul style="list-style-type: none"> ➤ Low delivery speed ➤ Low geographical accessibility (due to restrictions imposed by the configuration of waterways)
Air transport	<ul style="list-style-type: none"> ➤ Highest speed. ➤ Ability to reach remote areas. ➤ High cargo safety 	<ul style="list-style-type: none"> ➤ High freight rates. ➤ Dependence on weather conditions, which reduces the reliability of adhering to the delivery schedule
Pipeline transport	<ul style="list-style-type: none"> ➤ Low cost with high throughput. ➤ High degree of cargo safety 	<ul style="list-style-type: none"> ➤ Narrow range of cargoes to be transported (liquids, gases, emulsions)

Source: Compiled by the author based on [111, 116, 121].

The basis for choosing the type of transport optimal for a particular transportation is information about the characteristic features of different types of transport. The main advantages and disadvantages of road, rail, water and air transport, significant from the point of view of logistics, are presented in Table. 2.1.

Market analysis of services provided by various types of transport to cargo owners allows us to establish not only the potential of these services and their quality indicators, but also to compare and evaluate possible transport service options in modern market conditions of the economy. It is important to keep in mind that the choice of the best transport service options is made by cargo owners.

The following main criteria for choosing a form of transport service are distinguished: reliability of delivery time, transportation costs, total delivery time, the carrier's willingness to change the tariff, its financial stability, technical readiness of rolling stock, availability of additional cargo handling equipment, availability of additional services for picking and delivery, cargo safety, forwarding, personnel qualifications, monitoring, the carrier's willingness to change the service, flexibility of routes, ordering procedure, quality of organization of transport service sales, special equipment.

The size of these indicators is different for each type of transport. It largely depends on the capacity and structure of the cargo flow, the distance of transportation, the type of cargo, the size of the shipment, the type of rolling stock, the ratio of cargo and empty runs, the material and technical base of transport enterprises, etc.

Therefore, when choosing a transport service option, it is first necessary to study information about the characteristic features of different types of transport. Then the cargo owner chooses a type of transport or their combination, taking into account the following factors: conditions for the supply of goods; cargo characteristics; number of cargo batches; transportation distance; cargo delivery times; proximity of the cargo destination to railways, highways, sea or river ports, cargo airports; the need to protect the cargo in transit; the ability to control the location of the cargo along its route.

The last mile component is one of the key options for the development of the logistics industry, accordingly, the active development of additional services and the construction of supporting processes continues.

New opportunities are emerging for all parties – products are being created for the client that allow combining delivery services in a specific interval, receiving different types of goods with variability in payment, delivery methods, receiving notifications about delivery and arrival of the courier, and for online stores, customers of the service – differentiation of methods of preparation and movement of cargo, from turnkey fulfillment to direct delivery of individual orders from the seller to the buyer. Among the many opportunities for the development of technologies, it is worth highlighting several key trends [148].

Key trends in technology development in logistics	Resources
	Communications
	Processing Automation
	Flexibility and Support for Different Products
	Eco-Friendly Delivery Methods
	Providing Comprehensive Services from Logistics Companies
	Mobile Robots (AMR) in Warehouses
	Accelerating Last Mile Delivery
	Artificial Intelligence, Smart Logistics

Fig. 2.3. Key trends in technology development in logistics

Source: Compiled by the author based on [148].

The delivery services market is affected by seasonality, which requires flexibility in personnel management. Accordingly, standard methods of recruiting personnel, outsourcing are not effective enough during short seasonal peaks, individual overloaded time slots of the working day. Servicing additional volume of orders can be implemented through a crowd platform, which allows you to give a share of simple operations to third-party crowd performers who do not require constant presence in the staff, but are effective in maintaining delivery times to customers, and these can be both crowd couriers and warehouse employees.

The standard practice of voice contact with the client has long been a thing of the past, but replacing it with one updated tool, chat bot or messenger, does not give a sufficient effect. The application of the cascading principle of communication, the consistent use of all options from robocall to operator connection, the development of artificial intelligence will allow to ensure contact with all types of audience, to notify about the arrival of cargo at the point of order delivery or the arrival of a courier.

The growth of cargo volume, processing costs require the modernization of warehouses, therefore the installation of sorting lines, robotization of various types is a prerequisite for reducing the time between receipt, cargo processing and subsequent dispatch of a courier for delivery.

Most logistics partners have different groups of orders that require variability in service, so it is important for logistics operators to support both "Fast delivery" orders, with short service intervals, the use of hyperlocal delivery in small macrozones around order pick-up points, involving foot couriers, bicycle couriers, and large-sized orders for LTL tasks, marketplaces, furniture, involving large-tonnage transport, the availability of loading and unloading operations, etc.

The number of consumers concerned about the environmental friendliness of cargo delivery is rapidly growing around the world. In this regard, there is an increase in the number of companies that seek to reduce the "carbon footprint" of their activities, use electric vehicles, electric aircraft or boards with reduced emissions into the atmosphere, biodegradable packaging, etc. This has practically no effect on the speed and quality of cargo delivery, but has a positive effect on the image of transport companies.

5PL logistics is a progressive service system that uses the capabilities of the global information and technology space. 5PL providers are aggregators that implement the entire chain of delivery and cargo management using Internet technologies and offer the ability to choose a tariff and delivery method. 5PL is an innovative IT product that allows you to build delivery routes as profitably as possible. This approach makes logistics more advanced. This is the format of the near future.

For example, the European Union is already investing in the creation of a single logistics space.

The use of autonomous mobile robots for real-time route planning with space analysis and obstacle avoidance has been very relevant recently. Such robots, when properly configured, guarantee that all cargo within the warehouse is moved from point A to point B in the shortest possible time, completely eliminating collisions and "traffic jams".

The "last mile" in logistics is the final stage of delivering an order to the end customer. Recently, companies have been making every effort to accelerate and optimize this stage. At the same time, the demand for express delivery "day to day" is actively increasing - often customers are even willing to pay more to receive their order as soon as possible. That is why companies today pay special attention to accelerating last-mile delivery.

Managing significant volumes of cargo flows and resources requires minimizing risks in the decision-making process for building transport schemes, warehouse processes and last-mile delivery, so the future of the industry lies in the ability to calculate trends, model development, and manage a variety of linear operations using artificial intelligence. Accordingly, large last-mile operators are transforming into logistics IT companies, which allows them to effectively support all of the above-mentioned development blocks and find new ways and means of organizing production.

Making accurate forecasts for the development of transport logistics in Ukraine in the near future is quite difficult, given the geopolitical situation in the world and economic difficulties. Ukrainian logistics in 2025 will continue to struggle with the challenges caused by the war, but at the same time the use of technological solutions will increase. Thus, companies will work on automating and optimizing logistics processes using artificial intelligence and machine learning for route planning, demand forecasting and inventory optimization. Another trend will be the integration of digital technologies to increase transparency and security, as well as promoting Ukraine as an accession to the European Union. Ukrainian companies are trying to enter international

markets and use the advantages of their location to increase exports and attract foreign investment.

One way or another, high-quality and fast freight transportation has always been and will be needed at all times. This means that the field of transport logistics will continue to develop despite everything. And those companies that develop competently with the use of modern technologies will always remain at the forefront.

6.3 Supply chain management system in the enterprise

Supply Chain Management (SCM) system at the enterprise is a comprehensive approach that ensures effective management of all stages of the movement of goods from the supplier of raw materials to the end consumer. This system includes the integration and optimization of the processes of procurement, production, transportation, storage and sale of products, which helps to reduce costs, increase productivity and improve customer service. The term "supply chain management" originated in the 80s, but there is still no exact understanding of its content. Some consider it with integrated logistics, others consider logistics as part of the supply chain management process.

The main factors for ensuring competitiveness and profitability of activities today are not optimization of the main functions of enterprise management, but the study and consideration of the entire value chain, all its inter-organizational sections and the points of connection of various stages of the value chain. In this regard, the application of the concept of supply chain management has become widespread as one of the tools for increasing competitiveness.

From the above definitions, according to the authors, supply chain management should be understood as a process that combines the main business processes both within the company and between partner companies participating in flow processes, starting from suppliers of raw materials and ending with the end consumer.

Having studied the concepts of logistics and supply chain management, let's find out what their difference is and present them in the form of Table. 3.1.

Table 3.1. Distinctive features of logistics and supply chain management

Basis for comparison	Logistics	Supply Chain Management
Subject of research	Formation and implementation of flows within, local nodes of the supply chain	Management of deliveries between its elements along the entire value chain
Organizations involved in the work	Applied in a single organization, because there is no need to interact with other companies	Interaction with several companies daily (suppliers, consumers, etc.)
Goals and objectives	Maximum customer satisfaction	Ensuring competitiveness and comparative advantages for the enterprise
Direction of activity	Aimed at managing material flows	Controls the entire process of product movement from creation to delivery to the consumer

Source: compiled by the author based on [143].

From Table 3.2, we can conclude that supply chain management is the largest concept that includes logistics. SCM covers the entire cycle of raw material procurement, production and distribution of goods. There are six main indicators that SCM is aimed at: production, supply, location, inventory, transportation and information. As part of SCM systems, they usually form two large blocks, such as [120, p. 265]:

- supply chain planning (SCP) – drawing up an operational plan, determining the order portfolio and range of manufactured products that will allow moving in a given tactical and strategic direction, determining detailed steps in terms of terms and resources, taking into account the risk factor and uncertainty situations, diagnosing the execution of operations;

- supply chain execution (SCE) – monitoring and controlling the execution of logistics operations.

SCM class systems automate these processes, which leads to a reduction in costs for supply, production, delivery of finished products, service and communication information from the submission of an application to the consumer, that is, to the full fulfillment of all client requirements. These systems serve for automated management of all stages of supply, production and turnover of the enterprise, the SCM system is based on six main areas of enterprise development (Fig. 3.1).

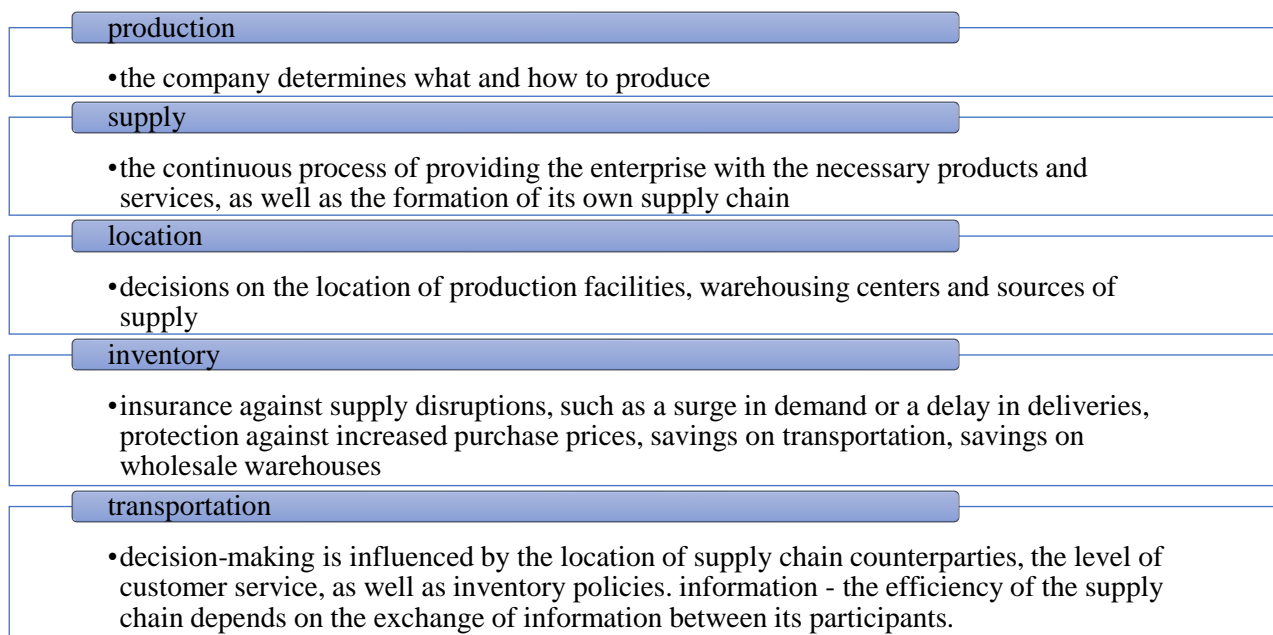


Fig. 3.1. The main areas of enterprise development for the functioning of the SCM system

Source: compiled by the author based on [127].

With proper and effective transportation management, supply costs are reduced. And this is about 30% of total supply costs. More than 70% of errors in the distribution of goods are directly related to delays in product delivery.

Regarding supply chain management, a systematic approach is implemented in the SCOR model. The classic SCOR model is based on five key processes: planning, sourcing, production, delivery, return [135]. The SCOR model (Supply Chain Operations Reference Model) was created by the International Organization "Supply Chain Council" for the purpose of more effective analysis, planning and design of supply chains. It translates as "Recommended Model of Operations in Supply Chains". This model provides a classification of supply chain management processes with their brief description, key performance indicators (KPI), data sets and previous experience.

The current trend of the SCOR model is based on 7 processes: planning, sourcing, production, delivery, return, transportation and provisioning, which are analyzed and then actions are planned to optimize them. The SCOR model allows you to model typical processes within the supply chain, evaluate their effectiveness using established criteria, determine the relationship between participants and determine the

terms of cooperation [118, 129]. By using the SCOR model, you can link strategic business goals to performance indicators of individual management processes in the supply chain.

Table 3.2. Basic blocks of a supply chain management system

Subsystem (block)		Functions and tools
SCP (Supply Chain Planning)	Supply Chain Planning	Advanced planning and calendar generation
		Joint development of forecasts
		Strategic planning of the supply chain structure: drawing up plans for the entire supply network, forecasting models of various production situations, assessing the quality of operations, controlling indicators and achieving goals
CE (Supply Chain)	Supply Chain Planning	Transportation Management Systems (TMS) - forming an optimal cargo transportation plan; preparing an adequate economic mode of loading transport; tracking cargo in transit
		Warehousing Management Systems (WMS) - monitoring warehouse occupancy, determining cargo sorting schemes, their packaging and warehousing, assessing the state of inventory in real time
		Order Management Systems (OMS) - forming a buyer's order taking into account individual specifics, evaluating options and offering alternatives

Джерело: сформовано на основі [114].

The multi-approach approach includes six components: greenfield investment analysis, network minimization method, simulation modeling, risk analysis, network minimization based on simulation modeling, and what-if analysis, with the last four components being implemented exclusively by simulation modeling [116].

Supply chain management systems are used in organizations to manage all stages of the organization's supply and their automation, as well as to control the entire process of goods movement, which involves the allocation of SCP and SCE blocks (Table 3.2). In reality, effective supply chain management requires the simultaneous use of various concepts, methods and modeling tools (Table 3.3).

Table 3.3. Modern concepts, methods and tools of supply chain management

Model, method, concept	Characteristics
Efficient Consumer Response (ECR)	A model for improving customer service through collaboration between retailers, wholesalers and manufacturers
Vendor Managed Inventory (VMI)	A method in which the supplier of materials is responsible for maintaining the required volume of inventory at the consumer
Continuous Replenishment Planning (CRP)	A concept for maintaining a continuous flow of goods between the supplier and trading partners
Forecasting methods	Supply forecasting using various models: trends, the least squares method, interval forecast
Select Vendors	Choosing the optimal supplier based on certain criteria: reliability, delivery times, price, quality and risks
Game Theory	A tool for modeling consumer behavior and reaction under conditions of demand uncertainty
Make or Buy model	Solving the problem of the feasibility of transferring individual operations to an external organization in order to optimize costs
Queuing systems models, Markov stochastic processes, simulation models	Establishing the relationship between the trading format and flow parameters; assessing the intensity of the flow of buyers; determining the optimal number of service channels; assessing the probability of the system state; calculating the system's throughput; planning the frequency and sequence of deliveries
Just-in-time model (JIT)	Attracting the necessary resources and providing services "just in time" under the condition of optimal costs
ABC method (ABC analysis ABC-costing)	Functional-cost management; ranking of types of resources by degree of importance
CRM concept (Customer Relations Management)	Based on the use of advanced management and information technologies by building an information base of buyers
Situation analysis	Situational analysis and assessment of possible flow options
QR concept (Quick Response)	Rapid response to changes in supply conditions thanks to monitoring technologies, e-commerce and document management
TQM concept (Total Quality Management)	Comprehensive targeted and coordinated application of quality management systems and methods with rational use of technical capabilities at all levels
SCOR models	Integration of reengineering and improvement of business processes. Allows you to build strategic and operational management of material flows, including coordination of actions with services that coordinate processes in supply, production and sales both at the enterprise and its partners
Inventory Management Models	Determination of the size of the stock based on accounting for the interval between orders and the volume of the batch being ordered

Source: compiled by the author based on [115].

Analytical methods are used to find approximate solutions based on minimal input information. The main application of the methods is to create an exemplary result in a short time, which can be used as simplified analytical data for a simulation model. Analytical methods use various formulas, equations, and appropriate techniques to achieve quick results. However, taking into account all the assumptions and generalizations of most details, it turns out that the resulting analytical models are created under ideal conditions and cannot be applied without errors. The simulation modeling method allows you to consider all the details and specifics of each element of the supply chain. Using this method, you can not only visualize the network of operations, but also consider each process from the inside. Simulation modeling allows you to take into account much more details than analytical methods. However, to meet all the requirements for modern supply chain management, the simulation model must be quite cumbersome.

Given the trend towards widespread digitalization and innovation, we note that a technological breakthrough in logistics is the use of blockchain technology, which ensures the creation of a transparent system of interaction between all market participants. The participants of the supply chain, during the movement of the product, are the supplier, manufacturer, distributor, retailer, and, finally, the consumer. Each of the participants adds the characteristics of the product (information about the current status of the product) to its profile in the blockchain. Each product is assigned a unique digital code and is recorded in a profile that contains information entered at different stages of the product life cycle [126, p. 176]. A digital code is a unique cryptographic identifier that links a physical product to its virtual copy in the blockchain network. Digital profiles of supply chain participants obtained during registration on the network contain information: a description of the participant, his location, certificates and the type of products with which the participant works. The confidentiality of data in the profile is established for each participant in the supply chain, also, a participant can be completely anonymous if he has a certificate confirming the reliability of his activities [130]. The e-ECD project (European electronic certificate of cleaning) is another direction of the digitalization of logistics tools, market globalization, technical progress

and increasing requirements for the quality of container cleaning. In the specified project, cooperation is carried out between all parties involved in the tank cleaning process (including cargo owners, logistics service providers and cleaning stations). Reducing the number of blacklists of unscrupulous carriers will allow to increase the availability of logistics assets, which will reduce costs and increase efficiency. The availability of data and the high level of trust in the information of the eECD certificate opens up opportunities for a selective control process, in which companies with a positive reputation and complete data can benefit from access to fast lanes [136].

Another example of the digitalization of sustainable logistics is the independent Cargo Stream platform, which works as a logistics aggregator and provides horizontal connection of supply chains between shippers by combining and coordinating their transport needs. This platform helps shippers reduce transportation distances by optimizing delivery routes, increase the efficiency of loading rolling stock by combining and accumulating shipments, and expand the possibilities of using multimodal transportation.

Within the framework of digitalization of sustainable logistics, enterprises have to significantly restructure the existing internal production system and their functions. It is necessary to carry out the so-called “green” logistics reengineering, which has a major impact on the company’s supply chains. “Green” supply chains are no longer exclusively an environmental issue, they increase the efficiency of business processes and reduce costs. This is expressed, for example, in the fact that it has become possible to reduce disposal costs by creating a program for the use of reusable containers when working with suppliers, to implement so-called “zero waste” initiatives, which allows saving various types of raw materials, materials, fuel and other types of resources. The first place in the list of “green” initiatives in supply chain management is taken by increasing the efficiency of transportation, logistics operations, the system for selecting raw materials and packaging materials. However, despite the significant potential for successful activities, in Ukraine, most supply chain management managers still do not pay attention to the use of environmental technologies in their activities [144, p. 221].

Thus, the modern development of the economy, its globalization and digitalization, and the expansion of trade relations lead to the need to create new approaches to the development of supply chains, the use of modern multi-approach methods of analytical and simulation modeling and digital tools in logistics. It is necessary to select, apply and adapt more advanced methods for both supply chain planning and their implementation and tracking in real time.

6.4 Modern approaches to optimizing the logistics activities of an enterprise

Logistics plays a key role in ensuring the effective functioning of modern enterprises. In the world of globalization, rapid technological development and increasing competition, effective logistics has become not only a management tool, but also an important strategic asset. Optimization of logistics processes helps to reduce costs, increase delivery speed, minimize risks and, ultimately, ensure competitive advantages.

Today, enterprises are implementing innovative approaches to logistics management, in particular, digitalization, process automation, the use of Big Data and the application of artificial intelligence. At the same time, more and more attention is paid to the environmental component of logistics, which is becoming part of the concept of sustainable development.

In modern market conditions, it is difficult to imagine the successful functioning of companies without an effectively working logistics system. It is known that the competitiveness of an enterprise directly depends on the organization and management of logistics. Possession of knowledge and skills in this area can help an enterprise become a market leader.

Considering logistics systems and their work, it is necessary to focus on the functions of logistics (Fig. 4.1). All actions and processes in logistics are aimed at optimizing the movement of material flows, and the functions of logistics have the same goal.

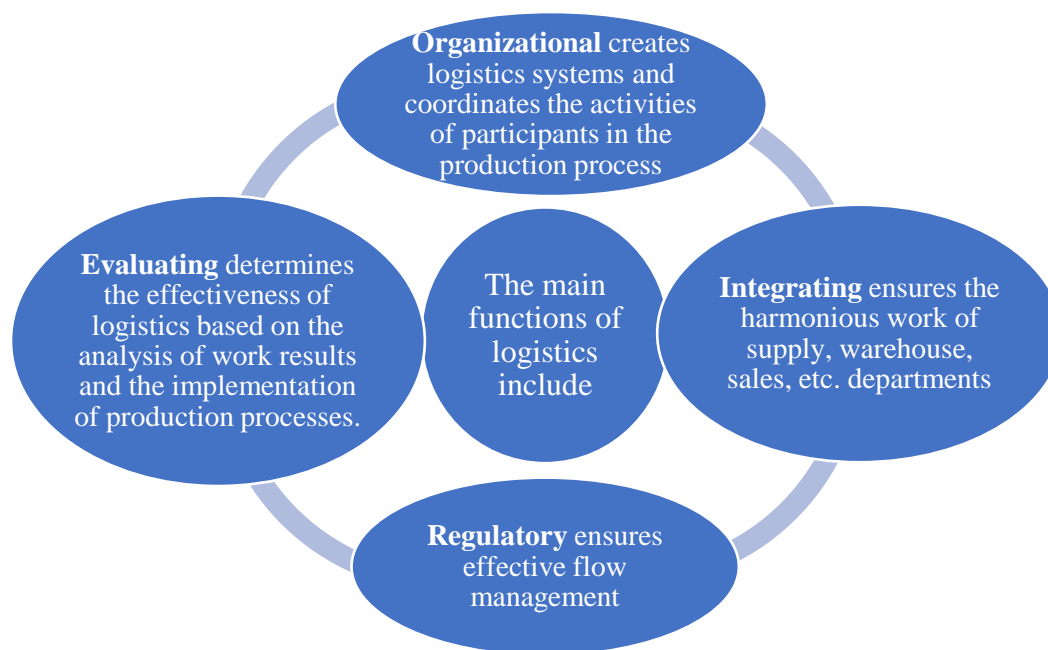


Fig. 4.1. Logistics functions

Source: systematized by the author based on [121, 124].

At each level of channel distribution, a certain set of logistics functions is performed. For example, at the operational level, these functions are aimed at managing the movement of resources from supply to production and further distribution. In the supply sector, these functions are focused on managing the movement of resources from the supplier to the enterprise or directly to production. In the production process, functions manage the movement of raw materials between production stages and manage the flow of finished products.

Practice shows that the development of logistics systems at enterprises is at different stages and levels of maturity. The introduction of logistics into economic activity and its further improvement requires considerable time. Therefore, the study of logistics activities and its features is important, especially since this area is still being formed in Ukraine. Many managers do not have a clear idea of the role of logistics in the structure of the enterprise.

At many enterprises, logistics is not structured, and certain departments are responsible only for a narrow range of tasks or processes. Often, enterprises do not have a clearly developed and implemented logistics strategy, which requires in-depth analysis and research of this issue.

Since transportation costs, warehousing costs and the cost of logistics services are key components of the selling price of products, enterprises strive to reduce the time of delivery of products to consumers with minimal costs. An effective logistics management and monitoring system, as well as modern IT technologies for tracking the movement of goods, ensure the minimization of logistics costs [120].

Companies that have logistics departments at their enterprises should evaluate the effectiveness of their activities. This assessment is carried out through a feedback loop, which includes tasks for management departments, decision-making in the logistics department, the implementation of these decisions and the assessment of the results of the activities of management departments.

It is important to note that domestic and foreign scientists still do not have a consistent definition of the concept of "logistics system". This is due to the variety of directions and methodological approaches used by modern researchers [144].

The logistics system is a complex organizationally complete (structured) economic system, which consists of interconnected elements-links in a single process of managing material, information and financial flows. Its goal is to achieve the set goals and adapt to internal and external influences by optimizing flow processes [114].

The functioning of the production system of an enterprise can be characterized as a constantly repeating process, therefore logistics management should also be considered as a closed management cycle that is constantly repeating. As a cyclical process, the logistics mechanism should be considered from the standpoint of structural, systemic and functional approaches that are interconnected.

The logistics system is a set of processes that cover the entire chain of activities of the enterprise in the "supplier-producer-consumer" system, including production using the necessary resources, as well as planning and management of this entire process [119].

The logistics system of the enterprise plays a key role in optimizing information, material and financial flows, combining them into a single system of interaction. The use of logistics approaches in making management decisions allows you to speed up

document flow, reduce the time for the production process and product delivery, as well as reduce costs by saving on transportation, storage and sale of finished products.

The main areas of assessment include the optimization of logistics costs and the determination of complex indicators that include quality criteria and costs. Although these methods allow for a systematic analysis, their disadvantage is the need to develop standards for assessment, which can slow down the response to changes in the external environment.

Improving the methodology for assessing the effectiveness of the logistics system, especially at motor transport enterprises, is an urgent task [126]. It includes taking into account the specifics of logistics systems at such enterprises, using an integrated approach to assessing their functioning, determining the efficiency indicators of individual logistics processes, and clarifying the criteria that affect the overall efficiency of the logistics system. The main indicators for assessing the effectiveness of the enterprise's logistics system include (Fig. 4.2).

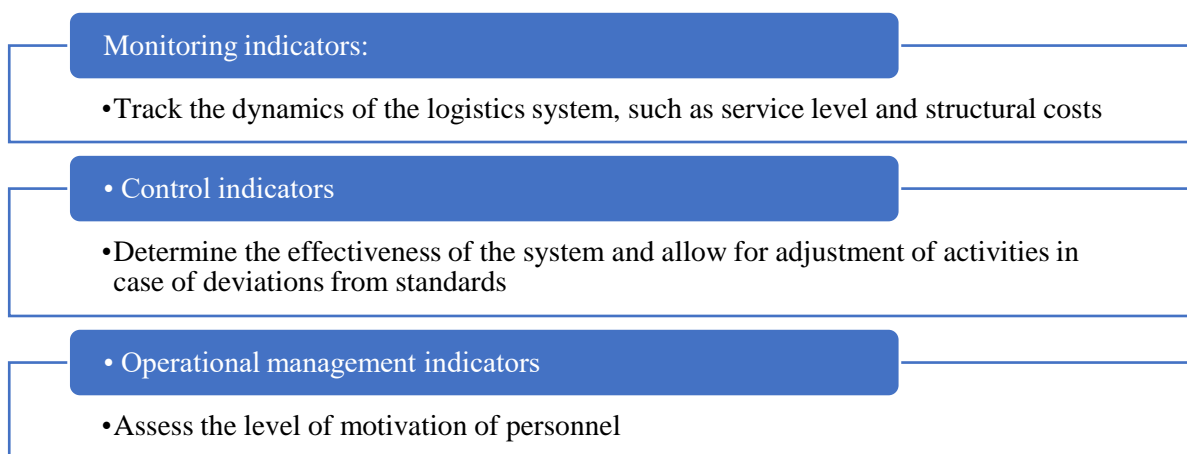


Fig. 4.2. The main indicators for assessing the effectiveness of the enterprise's logistics system

Source: systematized by the author based on [115, 117].

It is also important to pay attention to logistics assets, such as inventory turnover, investment payback period, size and capacity of warehouses, throughput, volume of finished products, etc. These indicators reflect the efficiency, productivity, reliability and flexibility of the logistics system.

When considering assessment methodologies, it is worth applying the Balanced Scorecard (BSC) method for a comprehensive analysis of the logistics system of the enterprise. This method allows you to assess the degree of achievement of goals, the efficiency of logistics flows and the work of the logistics unit, as well as individual employees participating in the logistics system, using key performance indicators.

The use of the BSC method in the field of logistics of the enterprise should cover:

- The level of implementation of the logistics strategy.
- Assessment of logistics activities by shareholders and company managers.
- Assessment of logistics of the enterprise by internal employees and customers.
- Ways to optimize the functioning of the logistics system through innovations or employee training.

The development and implementation of the BSC system should be entrusted to a project team consisting of logistics department specialists, heads of other departments and consultants. The Balanced Scorecard (BSC) system for the logistics department is divided into two types of indicators: indicators for evaluating interaction with external market participants and indicators for evaluating the internal work of the enterprise [126].

The work of the project team is aimed at creating an optimal set of key indicators for a particular enterprise. After that, the team continues to improve and configure the BSC system, determining the sequence in which it will be implemented. It is also necessary to develop a plan for informing employees about the new strategy and ensuring staff motivation to prevent a negative reaction to changes.

During the implementation of the system, there may be a need for detailed work on the enterprise's strategic plan to determine the necessary indicators for assessing logistics efficiency. In the current conditions, several main directions of logistics development can be identified ((Fig. 4.3).

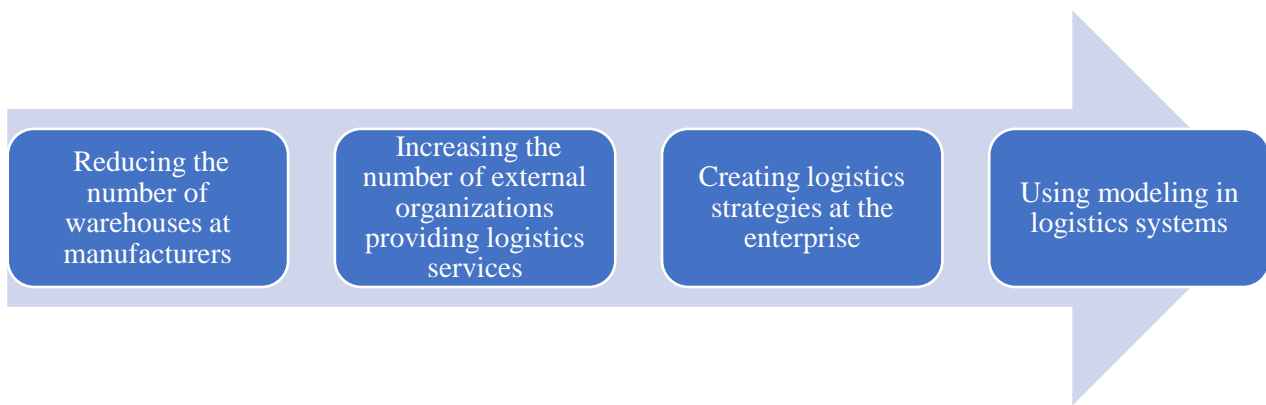


Fig. 4.3. Main directions of logistics development

Source: systematized by the author based on [128].

Realities force managers to focus on strategic planning, especially in conditions of uncertainty about future changes in external factors, which involves the development of a logistics strategy. The development of strategic alternatives for improving the logistics system of an enterprise largely depends on the ability to predict the reactions of competitors. Since the goals of the enterprise may change, the management of the logistics potential must be continuous and take into account all the resources of the enterprise. The experience and knowledge of managers are decisive factors for the effective management of the logistics system [129].

Only new approaches to the organization of management can provide long-term advantages and a significant advantage over competitors. The introduction of strategic management methods will allow for the formation of effective solutions in the field of logistics based on strategic analysis.

Optimization of logistics processes allows you to minimize costs and risks, reduce costs and improve the quality of work. After optimizing logistics processes, you can expect an acceleration of solving typical problems, reducing production costs, increasing production speed and improving product quality. Optimization of logistics processes frees up time and resources to solve strategic issues. The basic principles of optimization include (Fig. 4.4).

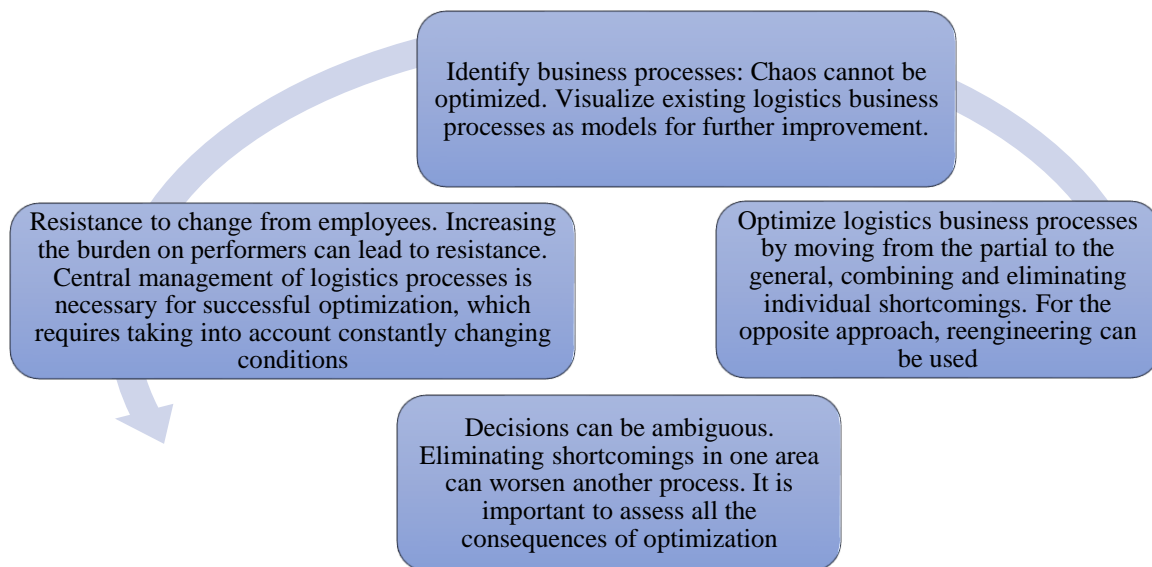


Fig. 4.4. Basic principles of logistics process optimization

Source: systematized by the author based on [146].

Optimization of logistics systems requires predicting the interaction between the design of logistics operations, enterprise activities and information technologies. The main optimization tasks include control, assessment and reduction of costs. The development of logistics as a scientific discipline should provide an optimal level of logistics service, which guarantees compliance with modern market requirements for service quality.

Modern approaches to optimizing the logistics activities of enterprises open up wide opportunities for increasing business efficiency, reducing costs and ensuring competitive advantages. Digitalization, automation, the use of Big Data, artificial intelligence and Internet of Things technologies create the prerequisites for the implementation of innovative solutions that allow for a prompt response to market challenges and ensure flexibility of logistics processes. Particular attention is paid to the environmental component of logistics, which is becoming an important element of the sustainable development of enterprises. Outsourcing of logistics services and adaptability of supply chains allow enterprises to focus on their core competencies and at the same time provide a high-quality level of customer service. Thus, the integration of innovative approaches into logistics activities is not only a necessity, but also a strategic tool that forms the basis for the long-term success of the enterprise.

6.5 Diagnostics of the logistics business process management system at a transport enterprise

Diagnostics of the logistics business process management system at a transport enterprise involves evaluating its efficiency, reliability, and ability to achieve operational and strategic objectives. First, the objectives of the diagnostics are defined: cost optimization, delivery time improvement, increasing operational reliability, enhancing customer satisfaction, and ensuring compliance with standards. Next, data on processes is collected: transportation data (fleet utilization, schedules, fuel consumption), warehousing data (inventory levels, storage costs), key performance indicators (delivery accuracy, order fulfillment), and the effectiveness of technologies (logistics software, tracking systems).

Key aspects of the system are analyzed: transportation management (route planning, fleet condition, driver management), supply chain coordination (integration with suppliers and partners, responsiveness to changes), warehouse logistics (layout planning, picking and shipping processes, inventory accuracy), and cost efficiency (cost drivers, route profitability, industry benchmark comparisons). Management tools such as TMS, WMS, GPS, and analytics platforms are evaluated. Bottlenecks are identified: inefficient route planning, inventory management issues, delays due to communication gaps.

Results are compared against benchmarks: cost per kilometer, delivery time, warehouse cycle, and environmental compliance. Feedback is gathered from employees, drivers, and customers to identify practical challenges. Based on the findings, recommendations are developed: implementing route optimization software, modernizing the fleet, automating warehouses, and improving staff training. A monitoring system is established to track improvements using dashboards, periodic audits, and strategy adjustments. A diagnostic report is prepared with results, detailed analysis, data visualization, and an implementation roadmap.

For example, a diagnostics of the business process management system in the logistics of the transport company Stellar LLC was carried out, which successfully and

progressively develops its professional activity in the transportation of goods by freight and specialized vehicles. Its main principle is to provide transport services at the highest professional level. Taking into account the needs of customers, the company does everything to ensure that they can minimize the costs of freight transportation. In other words, mutual benefit and high quality of services are the main tasks of Stellar LLC. The company specializes in the following types of freight transportation (Fig. 5.1).

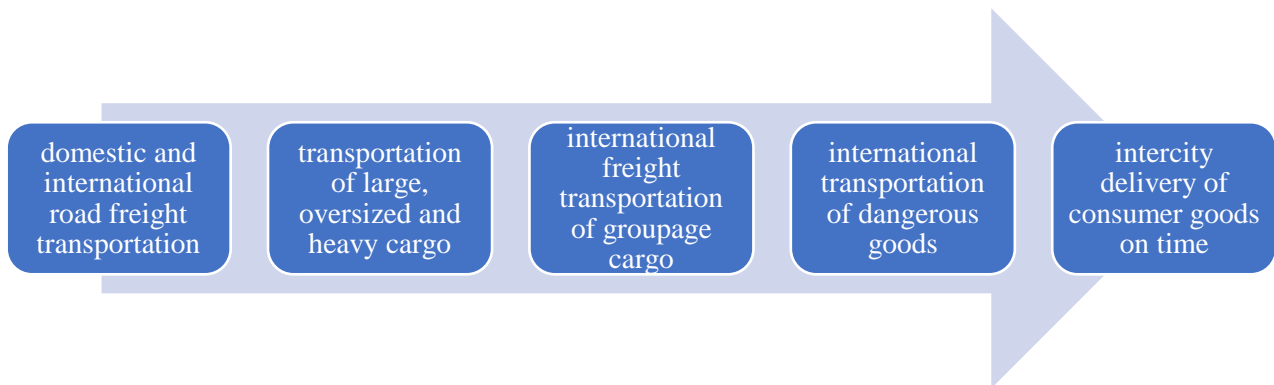


Fig. 5.1. Types of cargo transportation of Stellar LLC

Source: compiled based on company materials.

Freight transportation is carried out by highly qualified drivers. All transport flights of Stellar LLC are tracked and controlled. During its operation, the company has expanded significantly and has established itself as a reliable and responsible partner. Freight transportation now performs a basic function in flow processes. Improving the freight transportation system by introducing the achievements of modern logistics is one of the ways to increase the efficiency of the modern economy.

Stellar LLC, like most motor transport enterprises, uses imported rolling stock - Scania, VOLVO, DAF. The company also uses rolling stock designed for the transportation of perishable goods - Schmitz, LATRE, Berger refrigerated semi-trailers. The reasons for this are the following - compliance with EURO-2 and EURO-3 standards, high maximum speed, a longer service life before write-off, which sometimes exceeds the indicators of modern domestic rolling stock by 3-4 times.

When choosing rolling stock, the main indicators are: maximum speed, specific fuel consumption, load capacity, tank capacity. Below are tables with a list of rolling stock and trailers used by Stellar LLC.

When replenishing the car fleet, the head of Stellar LLC faced the problem of choosing: to purchase domestically produced tractors or to give preference to imported cars. Having weighed all the pros and cons, the management of Stellar LLC preferred foreign cars. The management explained this choice as follows: “There are more problems with domestic equipment, and in some cases its use is not as effective as more advanced foreign analogues. The specific power of European cars is higher than that of cars of Russian, Belarusian and Ukrainian manufacturers. The useful carrying capacity of foreign tractors is in most cases higher than that of domestic ones, and with comparable fuel consumption, the “foreigner” carries more cargo, which entails real economic benefits. The bodies of foreign cars are more spacious, and are almost always equipped with heating, which eliminates some of the problems with cargo preservation. Western-made cars are more acceptable due to a wide range of additional equipment. This creates the most comfortable conditions for the driver.

Based on the specifics of freight transportation services and the fact that any vehicle is a source of increased danger, the entire transportation procedure is insured. The movement of transport is insured against road accidents in the territory of the Schengen countries, Poland and the Baltic countries.

The main factors on which the amount of payment for the transportation of goods by road depends are piece rates, tariffs for the transportation of goods on the terms of paid ton-hours, tariffs for the temporary use of trucks or cars, tariffs for transportation on a per-kilometer basis, tariffs for the passage of rolling stock, contractual tariffs. In modern conditions, freight tariffs for road transport are formed on a market basis (Fig. 5.2).

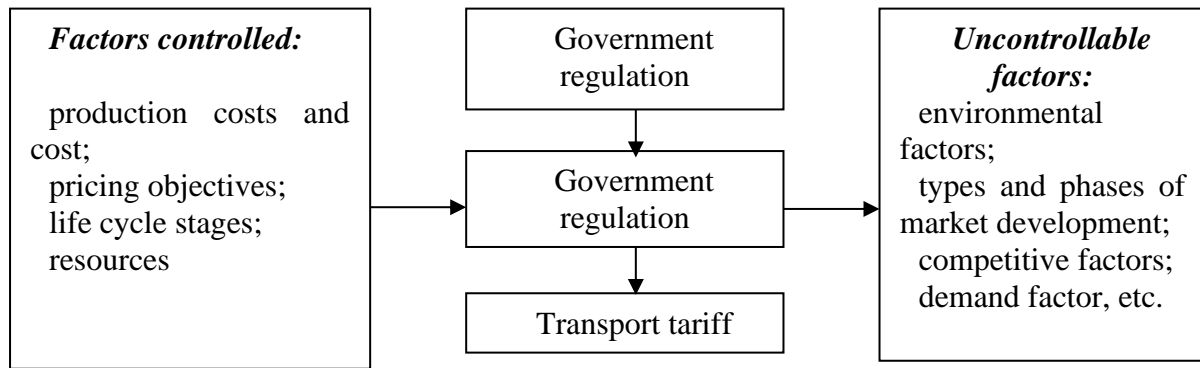


Fig. 5.2. General scheme of factors affecting transport tariffs

Source: compiled based on company materials.

In all cases, the amount of the fee for using a vehicle is influenced by the region in which the transportation is carried out. This is explained by persistent differences in the cost of freight transportation across regions. The following factors influence the amount of road transport fares (Fig. 5.3).

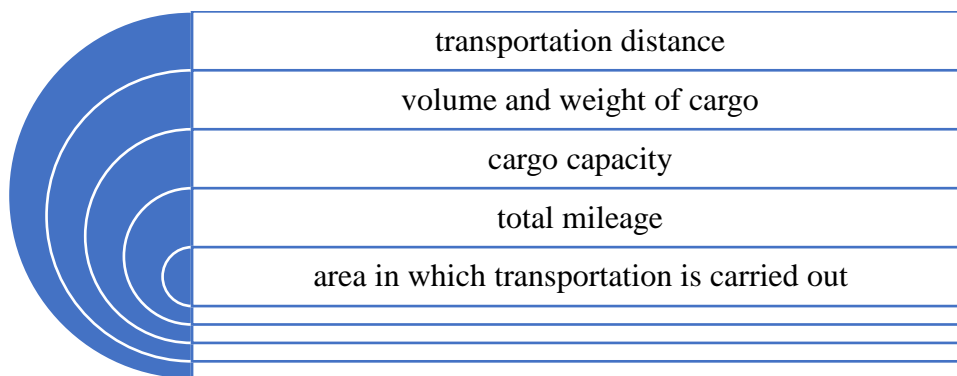


Fig. 5.3. Factors affecting the size of the road transport tariff

Source: author's own generalizations.

One of the main advantages of road transport is high maneuverability. With the help of road transport, cargo can be delivered “from door to door” with the necessary degree of urgency. This type of transport ensures regularity of supply, as well as the possibility of supplying in small batches. Here, in comparison with other types, less stringent requirements are imposed on the packaging of goods.

The main disadvantage of road transport is the relatively high cost of transportation, the fee for which is usually charged according to the maximum carrying capacity of the vehicle. Other disadvantages of this type of transport also include the urgency of unloading, the possibility of cargo theft and vehicle theft, and a relatively small carrying capacity. Road transport is environmentally unfriendly, which also hinders its use.

Basic principles of activity Stellar LLC	careful selection of Clients and Partners;
	long-term cooperation with Clients and Partners;
	Client orientation – striving to meet their needs as much as possible when providing product;
	professionalism in relations with Clients;
	professionalism and pragmatism in relations with Partners;
	coordination of actions of companies in meeting the needs of the Corporate Client;
	coordination of actions of companies to solve corporate tasks and create favorable conditions for the main activity;
	constant innovations in the field of products;
	constant investments in the development of business processes;
	risk management in the provision of transport and logistics services;
recognition of the importance of human resources in the activities, implementation of socially-oriented personnel development programs.	

Fig. 5.4. Basic principles of Stellar LLC

Source: compiled based on company materials.

Stellar LLC provides a full range of services in the field of foreign economic activity, namely:

- search for a foreign partner, provision of a dossier on a foreign partner, conducting a pre-contractual negotiation process, ensuring the conclusion of a foreign trade contract on terms favorable to the Client;
- assistance in obtaining preferential loans by the Client for the purposes of foreign economic activity;

- assistance in the currency and financial registration of a foreign trade contract (opening accounts in the currency of the counterparty's country, registration of an import / export transaction passport, etc.);
- assistance in the registration of the necessary permits and licenses for the import / export of goods.
- organization of cargo transportation insurance;
- preparation and registration of shipping and commercial documentation for the transported cargo;
- selection of TN foreign economic activity codes, calculation of customs payments;
- organization of cargo transportation, assistance in completing customs formalities in the counterparty's country;
- provision of agency services at the borders of transit countries and at the border of Ukraine;
- organization of customs and commercial support throughout the territory of Ukraine;
- obtaining permits for internal customs transit (ICT) and international customs transit (ICT);
- organization of cargo transshipment;
- organization of cargo transportation by a customs carrier;
- consulting on customs clearance and customs payments;
- selection of a customs broker;
- organization of customs clearance of goods of all categories in the shortest possible time on favorable terms, assistance with customs clearance;
- provision of temporary storage warehouse services during customs clearance;
- delivery of cargo from a temporary storage warehouse to the recipient's warehouse;
- provision of cargo warehousing and warehouse processing services.

Thus, freight transport currently performs a basic function in flow processes. Improving the freight transport system by introducing the achievements of modern logistics is one of the ways to increase the efficiency of the modern economy.

Logistics process management at the transport enterprise Stellar LLC is a set of measures aimed at optimizing all stages of cargo delivery and customer service. Properly organized logistics processes allow you to reduce costs, increase transportation efficiency, and ensure timely delivery of goods. Table 5.1 presents the main logistics processes of a transport company.

Table 5.1. Logistics processes of Stellar LLC

Input	Logistics business process	Output
Call from the client	1. Formation of an application for transport forwarding	Application for transport forwarding
Application for transport forwarding	2. Planning of material flow movement	Shipping bill
Shipping bill	3. Acceptance of products for transportation	Accepted products
Accepted products	4. Delivery of products	Delivered products
Delivered products	5. Issuance of products to customers	Issued products
Accompanying documents	6. Coordination of material and information flow movement	Reporting documents
Documentation	7. Formation of reporting documentation	Financial result

Source: compiled based on company materials.

Dedicated business processes of the company ensure its activities related to the provision of freight forwarding services, which begins with an incoming request from the client for freight forwarding services and ends with the generated financial result.

Each business process has an executor who directly performs operations, and a manager who coordinates the execution of these operations. The roles of executors and managers of Stellar LLC are given in Table. 5.2.

Table 5.2. Responsibility Matrix

Subject \ Process	General Director	Sales Director	Accountant	Sales Manager	Lawyer	Loading Manager	Forwarder	Storekeeper	Truck Driver
Contract formation	M	M		E	E				
Flow planning	M	M		E					
Formation of accompanying documents	M	M	E	E					
Product reception	M			M		M			E
Coordination	M			E					
Delivery	M			M		M	E		
Storage	M					M		E	
Product transfer to customers	M			M		M		E	E
Returns processing	M	M	E	E	E	E			E
Receipt of payment from customers	M	M		E					
Formation of summary information	M		E						

Source: compiled based on company materials.

Explanation to the table:

E – process executor;

M – process manager.

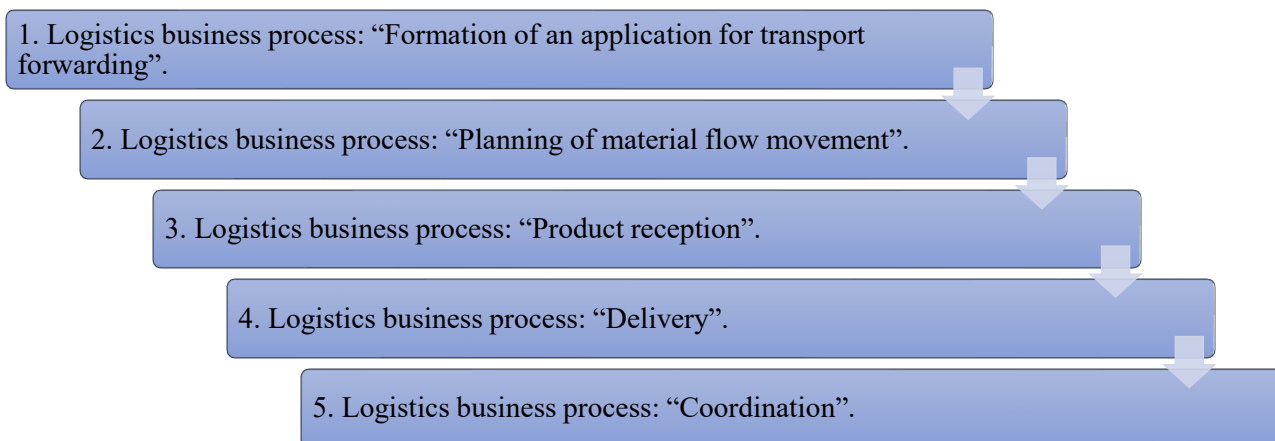


Fig. 5.5. Logistics business processes of Stellar LLC

Source: compiled based on company materials.

Thus, the selected business processes of Stellar LLC (Fig. 5.5) ensure its activities related to the provision of freight forwarding services, which begins with a

request from the client for freight forwarding services and ends with the formed financial result.

1. Logistics business process: “Formation of a request for freight forwarding”.

The provision of freight forwarding services begins with an incoming call to the sales manager from a potential client, with whom the parameters and cost of cargo transportation are discussed, and if the potential client is satisfied with all the parameters of the services offered, the sales manager concludes a freight forwarding service agreement with the client in two copies, which is signed by the company director, and a scan of the document is sent to the client for signing. The agreement signed by the client is sent to the legal department. After the director signs the contract, the sales manager draws up an application for freight forwarding, which indicates the conditions of transportation of each consignment of cargo, the point of departure and destination, the name of the consignor, the consignee (Table 5.3).

Table 5.3. Operations of the first logistics business process

Operation	Execution time	Performer
Connection with the sales manager	2 min	Sales manager
Discussion of parameters and cost of cargo transportation	65 min	Sales manager
Formation of a contract for freight forwarding services	16 min	Sales manager
Signing a contract	360 min	Sales manager, Director
Preparation of an application for freight forwarding	22 min	Sales manager, Director
Duration of the business process	465 min	

Source: compiled based on company materials.

2. Logistics business process: “Planning of material flow movement”.

After the application is formed, the sales manager draws up a consignment note in four copies. The first copy of the waybill remains with the consignor, the second and third remain with the forwarder’s representative at the point of departure and the point of destination of the cargo, respectively, the fourth is transferred with the cargo and handed over to the consignee. An invoice and an application for the export of goods are also formed. Having drawn up the accompanying documents, the sales manager determines the type of tank, container for loading the goods, draws up the optimal routing and forms a shipping bill. The sales manager sends all the compiled

documentation to the head of cargo operations at the point of departure of the goods. The operations of the second logistics business process are presented in Table. 5.4.

Table. 5.4. Operations of the second logistics business process

Operation	Execution time	Performer
Preparation of accompanying documents	31 min	Manager
Determination of tank/container for loading goods	6 min	Manager
Routing preparation	25 min	Manager
Formation of shipping bill	7 min	Manager
Duration of the business process	71 min	

Source: compiled based on company materials.

3. Logistics business process: “Product reception”.

After the cargo manager at the departure point receives the accompanying documentation, he accepts the cargo for transportation from the client. He checks it for the presence of packaging, if the cargo packaging is missing, then under his leadership the loaders properly pack the transported products, and if the cargo is packed by the consignor himself, then they immediately proceed to its measurement, weighing, and labeling. Then they distribute the cargo, draw a layout diagram.

The cargo manager and the client sign the waybill and the forwarding receipt, as well as other accompanying documents, including a power of attorney for freight forwarding services.

Then part of the signed documents is transferred together with the cargo to the driver-forwarder for the consignee, and the rest of the signed documents are sent to the sales manager. The operations of the third logistics business process are presented in the form of Table. 5.5.

4. Logistics business process: “Delivery”.

The package of documentation intended for the recipient of the cargo, as well as the signed order for the freight forwarding service, is transferred to the driver-forwarder. After the tanks/containers are loaded for shipment, the driver sorts the latter by destination, transports the cargo, delivers the cargo to the destination and notifies the sales manager of its arrival.

Table. 5.5. Operations of the third logistics business process

Operation	Execution time	Performer
Receiving cargo from the client	75 min	Cargo Manager
Checking the cargo for the presence of packaging	2 min	Cargo Manager
Packing the cargo	40 min	Truck Driver
Weighing, measuring the cargo	24 min	Truck Driver
Distributing the cargo in the car	120 min	Cargo Manager
Drawing the cargo layout scheme	15 min	Cargo Manager
Signing the documentation, power of attorney by the client	3 min	Client
Sending the signed documents	2 min	Cargo Manager
Duration of the business process	279 min	

Source: compiled from company materials.

The operations of the fourth logistics business process are presented in Table. 5.6.

Table. 5.6. Operations of the fourth logistics business process

Operation	Execution time	Performer
Sorting cargo by destination	40 min	Forwarder Driver
Cargo delivery	33 min	Forwarder Driver
Sales manager notification of cargo arrival	5 min	Forwarder Driver
Business process duration	71 min	

Source: compiled from company materials.

5. Logistics business process: “Coordination”.

After the documents signed by the cargo manager and the client arrive at the sales manager, he transfers them to the accounting department and enters the shipment data into Excel, which displays the date, place of departure and arrival of the cargo. Then, using the online service, he tracks the truck’s movement daily, and if a request is received from the client to provide information about the location of the cargo, the sales manager also contacts the online service for tracking transport and transfers the received information to the client.

After the cargo arrives at its destination, the forwarding driver notifies the sales manager of its arrival. The manager records the received information in Excel. All the work of the fifth stage is presented in Table. 5.7.

Table 5.7. Operations of the fifth logistics business process

Operation	Execution time	Performer
Entering shipment data into Excel	7 min	Sales Manager
Fixing the place and date of departure and arrival of the cargo	1 min	Sales Manager
Tracking the movement of the cargo	12 min	Sales Manager
Notifying the client about the location of the cargo	50 min	Sales Manager
Receiving and recording information about the arrival of the cargo	8 min	Sales Manager
Duration of the business process	78 min	

Source: compiled from company materials.

6. Logistics business process: “Product delivery to customers”.

As soon as the sales manager receives information about the arrival of the cargo at the destination, he notifies the customers (calls each customer) about the arrival of the cargo.

Customers are notified in order, according to the location of their goods in the container (according to the layout of the goods). If the recipient of the cargo cannot pick up the cargo immediately, the products are transferred to a warehouse, where free storage of the cargo is provided for three days, then each subsequent day of cargo storage is paid by the customer.

When the customer is ready to pick up the cargo, he meets with the cargo manager, with whom they check the quantity of the delivered cargo, according to the forwarding receipt and the waybill, and also check its safety.

If damage (spoilage) of the cargo is detected, the forwarder is liable in the amount by which the declared value of the goods has decreased, and if it is impossible to restore the damaged cargo in the amount of the declared value.

In this case, the return of the product is issued, the data is entered into the accompanying documentation.

In the absence of damage and shortage of products, the client signs the documentation, makes the payment, after which the cargo manager issues it to the consignee. All documentation is sent to the sales manager. The operations of the sixth logistics business process are presented in Table 5.8.

Table 5.8. Operations of the sixth logistics business process

Operation	Execution time	Performer
Notifying customers of the arrival of the cargo	100 min	Manager
Transferring the cargo to the warehouse	15 min	Loading Manager
Including additional payment for cargo storage in the cost of services	11 min	Manager
Checking the cargo for safety	20 min	Loading Manager, Client
Registering the return	126 min	Loading Manager
Receiving payment from the customer	12 min	Manager
Signing the forwarding receipt	4 min	Loading Manager, Client
Issuing products to customers	25 min	Loading Manager
Sending documentation to the sales manager	7 min	Loading Manager
Duration of the business process	78 min	

Source: compiled from company materials.

7. Logistics business process: “Formation of reporting documentation”.

After the contract concluded and signed by the director and the client, the accompanying documentation is formed, the reporting documentation received upon delivery of the goods to the consignee is received by the accountant, he enters data on the services provided into the statement, forms a consolidated statement, prepares financial statements and at the end of the reporting period provides financial statements to the director of the enterprise. The operations of the seventh logistics business process are presented in Table 5.9.

Table 5.9. Operations of the sixth logistics business process

Operation	Execution time	Performer
Recording data on services provided	45 min	Accountant
Formation of a summary statement	24 min	Accountant
Preparation of financial reports	65 min	Accountant
Provision of financial reports to the director	20 min	Accountant
Duration of the business process	78 min	

Source: compiled from company materials.

Having identified the logistics business processes of Stellar LLC and timed them, an analysis of the effectiveness of the actual business processes was conducted (Table 5.10).

Table 5.10. Analysis of the effectiveness of actual business processes

Business processes	Process time, min	First-order losses, min	Second-order losses, min	Value-adding time	Process efficiency, %
Forming an application	465	330	75	60	12,9
Planning flow movements	71	45	0	26	36,6
Receipt of products	281	135	0	146	52,0
Delivery	78	5	0	73	93,6
Coordination	78	38	30	10	12,8
Issuance of products to customers	334	119	170	45	13,5
Formation of reporting documentation	154	30	0	124	80,5
Together	1461	702	275	484	33

Source: compiled from company materials.

Comments to table 5.10:

- process time is the time that an employee spends on the entire process;
- first-order losses are actions that do not create value, but without which it is impossible to do;
- second-order losses are actions that do not create value at all and can and should be excluded from the process completely;
- work time that adds value is time that does not bring value, is calculated: work execution time – operation time;
- process efficiency is the productivity of resource use in achieving any goal. Calculated: operation time/work execution time.

Based on the current value stream map, we can say that:

- process time is 1461 min.;
- first-order losses time is 702 min. (48%);
- second-order losses time is 275 min. (19%);
- value-adding time is 484 min.;
- the efficiency of the “Service Provision” process is 33%.

Also, having calculated the efficiency of each business process, the least efficient business processes were identified:

- coordination of flow movement – process efficiency is – 12.8%;

- application formation – process efficiency is 12.9%;
- product delivery to the consignee – process efficiency is 13.5%.

Business processes with the least efficiency:

- coordination – 5% of the entire process time;
- application formation – 30% of the entire process time;
- product delivery – 23% of the entire process time.

Thus, these business processes will be objects for optimization.

By modeling business processes, as well as analyzing their efficiency in the processes: “Coordination of flow movement”, “Application formation”, and “Product delivery to the consignee”, the following problems were identified:

Problem No. 1: irrational way of communicating with customers (telephone conversations);

- about 20% of the time of the business process “Formation of an application” is spent on telephone conversations with the client, in which the parameters of the services provided, prices for services, as well as other information on cargo transportation are discussed;

- the client also cannot independently track the location and movement of the cargo, so he learns about this information from the manager through telephone conversations, which takes up more than 60% of the entire business process “Coordination of flow movement”.

- information about the arrival of the cargo at the destination is communicated to each client via telephone calls, which takes up 30% of the manager’s time in the business process “Issuance of products to clients”.

Problem No. 2: Ineffective interaction between employees; The business process “Formation of an application for transport forwarding” includes an operation – signing of the contract by the director, before the execution of which the manager cannot proceed to the formation of an application for cargo forwarding. Only the company director has the right to sign this contract. However, the director is in the office only at the beginning and end of the working day.

Thus, the manager spends more than 50% of the time of the business process "Formation of an application" waiting for the signing of the contract for freight forwarding.

Problem No. 3: Improper method of receiving products.

Stellar LLC provides packaging services, but also accepts already packaged goods from the client, without checking the packaging for compliance with the necessary requirements.

More than 20% of the transported products are damaged during transportation. About 30% of the time of the business process "Issuance of products to customers" is spent on processing the return of damaged products.

Based on the analysis, factors affecting business processes and the causes of these problems were identified (Table 5.10).

Table 5.10 Factors and causes of inefficiency of the "Provision of transport forwarding services" process

Types of losses	Factors of influence	Causes of occurrence
Improper way of receiving products	Technology and methods	lack of mandatory regulations for inspection of packaged cargo by customers; lack of rules for accepting cargo for transportation
	Personnel	errors when loading/unloading goods
Ineffective employee interaction	Interaction	absence of the director in the office all day; absence of authorized persons, except the director, to sign the documentation
	Personnel	high workload of staff
Irrational way of communicating with customers	Equipment	lack of automation; lack of information transmission channels; lack of a company website
	Personnel	high workload of employees
	Technology and methods	irrational organization of the process; lack of regulations

Source: compiled based on company materials.

Therefore, the management of logistics processes at the transport enterprise Stellar LLC contributes to the efficient and reliable functioning of the company, reducing costs and ensuring a high level of customer service. The integration of modern

technologies and competent organization of logistics processes allow the enterprise to remain competitive in the market.

6.6 Measures to improve the logistics business process management system in a transport enterprise

In modern conditions, effective management of logistics business processes is a key factor in the success of a transport enterprise. High competition, growing customer requirements for service quality, as well as the need to optimize costs require the implementation of modern solutions and approaches. Improving the logistics management system allows not only to increase the efficiency of the enterprise, but also to ensure its long-term stability and development.

Digitalization and Automation

- Implement advanced Transportation Management Systems (TMS) for efficient route planning, load optimization, and real-time tracking.
- Adopt Warehouse Management Systems (WMS) to automate inventory tracking, picking, and packing processes.
- Use telematics and IoT devices to monitor vehicle performance, driver behavior, and cargo conditions in real-time.

Route Optimization

- Utilize AI-driven route optimization tools to reduce fuel consumption, minimize delays, and improve delivery reliability.
- Introduce dynamic scheduling systems to adjust routes based on weather, traffic, or customer requirements.

Fleet Modernization

- Upgrade to fuel-efficient or alternative fuel vehicles (e.g., electric or hybrid) to reduce operational costs and meet environmental standards.
- Establish predictive maintenance schedules using telematics to minimize breakdowns and extend vehicle lifespan.

Supply Chain Integration

- Strengthen collaboration with suppliers, customers, and logistics partners by integrating supply chain management systems.
- Enable real-time visibility into the movement of goods through end-to-end tracking solutions.

Cost Management

- Conduct regular cost analyses to identify and eliminate inefficiencies in transportation and warehousing operations.
- Optimize fuel usage, labor allocation, and warehouse space utilization to lower operational expenses.

Employee Training and Development

- Provide ongoing training programs for drivers, logistics managers, and warehouse staff to improve efficiency and adherence to best practices.
- Implement safety and compliance training to reduce accidents and ensure regulatory compliance.

Customer-Centric Approaches

- Improve customer service by offering accurate delivery time estimates and flexible scheduling options.
- Implement feedback mechanisms to identify areas for improvement and enhance customer satisfaction.

Sustainability Initiatives

- Incorporate green logistics practices, such as route optimization for reduced emissions and sustainable packaging materials.
- Promote eco-friendly alternatives for transportation and storage.

Performance Monitoring and KPIs

- Establish a robust system for monitoring key performance indicators (KPIs), such as delivery accuracy, cost per kilometer, and inventory turnover.
- Use data analytics and dashboards to gain actionable insights and support decision-making.

Risk Management and Contingency Planning

- Develop contingency plans for common disruptions like vehicle breakdowns, supply chain interruptions, or adverse weather conditions.
- Implement risk assessment tools to identify and mitigate potential vulnerabilities in logistics processes.

Fig. 6.1. Measures to Improve the Logistics Business Process Management System in a Transport Enterprise

Source: author's own generalizations.

To improve the logistics business process management system at Stellar LLC, it is worth focusing on the integration of modern technologies, resource optimization, and increasing the level of interaction between all participants in the logistics process. To optimize the business processes of Stellar LLC, measures are proposed to eliminate all identified losses, and specific work and deadlines for their implementation are also described (Table 6.1).

Table 6.1 Schedule for implementation of measures to eliminate identified losses

Event	Job Description	Lead time
Creating a company website	- hiring a programmer; - creating a company website	2 weeks
Optimizing the order of operations of the business process "Formation of an application"	- changing the order of operations in the business process "Formation of an application"	1 day
Creating a regulation of interaction with customers	- creating standards for the use of certain communication channels for each operation of interaction with customers	3 days
Creating a regulation of cargo acceptance	- describing the order of work on accepting cargo from the client; - making changes to the regulations to the Agreement on freight forwarding services	3 days
Conducting personnel training	- creating a training system for interaction with customers regarding the acceptance of cargo for transportation; - training personnel to work according to new standards.	1 week

Source: author's own generalizations.

Thus, having considered the implementation schedule of the proposed measures for the implementation of lean production tools to optimize the process of "Provision of transport forwarding services", it became clear that the proposed measures can be implemented within two weeks.

Let's consider in more detail each measure for optimizing the logistics business processes of Stellar LLC.

Measure 1. The website of Stellar LLC will include all the necessary tools that clients can use to obtain detailed information about the company's work, services, the movement of their cargo, etc. (Table 6.2)

Table 6.2. Website tools of Stellar LLC

Tools	Description
Calculation of freight cost	calculation of the cost of cargo transportation services
Cargo delivery status	tracking the movement of cargo using the order number using the online service "Online Vehicle Tracking"
Payment for services	payment for services through your personal account
Online applications	conclusion of contracts submission of an application for the carriage of goods request of accounting documents
Information about services provided	terminal addresses company information
Online consultant	consultation with the company manager

Source: author's own generalizations.

Activity 2. Changing the order of operations of the business process “Formation of an application”.

The provision of freight forwarding services begins with the acceptance of an application in electronic form from the client. The company manager draws up this application, then forms a contract for freight forwarding services in two copies, which are sent to the client for signing. After that, the company director signs this contract.

The optimized business process “Formation of an application” is presented in Table 6.3.

Table 6.3 Operations of the optimized business process "Formation of application"

Operation	Execution time	Performer
Application review	6 min	Manager
Call to client	10 min	Manager
Formation of application for freight forwarding services	13 min	Manager
Formation of contract	20 min	Manager
Sending contract to client	3 min	Director
Signing contract	12 min	Manager
Duration of business process	64 min	

Source: author's own generalizations.

Measure 3. Amendments to the cargo acceptance regulations.

To ensure the safety of the client's cargo in the process of freight forwarding services, additional cargo packaging services may be provided.

The cargo manager has the right, in agreement with the consignor, to decide on additional cargo packaging in order to ensure the safety of the client's cargo accepted for transportation. In this case, the client undertakes to pay for additional packaging services in accordance with the invoice issued.

If the consignor refuses additional packaging of the cargo accepted for transportation, the forwarder is considered exempt from liability for the quality and safety of the cargo accepted for transportation.

This regulation is designed to reduce the amount of product damage that occurs due to improper cargo packaging, as well as to reduce the number of returns issued due to damaged products.

Thus, by introducing this regulation for the business process "Acceptance of products from the client", the business process "Issuance of products to customers" will change.

The optimized business process "Issuance of products to customers" is presented in Table 6.4.

Table 6.4 Operations of the optimized business process "Product Delivery to Customers"

Operation	Execution time	Contractor
Sending SMS messages to customers about the arrival of the cargo	10 min	Manager
Transferring the cargo to the warehouse	15 min	Loading Manager
Including additional payment for cargo storage in the cost of services	11 min	Manager
Checking the cargo for preservation	20 min	Loading Manager, Client
Registering the return	13 min	Loading Manager
Receiving payment from the customer	12 min	Manager
Signing the forwarding receipt	4 min	Loading Manager, Client
Issuing products to customers	25 min	Loading Manager
Sending documentation to the sales manager	7 min	Loading Manager
Duration of the business process	117 min	

Source: author's own generalizations.

Event 4. Amendments to the regulations for interaction with customers:

Communication with customers regarding the formation of an application is carried out via e-mail, the company's website, where an application for freight forwarding services is submitted, as well as for the conclusion of a contract. The left customer applications are processed electronically by the company manager, if necessary, the data is clarified with the client. Then a contract for the provision of freight forwarding services is formed and sent to the client for signature. Next, the client receives a notification by e-mail, if necessary by phone, which contains data on the conditions, time and place of transfer of cargo for transportation.

Each client also receives information about his order number, with the help of which, through a personal account on the company's website, the client can track the movement of the car/container with his cargo.

Customers are notified of the arrival of cargo at the destination via SMS.

The optimized business process "Coordination of flow movement" is presented in Table 6.5.

Table 6.5 Operations of the optimized business process "Coordination of flow movement"

Operation	Execution time	Performer
Entering shipment data into Excel	7 min	Manager
Fixing the place and date of departure and arrival of the cargo	1 min	Manager
Tracking the movement of the cargo	12 min	Manager
Receiving and recording information about the arrival of the cargo	8 min	Manager
Duration of the business process	117 min	

Source: author's own generalizations.

The proposed measures for Stellar LLC are aimed at improving the operation of logistics business processes, as well as increasing the efficiency of management of all components of the supply chain, including procurement, transportation, warehousing, planning and customer service. The effectiveness of these measures should be assessed both by economic indicators, such as reducing costs and increasing profitability, and by qualitative criteria, including the level of customer satisfaction, staff productivity and environmental sustainability of the company.

Assessing the effectiveness of the proposed measures allows you to obtain an objective picture of the impact of improvements on logistics processes and determine which of them brought the greatest positive result for the company. A comprehensive analysis of the results of the implementation of improvements will help the company identify the most successful strategies, support them in the future and continue to search for new opportunities for process optimization. This approach contributes to the strategic development of the company and ensures its stable functioning in the long term.

The effectiveness assessment is carried out in terms of the proposed measures. To begin with, an assessment of the overall effectiveness of the first three measures was carried out (Fig. 6.2).



Fig. 6.2. Measures to improve the logistics business process management system at Stelar LLC

Source: author's own generalizations.

Analyzing the effectiveness of business processes after optimization allows you to assess the effectiveness of the implemented changes. The first step is to determine key performance indicators (KPIs) that correspond to the optimization goals, such as reducing costs, increasing productivity, or reducing task completion time. Then, the indicators before and after optimization are compared, which allows you to assess progress and identify weaknesses.

Economic efficiency is analyzed through financial indicators, such as return on investment (ROI), as well as cost reduction. It is important to take into account qualitative changes, such as improved communication, simplified processes, or

increased employee satisfaction. It is equally important to assess possible negative consequences, such as new risks or problems in the processes.

Based on the collected data, conclusions and recommendations for further improvements are formed, which allows you to increase business efficiency and better adapt to changes. Table 6.6 presents an analysis of the efficiency of business processes after optimization.

Table 6.6. Analysis of business process efficiency after optimization

Business process name	Process time, min	First-order losses, min	Second-order losses, min	Value-adding time	Process efficiency, %
Formation of application	64	4	0	60	93,6
Planning of flow movement	71	45	0	26	36,6
Product reception	281	435	0	146	52,0
Delivery	78	5	0	73	93,6
Coordination	28	18	0	10	35,7
Issuance of products to customers	117	72	0	45	38,5
Formation of reporting documentation	134	10	0	124	92,5
Total	814	330	0	484	60

Source: author's own generalizations.

- Based on the current value stream map, we can conclude that:
- process time is 814 min;
- first-order loss time is 330 min (40%);
- second-order losses are eliminated;
- value-added time is 484 min;
- efficiency of the "Provision of freight forwarding services" process is 60%.

We will also calculate the efficiency of each logistics business process:

- delivery of products to the client – the efficiency of the process is 38.5%;
- application formation – the efficiency of the process is 93.8%.

Table 6.7 presents an analysis of the efficiency of the proposed measures.

Table 6.7. Analysis of the effectiveness of the proposed measures

Indicator	Before implementing lean production tools	After implementing lean production tools
Process time, min	1461	814
First-order losses, min	702	330
Second-order losses, min	275	0
Efficiency of the business process "Formation of an application", %	12,9	93,6
Efficiency of the business process "Issuance of products to customers", %	13,5	38,5
Efficiency of the business process "Providing services to customers", %	33	60
Number of damaged cargo during transportation, %	30	3

Source: author's own generalizations.

The effectiveness of each of the measures for Stellar LLC can be assessed both in financial indicators and in indicators indicating improved service quality, reduced costs and increased environmental responsibility. Regular monitoring of these indicators allows the company not only to track the achievement of set goals, but also to make timely adjustments to processes to achieve the best results.

Improving the logistics business process management system at Stellar LLC will increase work efficiency, reduce costs, improve the quality of customer service and promote the development of the company in the face of growing competition and changing market conditions.

7. Neuromarketing research

In recent years, due to the development of marketing theory and practice, traditional tools such as customer behavior research, surveys, observations, and experiments have ceased to fully meet modern realities. A significant number of consumers make purchasing decisions based on emotional impulses that arise at the subconscious and unconscious levels.

In this context, neurotechnologies are gaining more and more attention as an innovative tool capable of revealing decision-making mechanisms at deeper levels of consciousness. This trend has given marketers new opportunities for a detailed study of the target audience and potential customers. In a very short time, neurotechnology has become an important research tool not only in the scientific field but also in the commercial segment.

Most Ukrainian businesses still rely on classical marketing methods, which do not always show good results due to their stereotypical nature and limitations. In this regard, producers of goods and services are actively looking for new approaches to attract consumer attention. Modern promotion technologies have significantly expanded marketing opportunities. Whereas once the promotion of goods and services was limited to television commercials or print ads, today a variety of tools are used, from contextual online advertising to creating atmospheric sales areas with carefully selected color and sound design.

The use of neuromarketing is gaining popularity as it allows companies to promote their products and services more effectively. The results of numerous studies in this area confirm that neuromarketing offers great prospects. Its main advantage is access to in-depth information about consumers that is not available using classical methods.

This type of marketing is already widely used by the world's leading companies and is gradually gaining popularity in Ukraine. However, the issues of systematizing neuromarketing methods to maximize consumer engagement and influence their subconscious remain relevant.

Neuromarketing is a new and promising area of research that is still under development, and its subject field remains open for discussion. Modern marketing is actively researching consumer behavior and decision-making, and the development of neurotechnological tools has significantly contributed to the formation of the neuromarketing concept.

Progress in the functionality of magnetic resonance imaging (MRI) and other neurotechnologies that allow for the study of brain activity has given rise to what is known as neuroculture. Within its framework, new interdisciplinary fields have emerged, such as neuroaesthetics, neurotheology, and neuroeducation. Neuroculture reinforces neomaterialism, an epistemological approach that seeks to explain complex phenomena through fundamental biological mechanisms. The knowledge about brain activity gained through this approach is gradually transforming societal understandings of personal identity, responsibility, and cause and effect. As a part of this new neuroculture, neuromarketing is emerging as a marketing discipline based on the achievements of neuroscience.

Interest in combining marketing and neuroscience dates back to 1975, when J. Mark. Res began his pioneering research in this area. In 1990, he published the article "Conjoint Analysis in Marketing: New Developments with Implications for Research and Practice", which attracted the attention of scientists from related fields to this method of analysis. At the same time, Harvard University psychologists laid the foundations of the neuromarketing concept.

The term "neuromarketing" was first officially used in 2002 by German professor Ale Smidts from Erasmus University Rotterdam. In the same year, Bright House Institute for Thought Science, a company specializing in the study of the human brain using neuroimaging technologies and brain activity mapping, was founded in Atlanta (USA) at Emory University. At the time, Harvard University was a leader in neuromarketing research.

The term "neuromarketing" was first officially used in the United States, after which it gradually spread to the European continent. In Asia, the scientific recognition of this area took place only in 2008, when the book *Buyology*, written by Martin

Lindstrom, a partner at BBDO Interactive Media and an expert in futuristic brand management, appeared in the region.

Initially, neuromarketing was not widely accepted in Asia, mainly because Lindstrom's book was full of specialized professional slang, which made it difficult to understand. It was only after the publication of *Neuromarketing*, where the author outlined the basics of neuromarketing in accessible everyday language and supplemented the materials with real-life examples, that the term gained recognition and began to be actively used.

Thus, the emergence of neuromarketing at the beginning of the 21st century was the result of several complementary processes. Firstly, the formation of new scientific, theoretical and methodological inquiries, and secondly, the emergence of innovative technologies for the study of human behavior. Three main factors can be conditionally distinguished, the combination of which at the turn of the XX-XXI centuries contributed to the emergence of this modern field of research and practice-oriented activity.

On the one hand, the evolution of marketing theory and consumer behavior in the twentieth century has made significant strides forward, moving away from the "economic man" model to much more complex concepts that better explain the nature of economic activity and consumer behavior. On the other hand, traditional methods of marketing research based on self-reported respondents have reached their limits and can no longer fully satisfy the needs of both academic and applied marketing for reliable and accurate knowledge.



Figure 1 - Prerequisites for the emergence of neuromarketing

One of the key factors that created favorable conditions for the emergence of neuromarketing was the rapid development of neuroscience, including the introduction of modern methods and technologies for the study of nervous processes. These innovations have been applied not only in clinical practice but also in the social sciences to solve a number of important problems.

The study of nervous processes in the brain allows us to obtain fundamentally new information about preferences, motivation, decision-making mechanisms, and other hidden aspects of human behavior that affect the outcomes of market interactions. This approach opens up new horizons in understanding behavioral patterns that are not available to traditional observation tools.

Progress in neuroscience today has largely been made possible by the emergence of functional magnetic resonance imaging, which allows us to localize and visualize nerve activity during specific tasks. However, this technology is only one of many used in modern neuroscience. New methods of collecting and analyzing data on nervous processes are constantly emerging, expanding the potential of research.

Neuromarketing specialist V. Lim proposed a classification of neuroscientific methods suitable for solving marketing problems, identifying three main groups:

- methods for measuring nerve activity directly in the brain;
- methods for measuring nerve activity outside the brain;

- methods of manipulating nervous activity.

Table 1 provides an expanded list of these methods with a description of their features and examples of application in marketing research that they can effectively solve.

The theory of neuromarketing is based on the fact that consumers make most purchasing decisions on a subconscious or unconscious level. At the same time, careful analysis and comparison of products or brands do not play a decisive role in the purchase decision process.

Studies have shown that it takes a consumer only 2.5 seconds to make a decision to purchase any product. However, marketing experts have long doubted that in such a short time a person can make a deliberate decision based on conscious analysis.

According to the research of Dr. Pradeep, CEO of NeuroFocus, people's reaction to any information can be divided into three stages. The first stage is observation, which lasts 300 milliseconds. It is followed by the brain reaction stage, which takes 200 milliseconds. The third and final stage is conduction, when the brain transmits the reaction to a certain part of the body, forming a conscious behavior or a certain expression of the consumer. This means that by the time we realize what is happening, the brain has already managed to react to the information received.

German branding and retail experts from the Nymphenberg Group have concluded that more than 50% of purchases are made unconsciously. In other words, the fundamental idea of neuromarketing is that the key participants in the consumption process are not only human consciousness, but also the brain as a complex mental system, as well as subconscious and unconscious reactions.

Neuromarketing can be described as an interdisciplinary field that uses neurotechnologies based on knowledge of the brain, clinical medicine, psychology, cognitive sciences, decision theory, and social sciences. With the help of methodological approaches from psychology and statistics, this field studies brain activity and emotional changes in consumers when making decisions and forming preferences for a brand or product. In addition, it allows to reveal the subconscious

activity and behavioral patterns of individuals in consumption by analyzing experimentally obtained data.

The scientific definition of neuromarketing is based on a number of specific approaches. For example, innovative marketing is seen as a field that uses a variety of stimuli to influence the brain to elicit desired consumer actions. This modern approach combines neuroscience, cognitive philosophy, and traditional marketing to create a new integrated discipline. Methods based on the statistical processing of data from psychophysical research serve as tools for analysis, but are not directly marketing techniques.

A similar approach to sensory marketing, which forms conditioned reflexes associated with a particular brand, can be seen as a tool for creating specific consumer reactions. The discipline that explains the mechanisms of unconscious processes in the neural structures of the brain offers a theoretical and practical basis for an in-depth analysis of unconscious behavior.

In practice, neuromarketing is often associated with neuroeconomics, an applied field of consumer behavior research using neuroscience tools. At the same time, it can be viewed as a complement to traditional marketing to improve the effectiveness of communication strategies. In particular, it explores the correlations between emotions and decision-making patterns, which allows us to better understand the connection between emotional experiences and consumer choices.

Thus, neuromarketing is a set of tools, methodologies, and approaches from various disciplines and is a science with significant practical value.

Neuromarketing tools. Neuromarketing is a powerful mechanism for influencing the minds of consumers that combines advanced marketing technologies and knowledge about the brain. In fact, it is a multifaceted approach to studying customer behavior using specific methods. The main goals of these tools include:

- analysis of human reactions to certain stimuli;
- forecasting consumer choice;
- creating a desire to make a purchase even before realizing the need for the product.

Practice shows that the neuromarketing technique is extremely effective. It contributes to a significant increase in sales, revenues, and brand or product loyalty. The main goal of this approach is to gently encourage consumers to purchase a product or service, which is achieved by influencing their subconscious.

The methods of influence vary: for example, it can be a study of eye reaction, tactile perception, the impact of colors, sounds, or smells. In addition, emotional associations that evoke pleasant memories or positive feelings are often used.

Due to the ability to influence unconscious aspects of behavior, neuromarketing technologies are sometimes perceived as a tool for manipulation. Nevertheless, the final purchase decision always remains with the consumer. The buyer is not forced to act, but only gently pushed to make a decision.

Although the overall objective of all such methods is to stimulate a purchase, their methods of implementation can vary considerably. Classical marketing uses techniques such as surveys, in-depth or expert interviews, etc. However, research usually does not involve experts in neuroscience or psychology: it is conducted by marketing department employees. They identify the target audience, form focus groups to test individual solutions, analyze the work done, and use A/B testing on large groups of consumers. Research results are summarized and analyzed to further improve strategies.

Unlike classical methods, neuromarketing is a much more complex phenomenon. It not only involves specialists from various fields, but also uses innovative technologies to track the body's reactions: brain activity, heart rate, eye movements, etc. Such studies require significant financial investments and time. In addition, the results may be limited due to the small sample of participants. The analysis is mainly based on the reactions of a few dozen people extrapolated to a wider audience, although such conclusions are not always universal.

In general, behavioral analysis is a long and complex process that takes into account various factors, including specific characteristics: personality type, customer pain points, desires, etc. Due to its high level of detail, neuromarketing delivers significant results if its tools are implemented correctly.

The main goal of neuromarketing research is to identify the reasons why customers prefer a particular product, as well as to develop techniques to stimulate the desire to place an order both consciously and subconsciously.

Table 1 - Groups of channels of influence on human senses

Type of channel of influence	Scope and characteristics of the impact on the consumer
Visual channel (Vision)	<p>It is the main way to influence human behavior, so you need a clear understanding of the correct presentation of the message to distinguish it from the flow of information noise surrounding the consumer and evoke the right emotions. Design work and a competent color scheme for company logos, packaging, and websites are very important for successful branding:</p> <ul style="list-style-type: none"> – When buying a product, 93% of consumers make a decision based on the product's appearance, while only 6% of them value tactile sensations and 1% want to taste the product; – 85% of consumers put color in the first place when buying goods; – The right color for a package or display case can increase demand for a product by 30%, regardless of how much the customer likes the product.
Aroma marketing, smell (olfaction)	<p>The most powerful way to influence the human condition. It directly affects the brain system responsible for the formation of emotions and behavioral reactions:</p> <ul style="list-style-type: none"> – Auchan megastores flavored their confectionery departments with the scent of Christmas pudding and chocolate, which boosted sales by 60%; – In the US, the Walmart store chain sprayed pine and tangerine scents during Christmas sales, which resulted in a 22% increase in profits; – In grocery stores, consumer demand is stimulated by the smell of cucumber and watermelon, emphasizing the freshness of products, and in furniture stores by the smell of pine needles; – Jewelry sales are facilitated by the scent of flowers, while clothing sales are facilitated by the smell of mint and basil.
Audio channel (sound)	<p>Hearing. Background music in stores is an effective motivator for purchases: light, pleasant, rhythmic, and dynamic enough to encourage purchases. Sound design (background music) helps to increase turnover by 46%. Measured (about 60 beats per minute) melodies are more likely to encourage people to make impulse purchases. Under their influence, a person can spend 35-40% more money than he or she intended. Such music is recommended for stores in the middle and higher price categories, where customers can afford unplanned expenses. In low-cost stores, it is better to use energetic music (90-110 beats per minute), which makes people more likely to make a purchase.</p>

For example, what seems attractive to North American customers may be indifferent or even repulsive to South and East Asians. In the context of aroma marketing, researchers believe that the right scent can significantly increase sales. However, the wrong scent can negatively affect customers in a matter of minutes, leading to a drop in sales.

As for the sound impact of marketing, experts suggest using "words of power". For example, 52% of consumers will react positively to the word "sale" and 60% will feel comfortable and inclined to buy after seeing the word "guarantee".

All of these approaches are discussed in the scientific literature, but without focusing on their potential for innovative products, with the exception of the kansei-engineering method. At the same time, the role of neuromarketing tools can be crucial in promoting innovative products, in particular to overcome consumer resistance. The success of an innovation largely depends on how well consumer reactions are predicted. The main components of consumer resistance are fears: of technical complexity, societal reaction, obsolescence, and physical danger. These fears are especially typical for innovators and early adopters, who make up about 19% of all consumers in the innovation perception classification. In this context, the use of neuromarketing tools becomes an important factor in overcoming these obstacles.

Table 2 shows marketing strategies aimed at reducing consumer resistance to innovative products through the use of neuromarketing tools. In conclusion, the focus of marketing today has shifted from product functionality to the art of creating impressions, emotions, and pleasure.

Both the product design and its features should harmoniously influence all aspects of human perception, covering the intuitive, sensory, behavioral, mental and emotional levels. In this context, marketing strategies should not only drive sales, but also effectively reflect the company's or brand's values, creating a positive emotional experience for customers and stimulating the desire to return to using the product or service.

Table 2 - Marketing strategies to overcome consumer resistance to innovative products

Type of resistance	Components of a marketing strategy	Possible neuromarketing tools for overcoming resistance
Functional: obstacles to use	Development of promising areas of modification, ensuring the appropriate level of service, development policy market and adaptation of goods to the needs of the client at the point of sale	Visual (color, packaging, merchandising, texture), aroma marketing
Service risk and fear physical damage	The use of a well-known brand policy, the introduction of quality certificates and certificates of quality, product certification, warranty service, the use of advertising information space	Presentation, advertising, information dissemination
Psychological: traditions and image	Development of product awareness in the minds of consumers, effective use of trademark policy, leasing, emphasis on communication appeals based on the ratio of quality and brand awareness	Visual (color, packaging, texture), presentations, and an audio channel.

The space of sensor technologies in neuromarketing. In today's environment, classic sales promotion tools such as discounts, promotions, tastings, or lotteries are gradually losing their effectiveness. In search of innovative approaches, marketers are increasingly turning to sensory marketing. This trend, although relatively new, has already proven to be effective for hundreds of companies.

To better understand the essence of sensory marketing, it is necessary to turn to the basic concept of neuro-linguistic programming. It is a fundamental element of neuromarketing in general and sensory marketing in particular.

Neuro-linguistic programming (NLP) originated in the 60s and 70s of the twentieth century. Its founders are Richard Bandler and John Grinder, scientists at the University of California, who made the greatest contribution to the development of this field. Other researchers, such as Gregory Bateson and Frank Pucelik, also played a significant role.

The basis for the development of NLP were the methods of verbal and non-verbal behavior of three prominent psychotherapists: Virginia Satir (family therapy),

Milton Erickson (Ericksonian hypnosis), and Fritz Perls (Gestalt therapy). The creators of NLP conducted a thorough analysis of human behavior, adhering to the belief that any behavior has a certain structure that can be understood and modeled.

Today, NLP techniques are widely used in various fields, from psychotherapy and education to business and sales. This opens up new opportunities for to create more effective and efficient forms of customer interaction in today's market.

Despite its focus on analyzing human thinking and perception, NLP is not recognized as a science. Its fundamental principle is based on the assumption that an individual's perception of the world is formed through the complex interaction of consciousness, body, language, and life experience. With the acquisition of new experiences, this perception also changes. However, in addition to the natural process of change, it is possible to artificially influence the perception of the world using special techniques that allow you to rebuild a person's personal experience.

Within this approach, it is important to understand how an individual perceives the surrounding reality and what factors determine this interaction. In NLP, there are three key components of perception: sounds, visual images, and internal sensations. The combination of these elements is formed individually for each person and creates their unique picture of the world. Depending on the dominant factor, all people are conditionally classified into three categories: visuals, audials, and kinesthetics.

Table 3 - Comparison of consumer categories within NLP theory

	Visited	Audiences.	Kinesthetics
Perception of the world	Images and drawings	Sounds.	Sensations and feelings
Marketing solution	The advertising message should consist of vivid images, storylines and drawings	Advertising should call to "hear" the product	The most difficult group of consumers for advertising influence, because you need to try to get up words that will help "feel" the image
Words that can be used in an advertising message	Emphasis on visualization: "Look at this." "Take a closer look." "see"	"Words that Sound": "quiet", "loud", "rustling", "intermittent", "shimmers", "calls", etc.	"Light", "strong", "hard", "soft", "gentle", "cold", etc.

Sensory marketing is based on an approach that takes into account the impact on the key human senses to stimulate sales. This type of marketing involves the use of both external and internal sensory systems. The external systems include olfactory, visual, auditory, tactile, gustatory, and temperature sensations, which provide perception of the environment and its phenomena. The internal systems, including interoceptive, proprioceptive, motor, and pain systems, are responsible for assessing and realizing changes within the body. These two groups of sensory systems are closely interconnected, forming a holistic view of the world around us.

The use of marketing tools to influence sensory systems allows companies to establish contact with consumers, creating lasting associative reactions. This concept was first proposed by Martin Lindstrom, who identified five key areas of influence: color (visual system), sound (auditory analyzers), smell (olfactory sensations), as well as touch and taste, which require active participation of the buyer. According to Lindstrom, the effective use of sensory marketing significantly increases sales. Table 4 shows some of the results of the studies conducted to illustrate this point.

Table 4 - Impact of sensor technologies on consumer behavior

A condition for the effectiveness of the tool	Percentage increase in readiness make a purchase
The purchase was accompanied by pleasant sounds	65%
Pleasant product taste/tasting	23%
Pleasant smell	40%
The product is pleasant to the touch	26%
The product is pleasant to look at	46%

Thus, with the right implementation of sensory marketing methods, a company can achieve sales growth of up to 200%. However, this requires a deep understanding of your customers, including their psychographic profile and both conscious and subconscious preferences.

Color is one of the most common sensory marketing tools. It is actively used in interior and product design to create a special atmosphere and provide a pleasant experience for customers. Scientific research has shown that color affects the psycho-emotional state of a person, appealing more to their feelings than to logic. In particular, colors can affect the perception of room temperature, weight, and distance of objects.

It has also been proven that the harmonious use of colors creates an attractive environment that fosters creativity, improves communication between people, and provides a sense of calm.

In addition, each color forms certain subconscious associations. For example, white is neutral and does not evoke negative emotions, while black is associated with alienation and closeness. Brown evokes a sense of naturalness, routine, and stability, which gives the interior or product a sense of reliability.

The psychology of color is an important element of neuromarketing, based on managing consumer behavior through the influence of color solutions.

AG Retailbranding conducted a study of consumer color perception, which identified four types of people depending on their life motivations: alpha, security, innovation, and sociality.

Taking into account the patterns of color perception by consumers and target market segments, leading international companies in various spheres of economic activity are actively introducing color identification into their corporate symbols (Table 1.8). Regarding the use of sounds as one of the sensory marketing tools, research has recently confirmed that any sound has a psychological impact and can shape human behavioral reactions. Sound semantics is a science that studies associations that arise in the mind under the influence of certain sound combinations. For example, studies have shown that low-frequency growling or grinding sounds evoke an instinctive sense of threat, even if a person does not understand the source or cause of these sounds.

High pitched sounds, unlike low ones, rarely evoke vivid associations, although sometimes they can be not very pleasant. Scientists conducted an interesting experiment in which participants were asked to color different letters of the alphabet. The surprise was that their choices were almost identical. This emphasizes the power of sound as a tool that is used quite effectively. Some companies actively implement this approach when creating their musical slogans or logos. The main goal of this approach is to establish an additional emotional connection with the consumer. As music is more memorable than text and expresses emotional tone more strongly, it is becoming an important element of branding. Audio marketing is a branch of

neuromarketing that studies the impact of sounds on consumer behavior. A person begins to encounter the interaction of sounds in the womb, forming a basic associative series that continues to develop throughout life. It is interesting that mothers usually address their children with emotional messages, while fathers use rational statements. Therefore, in audio advertising, emotional messages are often delivered by female voices, while rational messages are better conveyed by male voices. Choosing the right music in a retail space can affect sales. For example, in Carlo Pazoni salons, well-chosen music contributed to a 7% increase in sales. General recommendations for music are as follows: classical music of moderate tempo, close to the human heartbeat, is suitable for car dealerships; pop music with a tempo of 90-100 beats per minute is effective for clothing stores. Another area is aroma marketing, a strategy of using smells to influence customer behavior. This method is now gaining popularity among marketers and is used in a variety of areas: from confectioneries to furniture stores. It has been proven that smells can shape a person's emotional mood: they can relax or, on the contrary, stimulate. In , the scent can remain in the memory for a long time and evoke emotions upon repeated contact. On a subconscious level, smells are associated with specific situations or memories. The task of marketers is to determine what emotions a particular scent can evoke in a consumer, taking into account their personal experience. One solution is to use so-called universal scents, which evoke similar feelings in most people. However, in such cases, it is more about physiological reactions than psychology. According to Martin Lindstrom, for a brand to be successful, it must have its own unique smell. For example, Hugo Boss clothing stores use the scent of flowers, most often lilies. Leather goods stores often spray the scent of genuine leather.

Studies show that items with a pleasant scent can improve mood by 40%. For example, consumers are 10% more likely to buy shoes with a leather scent. Brands associated with a certain smell are better remembered and perceived by the audience. Nestle has run several advertising campaigns that flavored newspaper issues. Unique branded flavors are used by companies such as Bang & Olufsen, Holiday Inn, BMW, Honda, Opel, and British Airways. In the United States, major newspapers, including

USA Today and the Wall Street Journal, have decided to regularly place flavored advertising materials their pages. SPAR, BMW, British Airways, Opel and Honda have also set up special departments to develop unique flavors. The aromatization of sales areas has a positive impact on customer behavior: the time spent in the store increases by 16%, the willingness to make purchases by 15%, and the number of impulse purchases by 6% (Table 5).

Table 5 - Recommended flavors for different business areas

Business areas	Flavors
Furniture stores	Green tea, coconut cocktail, coffee with cakes, herbs Provence, fresh cut of Canadian spruce and sandalwood
Food retail	Fruit, citrus, fresh cucumbers, coffee, fresh pastries, vanilla
Cafes, fast food at shopping centers	Green apples, flavors that neutralize cigarette smoke, kitchen odors
Clothing stores and accessories	Vanilla, lavender, basil, mint, lemon, tobacco, sandalwood, leather
Travel agencies	Sun-warmed sand, exotic flowers, fruits, and complex seasonal compositions: "Summer Dream", "Ocean breeze with the scent of tropical fruits", "Aroma of leaves and hay", "Christmas seasonings"
Entertainment centers, game rooms, bowling alley	Floral smells of spring, "warm" smells of comfort in winter (the aroma of chocolate or vanilla), neutralizers of unpleasant odors
Specialized shops and boutiques	Mint, lemon, basil, lavender
Fitness center, sports center hall	Odor neutralizers, menthol, fresh grass

There are several main areas of aroma marketing:

- flavoring rooms with pure fragrances
- aroma design of interiors using mixed fragrances (compositions);
- professional selection of fragrance, taking into account the specifics of the business
- aroma cleaning, i.e. neutralization of unwanted odors;
- seasonal flavoring of the space;
- flavoring events;
- Aroma branding is the creation of an association between a scent and a specific brand or organization to identify products, as well as to emphasize the uniqueness of goods or services compared to competitors.

The main element of aroma branding is the development of an aroma type - a unique scent that becomes part of the corporate style and serves as a distinctive feature. In addition, sensory marketing involves tactile sensations as an important tool of influence. Physical contact with a product plays a crucial role in the buying process, helping to get a better idea of its characteristics, such as shape, material, texture, or temperature. It is the lack of the ability to touch and test a product that often causes online retailers to fail, especially when it comes clothing or accessories. It's important for customers to be able to feel the material or adjust the product to fit. It's worth noting that all of the above touch marketing tools can be used individually or in combination. As a result, any company can develop its own set of sensory technologies depending on the characteristics of its target audience and the properties of its product.

Neuromarketing is a new field of research that is still in its infancy. Its subject area is still somewhat controversial in its definitions. Modern marketing pays considerable attention to the study of consumer behavior and decision-making. The growing demand for this knowledge was stimulated by the development of neurotechnologies, which gave rise to the concepts of neuromarketing. This industry is a combination of theory and practice of influencing the subconscious mind of consumers. Neuromarketing technologies are focused on stimulating sales growth by influencing the senses of customers with positive stimuli (smell, sound, color, touch). All these stimuli contribute to the effective promotion of goods. Nevertheless, the use of neuromarketing technologies requires taking into account the social and ethical aspects of the activity. Thanks to the knowledge of the neurophysiology of emotional and cortical reactions of consumers, marketers are able to design more effective campaigns. So, neuromarketing is an interdisciplinary field that uses neurotechnologies and is based on such fields of knowledge as neuroscience, psychology, cognitive science, clinical medicine, and social sciences. Its methodology is based on psychological research, experiments, and statistics. Neuromarketing analyzes brain activity and changes in consumers' emotional reactions when making decisions and forming preferences for brands and products. It also allows to identify subconscious

behavioral patterns and individual consumption habits based on the collected experimental data.

Analysis of neuromarketing research on the elements of the marketing mix: product, price, sales channel The product is the key element of the marketing mix, the main object of consumer choice and purchase decision. From the perspective of customer relations, the perception and evaluation of a product, its functionality, design, quality, etc. cannot be considered separately from other components, such as price or brand. Nevertheless, neuromarketing research allows us to identify certain factors and algorithms that influence the process of product perception and evaluation. The product as an element of the marketing mix became the focus of one of the first neuromarketing experiments. A group of scientists from Princeton University used functional magnetic resonance imaging (fMRI) to study the neural processes involved in the perception of taste of two popular drinks: Pepsi-Cola and Coca-Cola. Despite their similar flavor, the drinks represent different brands, and scientists have suggested that brand perception may influence the evaluation of a drink's taste. In marketing, the so-called "Pepsi Paradox" has long been known, which means that consumers prefer the taste of Pepsi Cola to Coca-Cola in blind tests. However, if they are provided with information about the brands, most participants begin to consider Coca-Cola tastier and choose it. As part of the experiment, each participant also indicated their personal preferences (explicit preferences). The tests were conducted outside and inside the fMRI scanner. In the latter case, a time delay was added to the procedure between the display of information about the drink (anonymous or branded) and the delivery of the drink itself through a special system. This approach ensured a more accurate distinction between the neural mediation of brand information processing and activity related exclusively to taste effects. The results of the experiment partially confirmed the Pepsi Paradox. It turned out that there was no significant difference in the group results regarding the perception of the taste of drinks in the blind test. Moreover, the behavioral preferences (i.e., the actual choices of drinks in the blind test) did not coincide with the explicit statements of the participants. The actual decision to choose between Pepsi and Coca-Cola turned out to be closely related to the activity of the ventromedial prefrontal cortex (vmPFC).

From a marketing point of view, this means that neural processes in this area can reflect the true taste preferences of individuals, opening up prospects for improved methods of predicting consumer preferences independent of conscious verbal statements. An experiment by American scientists has clearly demonstrated the mechanism of influence of a more successful brand on the perception of the product's taste characteristics. Despite the possible limitations of this study, the results indicate that a brand can not only influence the purchase decision but also change the process of perception of the product during its consumption.

The practical conclusion is that a strategy focused exclusively on creating a quality product, with an emphasis on satisfying consumer demands, may not always correlate with the actual mechanisms of product evaluation. Having a strong brand is not only a communication tool, but also a lever to increase the perceived quality of the product in the eyes of the consumer.

Experiments conducted with popular beverages became the basis for the development of neuromarketing as an empirical discipline and identified one of the most successful areas of its use. The most striking results are observed in the food sector, due to their biological nature. Taste, as the main marketing attribute of food, is the result of neurocognitive processes.

Research into neurophysiological reactions provides a deeper understanding of how taste is perceived, helping to identify hidden consumer preferences and provide new approaches to product development.

In recent years, a number of studies have been conducted to investigate the neurophysiological aspects of food consumption. One of the focuses has been the study of the nervous system's reactions to various odors and tastes, both pleasant and unpleasant. This allowed us to identify certain neural markers of taste perception that can be used in the development of new products. It was also found that the emotions associated with specific flavors are similar both during their direct consumption and when recalling them. Such data indicate that it is possible to use past experience to create emotional states. For example, Dutch scientists measured skin conductivity at different stages of the consumption process and found that the lowest values are

observed during visual contact with the product; they increase with the appearance of olfactory and gustatory stimuli.

Spanish researchers analyzed the nervous system's reactions to various stimuli during a gastronomic experience in restaurants. In addition to the taste characteristics of dishes, contextual factors were also taken into account: the presence of staff, table setting, and cutlery design. Several methods were used for such studies: measuring skin conductivity to assess emotional reactions, EEG to analyze brain activity, i-tracking to study the dynamics of visual attention, as well as traditional approaches. The analysis confirmed that gastronomic experience is a multilayered phenomenon. The taste of food is only a part of the overall consumer satisfaction: for example, the presence of a chef causes a positive resonance and is remembered for a longer time. At the same time, the effects of serving are manifested mainly at the initial stage of interaction and slowly lose influence over the course of the subsequent stay.

Italian experts have identified four neuromarketing techniques that have proven to be most effective in the food and beverage industry. Within the product component of the marketing mix, several scenarios of their successful application have already been identified, which demonstrate significant potential for further development (Table 6).

While the use of product neuromarketing strategies in the food industry has shown the best results, new research approaches have also proven useful for other product categories. The focus has been on design and packaging as critical factors that influence consumer perceptions and purchase decisions.

The special role of packaging is due to its significance in retail sales, which are still the main distribution channel. Packaging is the first point of contact between the consumer and the product, initiating physical interaction and engaging several sensory channels. However, a full understanding of the mechanisms of this interaction is still partly a "white spot" for many marketers. The use of neurophysiological research methods can help fill this gap in both theory and practice.

**Table 6 - The most effective neuromarketing methods for food and
beverages (product component)**

Method.	Potential scope of application (marketing tasks)
Ai-tracking	Remote and non-invasive tracking of customer interest in a product in real conditions. Evaluation of the impact of various packaging and design elements and product information on attention and interest in the product, purchase decisions, and perceived product quality and taste, and customer satisfaction.
ECG	Assessment of emotional reaction to a product with high temporal resolution. A special index of frontal asymmetry of alpha rhythm (FAA) is effectively used to assess the attractiveness of a product, especially its flavor, and even basic behavioral "approach-avoidance" tendencies
Electrical conductivity skin	A portable way to assess the emotional reaction of the consumer
Recognition facial expressions	Remote identification of emotions during perception or consumption of the product

One of the fMRI studies conducted by M. Stoll and his team demonstrated that packaging with positive and negative appeal triggered different activity in the nervous system associated with positive and negative emotions, respectively. In particular, attractive packaging stimulated the activity of those parts of the brain responsible for attention and the reward system. In contrast, unattractive packaging activated areas associated with avoidance reactions.

In another study, neuromarketers found that aesthetically pleasing packaging significantly lengthens consumer decision-making time and increases the likelihood of choosing such a product, even compared to a more affordable product in standard packaging from a familiar brand.

To date, existing research confirms the potential value of neuromarketing for improving the product component of the marketing mix and increasing its effectiveness. The greatest consensus has been reached on its role in studying and evaluating consumers' emotional and subconscious reactions to both the product itself and its extended elements, such as packaging, information support, brand, or point-of-sale atmosphere. Unlike traditional approaches, neuromarketing allows for a more

accurate and differentiated analysis of the impact of various product components and packaging on consumers' emotional perception and their approach or avoidance behavior.

The practical significance of such knowledge is obvious: a detailed understanding of the process of product perception allows for the improvement of the product to ensure maximum appeal. In addition, the capabilities of this approach can be further enhanced by taking into account differences in product perception among different consumer groups.

The price component in the marketing mix is one of the most convenient elements for neuromarketing research. Price is a universal quantitative variable that has a clear meaning for both buyers and sellers, making it easy to interpret. Thanks to the price, products can be easily compared with each other, which is why it is actively used in experimental studies of behavioral economics to study decision-making mechanisms. Neuromarketing tools allow you to analyze in detail the reaction of consumers to the price of a product and its impact on the purchase decision-making process.

Research shows that price not only acts as an element of calculating benefits and costs in the decision-making process, but also directly affects the structure of these mechanisms, so it cannot be considered an independent or unchanging factor. While in traditional economic theory money is a universal means of measurement (an interval value), this statement is not always true in the context of subjective perception of value. The subjective value of a price often depends on numerous contextual and even individual factors.

Today, the potential of neuromarketing in the study of the price component is only partially utilized. The research work conducted contributes to a better understanding of the fundamental mechanisms of price perception, its impact on the subjective value of goods and the formation of willingness to buy. However, the applied use of neuromarketing approaches in the pricing of a specific product is still more of a prospect. The main limitations are the methodological and practical difficulties associated with the use of tools such as fMRI (functional magnetic

resonance imaging), which is currently considered the most valuable source of data on the subjective assessment of the value of a product. In the short term, neuromarketing is unlikely to compete with other methods of pricing optimization, such as big data analytics.

As for the choice of channels and sales outlets, the marketing tools in this component have limited potential for using neuromarketing approaches. Many tasks, such as organizing a distribution network or optimizing logistics, are loosely related to the psychological aspects of consumer behavior and are more effectively solved by traditional methods. At the same time, in some cases, neuromarketing can offer interesting solutions.

The most promising area of neuromarketing application in this aspect of the mix is the organization of physical space and the design of points of sale - places where consumers have direct contact with a product or seller. In such circumstances, neuromarketing technologies can provide a number of advantages over traditional approaches:

1. The impact on the consumer at the point of sale is multisensory and mostly indirect. In the physical space of a store, showroom, or shopping center, a customer is exposed to numerous factors that shape their perception of the space itself, as well as of individual products or product categories.

2. Interaction with the consumer at the point of sale is time-consuming, actually covering the entire period of the customer's stay in the sales area. This process can be viewed as ongoing communication, and the task of the seller is to ensure its optimization. This involves taking into account the amount and content of information, as well as the effective and timely use of feedback. For example, prompt detection of negative reactions of visitors to certain aspects of design or work organization (fatigue, information overload, staff intrusiveness, insufficient space, etc.) can serve as an important signal not only for strategic changes but also for immediate adjustments during the visit.

Among the most promising neuromarketing tools for optimizing points of sale are remote technologies for analyzing consumer attention and emotional reactions. The

main role here is played by i-tracking and biometrics systems, in particular, technologies for recognizing emotions by facial expressions.

One of the few experimental studies in this area was conducted by a Slovakian-Taiwanese interdisciplinary team that examined the impact of lighting on consumer behavior. In a laboratory setting, researchers at used electrocardiography (ECG) and i-tracking to analyze the impact of different lighting parameters and color schemes on consumer preferences for fresh fruits and vegetables. The study confirmed the significant dependence of automatic emotional reactions on lighting: warm colors of halogen lamps caused the maximum emotional response, while the cold light of LED lamps caused the minimum. At the same time, the correction for color temperature indicated that LED lamps evoked the most positive emotions. Thanks to their energy efficiency and design variability, they have a high potential for use in lighting retail spaces. Experiments with atypical color schemes for illuminating fruits and vegetables showed interesting results: for example, magenta evoked more positive reactions than yellow, red or green, which may be due to increased attention of customers.

Overall, the experiment not only confirmed the significant impact of lighting parameters on the emotional state of visitors, but also demonstrated the benefits of neuromarketing methods for choosing optimal design solutions that create a positive atmosphere at the point of sale.

Another interesting example is the study by Taiwanese marketers L. Hsu and Y. Chen, which examined music priming as a factor influencing choice at the point of sale. Using ECG, they investigated how different music genres change the perception of tasted wine. Participants were offered to taste two types of wine - French and Spanish - of the same price category. During the first stage, they chose without external factors of influence, but before the second stage, priming was activated: French or Spanish music was played. The results showed that the music influenced the change of choice: after the French melodies, participants switched to French wine more often.

It is important to note that different music genres have different effects on the activity of certain brain structures, including the γ rhythm, which plays a key role in attention and memory processes. One possible explanation is that Spanish songs during

the experiment contributed to a greater activation of the γ rhythm, thereby increasing the participants' concentration. French chanson, on the contrary, had a relaxing effect, increasing subconscious sensitivity to priming.

Music, like the level of lighting or other elements of the retail space organization, are contextual factors that can be relatively easily modified. Data from neuromarketing research shows the significant potential of such tools to influence customer preferences and manage demand at points of sale. The prospects for dynamic adaptation of the retail environment to specific situations, for example, when it is necessary to stimulate demand for certain categories of goods, look particularly interesting.

In addition to optimizing merchandising and other marketing aspects in physical retail outlets, neuromarketing shows significant potential in e-commerce. Although traditional sales channels still dominate the retail industry, e-commerce is gradually increasing its market share. This growth accelerated under the influence of the global COVID-19 pandemic in 2020, as well as the war in Ukraine, which has been going on since February 2022.

E-commerce opens up great opportunities for customizing customer experience and personalizing the interface to meet individual consumer needs. Thanks to the powerful analytical tools of digital technologies, such personalization can significantly increase sales efficiency even without the use of complex neuroimaging methods. Digital analytics allows you to study real consumer buying behavior with less time and resources compared to neuromarketing research tools.

8. Marketing research of the poultry meat market conjuncture

8.1 Theoretical and methodological foundations of marketing research of market conjuncture

The successful operation of a poultry enterprise largely depends on high-quality information support. To make well-founded marketing decisions, access to reliable, up-to-date, and comprehensive information is essential. Such information can only be obtained through a comprehensive analysis of the company's marketing environment, allowing for an evaluation of market conditions and the identification of development prospects.

Poultry farming is one of the most dynamic sectors of agriculture. It stands out for its high efficiency in terms of feed and labor costs per unit of production, making it highly competitive compared to other areas of agribusiness. In Ukraine's meat balance structure, poultry meat accounts for almost half, underscoring its significance for the country's food security. The growth in poultry population results from limited supply of other types of meat, such as beef and pork, as well as active private capital investment in the sector.

The development of the poultry meat market should be based on an export-oriented strategy, enabling the balance of domestic supply and demand through entry into international markets. To achieve this, appropriate conditions for regulating product circulation must be ensured, particularly compliance with global market requirements. The development strategy of the market should account for the interaction between domestic producers, processing enterprises, consumers, and export-import operations. The effective functioning of the poultry market is possible only with close coordination among all participants in the supply chain.

Comprehensive studies of the agricultural and food market require special attention to market conditions analysis. This aspect is crucial, as it allows the determination of quantitative indicators of development, assessment of qualitative

market characteristics, and identification of major trends. However, the term "market conditions" still lacks a universally accepted definition. Many scholars interpret this concept differently, depending on methodological approaches, research conditions, and sector specifics. Such differences highlight the need for further study and clarification of this term to create a unified concept that most accurately reflects the essence of market processes [169, 170].

The concept of "conditions" was first defined as a term by Ferdinand Lassalle in his polemical work against F. Schulze-Delitzsch. Lassalle equated conditions with a complex of all existing and unknown circumstances that shape a person's environment within a mercantile world. This definition laid the foundation for the further development of the concept, establishing the basis for analyzing the interrelations among economic, social, and market processes.

In the 17th century, the term "conditions" began to be used to mean "state of affairs" or "temporary interconnections." This approach reflects researchers' attempts to understand how the interaction of various factors influences economic processes. Similar views are evident in the works of renowned scholars such as A.E. Schäffle, W. Sombart, and W. Röpke. These researchers expanded the interpretation of conditions by focusing on the analysis of temporal and causal relationships that define the state of the economic environment.

It should be noted that the evolution of the concept of "conditions" has been inseparably linked with the development of economic science. This term began to be widely used to describe specific features of market relations formed under the influence of political, social, and technological factors. Thus, conditions became an important tool for assessing the current state of the market, forecasting its development, and identifying major trends [171].

Albert Eberhard Schäffle interpreted the concept of "conditions" as a set of external influences that are unpredictable and independent of the subject conducting activities. In his view, these influences shape the specific conditions in which the subject finds themselves at any given moment, creating a dynamic basis for making

economic decisions. This approach allows conditions to be viewed as a constantly changing external context that directly impacts economic activity.

Werner Sombart, in turn, characterized conditions as a form of economic reality's movement, manifested in cyclical changes between states of economic expansion and decline. He emphasized that these changes are an integral part of economic life, defining its rhythm and structure. This perspective underscores the importance of understanding cyclical fluctuations to forecast economic processes and adapt to new conditions.

Wilhelm Röpke proposed another perspective, defining conditions as the relationship between supply and demand in a given market. According to him, this relationship is dynamic, difficult to predict, and practically impossible to fully calculate or control. Röpke stressed that the evaluation of conditions depends on how this relationship affects the profitability of individual economic entities. He identified price and methods of product realization as the main factors determining profitability.

Thus, in the works of these scholars, market conditions appear as a multifaceted phenomenon formed by both external and internal factors. Their approaches emphasize the necessity of a comprehensive approach to analyzing market situations, accounting for its dynamic nature, cyclicity, and the influence of supply-demand interaction. This understanding is crucial for making well-grounded economic decisions, particularly in modern markets characterized by high variability and uncertainty.

Adolf Wagner considered the concept of "market conditions" as a combination of technical, economic, social, and legal factors that form the foundation for the functioning of the national economy. He emphasized that under conditions based on the division of labor and private ownership of material means of production, these factors determine supply and demand, as well as the value of goods. Wagner paid particular attention to exchange value and pricing, which, in his view, are formed independently of the will and efforts of economic actors and beyond their individual production costs for specific goods [172].

The foundation of Wesley Mitchell's concept of market conditions analysis was the systematic statistical study of economic indicators characterizing the impact of

various factors on economic processes. He proposed using economic-mathematical modeling to analyze changes in market conditions, which came to be known as "economic barometers." One of the most well-known approaches of the time was the "Harvard Barometer," developed by Warren Persons. **This tool included several components that provided a comprehensive assessment of the market situation:**

1. **Profit barometer** – covered the analysis of discount rates, price indices, and stock prices.
2. **Production barometer** – included studies of orders, raw material and semi-finished goods supply, production volumes, and employment levels.
3. **Foreign trade barometer** – tracked import and export dynamics.
4. **Sales barometer** – accounted for the volumes of shipped finished products, as well as wholesale and retail trade turnover.
5. **Credit barometer** – analyzed the movement of monetary assets, deposits, and credit operations [173, pp. 8–16].

This system allowed not only the monitoring of current economic conditions but also the forecasting of changes in market conditions, enabling entrepreneurs and policymakers to make more informed decisions. Tools like the "Harvard Barometer" revolutionized market process research by providing a holistic analysis of economic activity at both macro- and micro-levels.

Thus, both Wagner and Mitchell laid the groundwork for the further development of the theory of market conditions analysis. Their works highlight the importance of a multifactorial approach to studying economic conditions, which is critically important for managing economic processes in today's dynamic market environment.

Significant changes in methodological approaches to the study of economic conditions occurred under the influence of the Great Depression of the late 1920s and early 1930s. This global economic crisis, which had devastating consequences for many countries, was not predicted even by such advanced tools as the Harvard Barometer. This fact revealed the limitations of approaches based solely on analyzing the dynamics of variables within a single stage of the production process – namely,

exchange or the market. The Great Depression served as a catalyst for revisiting approaches to analyzing economic conditions, which then began to consider the dynamics and proportions of the entire reproduction process at the macroeconomic level [174, p. 650].

The theory of economic conditions also drew the attention of Ukrainian scholars, among whom M.I. Tugan-Baranovsky occupies a prominent place. He introduced a general concept of economic conditions, provided an in-depth explanation of their essence, and justified the need for their study to analyze the dynamics of national economic development. His research significantly contributed to the understanding of economic processes and the development of methodologies for their analysis.

A leading center for economic research in this field was the Conjunction Institute, founded by Nikolai Kondratiev in 1920. In Kondratiev's works, the concept of "economic conditions" was not limited to the stage of exchange. He defined economic conditions as "the direction and degree of change in the aggregate elements of economic activity compared to a previous point in time" [175, p. 67]. This approach allowed for the consideration of the impact of various factors, including production, consumption, distribution, and exchange, making his concept more comprehensive and applicable in practice.

It is worth noting that the Ukrainian school of economic analysis already demonstrated an innovative approach to studying market conditions during that period. Rather than focusing solely on market indicators, Ukrainian researchers considered the interconnections between all stages of the economic cycle. This comprehensive approach laid the foundation for the further development of economic science, providing a deeper understanding of changes in economic systems and creating tools for their analysis and forecasting.

Thus, the Great Depression not only tested economic theory but also stimulated the improvement of methods for studying market conditions, subsequently leading to the development of new approaches in macroeconomic analysis and forecasting.

S.O. Pervushin, analyzing the concept of "market conditions," proposed two definitions depending on the perspective: dynamic or static.

Dynamic aspect views market conditions as a continuously developing process reflecting movement and changes in economic conditions and interconnections. In this context, market conditions are understood as the constant transformation of economic reality, which evolves under the influence of numerous factors.

Static aspect interprets market conditions as the state of the national economy at a specific point in time. This approach involves comparing the current state of the economy with the previous one, allowing an assessment of changes that have occurred in the structure and dynamics of economic processes [176, pp. 23–24].

Market condition studies are a comprehensive system of research activities aimed at obtaining reliable information about the state of markets – whether sectoral, product-specific, or regional. The primary goal of such studies is to analyze the relationship between supply and demand for goods and services, study the structure and volume of demand, and assess whether the offered goods (in terms of volume, quality, and structure) meet market needs. Particular attention is paid to analyzing the adequacy of the trade sector's material and technical base to meet market development needs, which is crucial for ensuring effective commercial activities.

A broader approach to market condition studies also includes:

- Assessing the mass appeal of demand for certain goods or services, allowing the identification of key consumer trends.
- Examining regional features of supply and demand, which helps account for the specifics of individual markets.
- Analyzing external and internal factors influencing market conditions, such as changes in economic policy, the impact of global economic trends, and innovations in production and logistics.
- Forecasting market development based on identified patterns.

In conclusion, market condition studies are essential for a comprehensive understanding of market dynamics, enabling the development of effective strategies for market participants, as well as ensuring the alignment of production and trade activities with market needs.

The complexity of market condition research enables the creation of more accurate and well-grounded recommendations for managerial decision-making. Such an approach is an indispensable tool for businesses aiming to adapt to the rapidly changing economic environment and enhance their competitiveness in dynamic market conditions.

It is worth noting that the conditions of a specific commodity or industry market do not develop in isolation but are closely interconnected with those of other sectors and markets, as well as the overall economic environment. At the same time, transferring trends and characteristics of the general economic conditions to specific industries or markets, or vice versa, is not only incorrect but also methodologically flawed. For instance, unfavorable conditions in one industry may influence related sectors, but the strength and direction of this influence depend on the specifics of the interconnections between them.

Therefore, analyzing the conditions of a specific industry or commodity market must take into account the interrelations and mutual influences between various economic sectors and the overall economic environment. This approach ensures a more comprehensive and realistic understanding of market processes, facilitating more accurate forecasting and the development of effective management strategies.

Market condition research requires systematic and continuous monitoring of the market's state, as it is a dynamic system governed by probabilistic laws and subject to various fluctuations. These fluctuations can be caused by both internal factors (changes in demand, price volatility, technological advancements) and external factors (economic policies, global market trends, geopolitical events) [177, p. 9].

In its modern understanding, market conditions are defined as a set of circumstances under which market activity takes place at a specific point in time. They are characterized by the balance of supply and demand for goods or services, price levels, their correlation, and other market parameters such as demand elasticity, competition levels, and market shares of participants.

Additionally, market conditions encompass the analysis of psychological and behavioral factors that influence consumers and businesses. For example, changes in

consumer preferences, expectations regarding future economic conditions, and trust levels in the market can significantly affect the overall state of market conditions.

Thus, a comprehensive approach to analyzing market conditions allows not only the assessment of the current situation but also the identification of key factors influencing market development and the forecasting of future trends. This is an important tool for making informed decisions in business, management, and public policy.

The conditions of the poultry market are analyzed using a system of economic indicators that enable the quantitative evaluation of qualitative changes in the market environment. These indicators provide a basis for analyzing current trends and forecasting the market's future development. It is crucial that the system of indicators reflects the main directions, dynamics, changes, and growth rates of market conditions while minimizing the influence of random, uncontrollable, and hard-to-predict factors.

The system of market condition indicators should include metrics that accurately and promptly characterize the market's state. These should allow for the evaluation of general processes as well as the analysis of specific phenomena. This means that alongside aggregated data providing an overall view of the market, more detailed indicators should be used to explore particular aspects of market conditions [178, p. 11].

For a full-fledged analysis of market conditions, the following groups of indicators can be used:

1. **Demand and supply indicators:** sales volumes, market share, demand satisfaction levels, availability of stock.
2. **Price indicators:** average product prices, price dynamics, the relationship between wholesale and retail prices, price elasticity of demand.
3. **Competitive environment indicators:** the number of market participants, competition levels, market concentration.
4. **Efficiency indicators:** profitability levels, profit volumes, labor productivity.

5. **Foreign trade indicators:** export and import volumes, international competitiveness, global price dynamics for similar products.

6. **Socio-economic indicators:** per capita consumption levels, changes in consumer preferences, income levels of the population.

The system of indicators should be designed to enable both horizontal (market-to-market comparisons) and vertical (detailed analysis of specific aspects) assessments. This allows for the identification of both general trends and unique characteristics that affect the development of specific market segments.

Applying such a system provides a comprehensive assessment of market conditions, facilitates the forecasting of changes, and supports the development of effective strategies for businesses operating in this market. For the poultry market, this might include analyzing consumption trends, changes in production costs, and the impact of government policies on industry development.

Thus, from the multitude of economic indicators, it is essential to select those most significant for reflecting the influence of factors shaping market conditions. These should be the indicators and factors that directly impact the formation of the current market conditions and provide an assessment of its dynamics in the near future [179, p. 78].

In developing a system of market condition indicators, it is crucial first to define the object of research. This can be:

1. **General economic conditions** – analyzing overall trends and processes in the economy at the macro level.

2. **Regional conditions** – studying the specific features of market development in a particular geographic region.

3. **Industry conditions** – examining the state and dynamics of a specific industry or economic sector.

In addition to defining the object, it is important to consider the goals and objectives of the research, as they directly influence the selection of indicators, methods of analysis, and approaches to interpreting the results.

A common feature of all market condition indicators is their ability to change depending on the transition of the economy from one phase of the cycle to another. Studying such changes allows not only an assessment of past changes but also the identification of patterns that can be used to forecast future market conditions. For instance, analyzing the behavior of key indicators, such as demand, supply, prices, production volumes, and investment activity across different phases of the economic cycle, helps uncover their interdependencies and predict future trends [180, p. 57].

When developing a system of market condition indicators, the following principles should also be considered:

1. **Timeliness** – the indicators must reflect current economic changes and be accessible for regular monitoring.
2. **Relevance** – selected indicators should correspond to the specifics of the research object and reflect key aspects of market conditions.
3. **Comprehensiveness** – the system should include aggregated data for an overall picture as well as detailed indicators for analyzing specific aspects of market dynamics.
4. **Predictive value** – the indicators should have the potential for use in forecasting market changes, providing opportunities to assess likely market development scenarios.

The results of market condition analysis can be useful not only for assessing the current state of the market but also for developing strategic decisions such as optimizing production, planning investments, or entering new markets. Thus, a well-designed system of indicators is a crucial tool for ensuring effective management in a dynamic economic environment.

The proposed system includes the most important and commonly used indicators that can be utilized to analyze key market changes. It serves as an essential tool for identifying market condition development prospects, particularly for organizing forecasts of its dynamics and changes.

Among the various economic indicators, three main groups stand out as critical for analyzing the poultry market:

1. **Demand and supply indicators:** These characterize the balance between the quantity of goods consumers are willing to buy and the quantity available in the market.
2. **Price dynamics indicators:** These reflect changes in price levels that directly influence market conditions.
3. **Efficiency and competitive environment indicators:** These allow for the evaluation of market productivity and the level of competition.

Analyzing these indicators is vital for formulating effective market management strategies, developing marketing campaigns, and ensuring the stability and competitiveness of the industry.

Market demand for poultry is influenced by a combination of factors that shape consumer interest and sales volumes. **Among the most significant factors are:**

1. **Income levels in society:** consumer purchasing power is a key factor directly impacting their ability to buy. Higher income levels encourage increased demand for higher-quality products, such as poultry, which remains relatively affordable compared to other types of meat.
2. **Market capacity:** demand volumes largely depend on the number of consumers and their needs in a particular region. Population growth or market segment expansion can increase consumption volumes.
3. **Product availability:** regular availability of poultry in stores and a diverse product range (fresh, frozen, organic) affect the stability and volume of demand.

The market mechanism of relationships operates through a set of economic laws that are interrelated and form the basis of market processes. Among them, the most significant are:

1. **The law of value:** it determines that the price of a product should correspond to the costs of its production. For poultry, this includes costs for raising birds, feed, logistics, and marketing.
2. **The law of the average profit rate:** this law ensures equilibrium among producers and incentivizes them to seek efficient production methods. For example,

reducing production costs for poultry increases profitability without significantly raising prices.

3. **The law of supply and demand:** this law regulates market equilibrium, determining the quantity of goods and their price to satisfy consumer needs and ensure market stability. If supply exceeds demand, prices decrease, and in the case of shortages, prices rise.

Based on these laws, market price formation is influenced by the complex interconnection of producers, sellers, and consumers. For instance, in the poultry market, seasonal consumption changes, fluctuations in feed costs, or rising transportation expenses can significantly impact the final product price [181, p. 58].

The demand for poultry is the result of a multifactorial system that includes socio-economic, demographic, and market factors. Understanding these factors and the laws governing market processes allows producers and sellers to develop effective strategies to meet consumer needs and maintain competitiveness in the market.

Two main groups of participants operate in the market simultaneously: consumers, who generate demand for products, and enterprises, which provide production and supply.

Supply is defined as the total amount of goods available on the market that can be offered for sale at prices satisfying producers [182, p. 126]. In other words, supply depends on the ability of producers to deliver goods to the market under conditions that ensure the coverage of production costs and the generation of profit.

In the mechanism of market interaction, there is a consistent relationship between the level of market price and the quantity of products that producers are willing to offer for sale. **The primary stimulating factor influencing production volumes and supply is the price level. According to economic laws:**

- If the price of a product rises, it encourages producers to increase production volumes, as a higher price allows for greater profit.
- If the price decreases, producers reduce production volumes because revenues may no longer cover production costs.

Thus, the price level is the primary criterion for the feasibility of producing a specific type of product. For producers, it is crucial that market prices not only cover production costs but also provide the desired level of profitability, incentivizing continued activity.

Resource prices also play an important role in determining supply volumes through their impact on production costs:

— A decrease in resource prices reduces costs, enabling businesses to purchase more resources and increase production volumes under equal conditions.

— An increase in resource prices raises costs, potentially forcing producers to reduce supply volumes.

However, modern technologies can partially neutralize the impact of rising resource prices. The use of innovative solutions allows companies to produce more products with the same or even fewer resources, enhancing competitiveness and ensuring supply stability.

The relationship between price and supply volume forms the core law of the market economy: supply volume increases with rising prices and decreases with falling prices. This occurs because higher prices create additional incentives for producers to expand production, while lower prices reduce the interest in increasing supply volumes [182, p. 128].

In the market, the interaction of demand and supply is represented through market mechanisms, often illustrated using graphs that show changes in demand and supply curves relative to price levels. **Figure 1 highlight the following key aspects:**

— An increase in price causes movement along the supply curve toward higher supply volumes.

— A decrease in price leads to movement in the opposite direction, reducing supply.

The figure also display the equilibrium point, where demand equals supply. This point is critical for establishing the market price and determining optimal production and consumption volumes.

Supply in the market is influenced by price levels, resource availability, innovative technologies, and economic laws. Understanding the interconnections between these factors allows for the forecasting of changes in market conditions and the making of informed decisions to stabilize and develop the market situation.

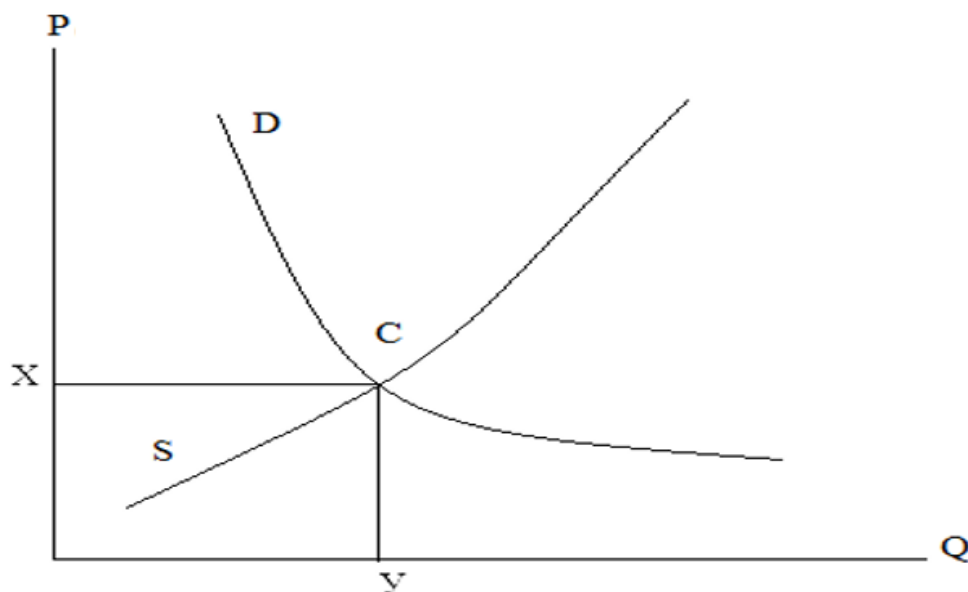


Figure 1. Demand-Supply Curve and Equilibrium Price. Source: [183]

Consumers typically plan to purchase a specific amount of a product (denoted as YY, in kg or tons) if the price is XX UAH per unit (kg or ton). When producers supply exactly this amount of product, corresponding to the demand, a situation of market equilibrium arises.

Market equilibrium is characterized by the alignment of demand and supply volumes at a certain price level, referred to as the equilibrium price. The equilibrium price is a key indicator of market balance, as it ensures optimal satisfaction of consumer needs while achieving producers' profitability goals. In this state, the market operates without product shortages or surpluses, guaranteeing stability in economic relations between consumers and producers [184].

On the figure, the equilibrium price (XX) is represented by the intersection point of the demand and supply curves – point CC. It illustrates:

— **Consumer demand:** the quantity of product they are willing to purchase at a given price.

— **Producer supply:** the volume of product they are willing to provide at the same price.

Point CC on the graph demonstrates that at price XX, the market reaches equilibrium, meaning producers sell the entire volume of product corresponding to demand without creating surpluses or shortages.

In reality, equilibrium is not always stable due to various factors affecting demand or supply:

1. **Increased demand** (e.g., due to rising consumer incomes or changing preferences) shifts the demand curve to the right, potentially raising equilibrium prices and sales volumes.

2. **Increased supply** (e.g., through technological advancements or lower production costs) shifts the supply curve to the right, leading to a decrease in equilibrium prices under other equal conditions.

3. **Decreased demand** or reduced supply impacts equilibrium prices and sales volumes accordingly.

Equilibrium price serves as an important benchmark for all market participants:

— For consumers, it indicates the fair value of products they are willing to purchase without overpaying.

— For producers, it signals the volume of product worth producing to avoid overproduction or shortages.

— For market regulators, it acts as a marker of market health and balanced economic relations.

Thus, equilibrium price is the result of the natural functioning of market mechanisms. It ensures a balance between producer and consumer interests, creating stable conditions for market functioning. Analyzing changes in equilibrium price enables the forecasting of market conditions and informed managerial decision-making.

The formation of demand and supply in the agri-food market is a complex process involving a system of interrelated organizational forms and regulated

economic, informational, and legal methods. This system aims to effectively implement the law of supply and demand balance and stimulate the sale of agri-food products. The organizational mechanism, particularly marketing services within business structures, plays a crucial role in this.

Marketing services act as a key element in establishing interactions between producers and consumers. They perform the following tasks:

- Collecting and analyzing information on market conditions, consumer preferences, and demand changes.
- Developing product promotion strategies aimed at satisfying the needs of the target audience.
- Ensuring communication among all participants in the market process.
- Creating demand through advertising campaigns, promotions, and sales stimulation activities.

Effective marketing services enable businesses to adapt supply to changes in demand, optimize production volumes, and minimize the risks of overproduction or shortages.

The challenge of aligning supply and demand in the agri-food market is one of the key issues for its stable functioning. This interdependence is reflected through:

- Price fluctuations caused by imbalances between offered product volumes and actual demand.
- Seasonality in the production and consumption of agricultural products, creating temporary surpluses or shortages.
- Changes in consumer preferences that can drastically alter demand structures.

To address these issues, modern marketing tools and improved forecasting mechanisms for market conditions must be implemented.

Effective regulation of the interdependence between supply and demand in the agri-food market can ensure:

— **Improved market efficiency:** balance between supply and demand contributes to price optimization, increased competitiveness among producers, and sustainable industry development.

— **Consumer satisfaction:** aligning supply with consumer needs provides access to quality food products at affordable prices.

— **Reduced producer losses:** rational production planning prevents overproduction, which could lead to price drops and financial losses.

The formation of demand and supply in the agri-food market requires a comprehensive approach that combines organizational, economic, and informational mechanisms. Marketing services play a particularly significant role in this process, ensuring supply adaptation to market needs. Solving the supply and demand alignment issue will not only improve market functioning but also enhance the population's well-being by meeting their needs for quality products.

8.2 Analysis of the key factors influencing market conjuncture development

The factors influencing economic conjuncture are referred to as conjuncture-forming factors. Their diversity and unique combinations are the objective reason behind the multifaceted and distinctive nature of markets. The state of the market conjuncture is determined by economic conjuncture indicators, which reflect the current market situation shaped by these factors. However, the complexity of these factors, their nonlinear interrelations and effects, as well as the variety and nonlinear changes of indicators under the influence of different factors, significantly complicate the establishment of functional dependencies between them [185, p. 96].

One of the key challenges in studying market conjuncture is that the indicators of one conjuncture may simultaneously act as factors forming another conjuncture. Conversely, the indicators of the second conjuncture also affect the first. Moreover, the same indicators may perform a dual function – acting both as market state indicators and as factors influencing its formation.

Economic conjuncture represents a complex dynamic system that characterizes the state of the market at a specific moment in time. It forms under the influence of a set of conjuncture-forming factors, and its state is reflected in economic conjuncture indicators. **The impact of each factor on the conjuncture differs significantly in terms of:**

- Magnitude and scale of influence: ranging from local to global.
- Duration of action: continuously acting or temporary.
- Direction of influence: positive (stimulating) or negative (restraining).
- Nature of influence: random, spontaneous, cyclical, or non-cyclical.

The totality of conjuncture-forming factors is divided into several groups based on their nature and type of influence:

1. **Permanently acting factors** – those that form the fundamental conditions of market functioning, such as the level of technological development, demographic structure, or resource availability.
2. **Temporary factors** – influences that act for a limited time, such as seasonal fluctuations or temporary government regulations.
3. **Random and spontaneous factors** – unpredictable events like natural disasters, economic crises, or geopolitical conflicts.
4. **Stimulating factors** – factors that contribute to market growth, such as innovations or an increase in consumer demand.
5. **Restraining factors** – factors limiting development, such as resource shortages or economic sanctions.
6. **Cyclical factors** – those that operate within economic cycles, such as phases of growth or decline.
7. **Non-cyclical factors** – phenomena independent of economic cycles, such as long-term demographic trends.

The movement, change, and development of market conjuncture always occur within certain spatial boundaries. **Therefore, the factors influencing market conjuncture are usually categorized into three main groups (Figure 2):**

1. **Global factors** – events and trends affecting the global market, such as changes in international trade, global energy prices, or global financial crises.
2. **National factors** – factors related to economic policy, macroeconomic stability, or the tax system within a specific country.
3. **Regional factors** – local conditions like infrastructural development, climatic features, or the availability of labor in a particular region.

Economic conjuncture is a multifactorial system in which various indicators and factors interact to shape a dynamic market situation. Understanding the nature and characteristics of conjuncture-forming factors is critically important for forecasting market trends and developing effective management strategies.

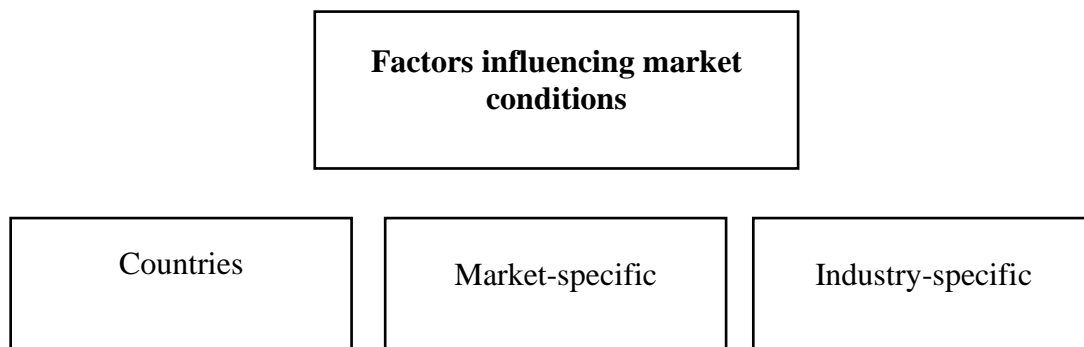


Figure 2. Factors Influencing Market Conjuncture. Source: [186, p. 87]

Industry factors include the unique characteristics and indicators specific to individual sectors of the economy. Key aspects of these factors include:

- Production dynamics and industry structure – changes in production processes, output volumes, and structural shifts within the industry.
- Dynamics of external trade in industry products – export and import volumes, trade directions, and their changes over time.
- Pricing on international markets – mechanisms of price formation in industry-specific markets that account for competition, demand, supply, and other factors.
- Activities of companies within the industry – strategic actions of key players, their innovation activity, efficiency, and market share.

Each industry has its own specificity, reflected in the product and service range aimed at respective global markets. These features shape the unique market conjuncture of the industry.

Market factors are directly related to the state of demand and supply for a specific product or service. These factors include:

- **Demand and supply** – the primary drivers determining the volume of goods produced and consumed.
- **Price levels** – a key indicator reflecting the balance between demand and supply.
- **Market monopolization** – the degree of market concentration in the hands of specific players.
- **Competitive conditions** – the presence of barriers for new companies entering the market, levels of price and non-price competition.
- **Product requirements** – standards for quality, packaging, and labeling set by consumers and regulatory bodies.

Country-specific factors align with the permanently acting elements of a country's general economic conjuncture. These include:

- **Economic policy** – levels of taxes, customs tariffs, and subsidies.
- **Infrastructure development** – transport, logistics, and information infrastructure.
- **Legal aspects** – regulatory framework, adherence to competition laws, export, and import regulations.
- **Socio-economic conditions** – income levels, employment, and resource availability.

The interaction of industry, market, and country-specific factors forms the overall market conjuncture. Their impact is complex, as each factor can interact with others, either amplifying or weakening their effects.

The duration of factors' influence on market conjuncture is a relative concept and can be determined using the following principles:

1. **Inertia factors** – those that act during a period when changes in market conjuncture are minor. Understanding the inertia period allows these factors to be classified appropriately.

2. **Short-term factors** – those that influence the market for a period during which the economic conjuncture does not undergo significant quantitative changes. Examples include seasonal demand fluctuations and short-term changes in tax policy.

3. **Long-term factors** – factors that drive structural changes in the market, such as the development of new technologies, population growth, or urbanization.

A generalized classification of conjuncture-forming factors can be graphically represented (Figure 3), illustrating their complexity and interrelations across categories. This visualization helps better understand the nature of each factor's influence and effectively utilize their analysis for forecasting market conjuncture.

The formation of market conjuncture depends on multifactorial impacts, which have both short-term and long-term consequences. Understanding industry, market, and country-specific factors, along with the duration of their influence, is critically important for effectively managing economic processes and developing strategies for growth.

If a factor operates over a time period during which economic conjuncture undergoes only quantitative changes without significant structural transformations, it is classified as a **medium-term factor**. When the influence of a factor results in both quantitative and structural changes in economic conjuncture, it is considered a **long-term factor**. If the factor's impact causes significant structural transformations in market conjuncture, it is classified as a **long-range factor**.

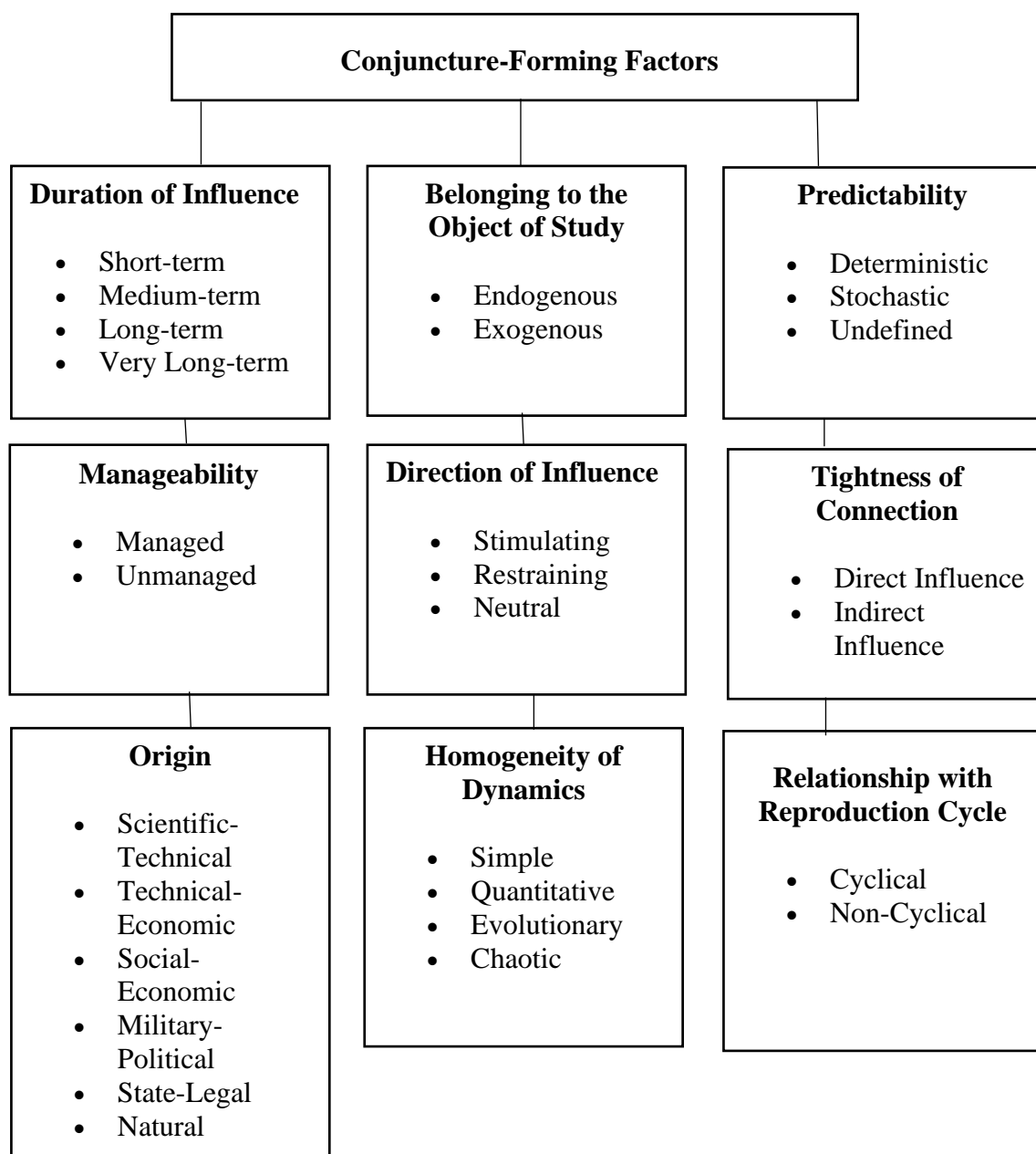


Figure 3. Conjuncture-Forming Factors. Source: [187, p. 79]

Given the difficulty in defining the precise time frame of factors' influence, they are commonly divided into **permanent** and **temporary factors**.

Permanent Factors factors establish the fundamental conditions for the functioning of the economic system and determine the long-term stability of market conjuncture. **Examples include:**

1. **Natural Potential of Countries:**
 - Reserves of natural resources (minerals, water resources, land resources).

- Climatic conditions affecting agriculture and the economy as a whole.
- Environmental conditions and the quality of the surrounding environment.
- 2. **Economic Potential:**
 - Sectoral structure of the economy, determining national specialization.
 - Quantitative and qualitative characteristics of production capacities.
 - Export opportunities and integration into global trade.
- 3. **Demographic Potential:**
 - Population size and structure.
 - Standard of living, income levels, and consumer preferences.
- 4. **Legal and Regulatory Environment:**
 - National and international legal regimes.
 - State of international and national financial systems.
 - Mechanisms for regulating trade and economic relations.
- 5. **Sociocultural and Political Factors:**
 - Political stability and international relations.
 - Cultural, traditional, and religious aspects influencing economic behavior.

These factors form the foundation of the market economy and are critical for long-term market conjuncture forecasting. Temporary Factors have a limited duration of influence but can significantly alter market conjuncture in the short term. **Examples include:**

1. **Natural Phenomena:**
 - Natural disasters (earthquakes, hurricanes, floods).
 - Natural events affecting agriculture or resources.
2. **Technological Disasters:**
 - Accidents in industries, transportation, or infrastructure.
3. **Political and Social Upheavals:**
 - Wars, revolutions, armed conflicts.
 - Changes in international agreements or domestic policies.
4. **Decisions by International Organizations:**
 - Sanctions, quotas, embargoes affecting trade and financial markets.

Temporary factors are generally unpredictable and often have a negative impact on market relations.

For methodological purposes, **Classification of Conjuncture-Forming Factors** can be classified as follows:

1. **By Relation to the Research Object:**

— **Endogenous (internal)** – factors originating directly within the market being studied, such as production levels, demand, supply, and internal competition.

— **Exogenous (external)** – factors influencing the market from outside, such as international trade, geopolitical situations, and global price changes.

2. **By Predictability:**

— **Deterministic** – factors with a clear and defined influence, such as planned tax policy changes or announced trade agreements.

— **Stochastic (probabilistic)** – factors with a random nature, such as seasonal demand fluctuations or natural disasters, which can be predicted only with certain probabilities using statistical methods.

— **Uncertain** – factors whose influence cannot be predicted due to insufficient information, such as unforeseen political crises or natural disasters.

3. **By Controllability:**

— **Controllable** – factors regulated through state policies, such as taxes, subsidies, or tariffs.

— **Uncontrollable** – factors beyond the influence of government or business, such as natural disasters or global economic trends.

4. **By Direction of Influence:**

— **Stimulating** – factors fostering market growth, such as innovation or rising demand.

— **Restraining** – factors limiting growth, such as resource shortages or strict regulations.

— **Neutral** – factors that do not directly impact market growth but create general conditions for its functioning.

5. **By Origin:**

- **Scientific and Technical** – level of technology, adoption of new developments.
- **Technical and Economic** – labor productivity, production costs, capital intensity.
- **Socioeconomic** – population income levels, demographic indicators, employment rates.
- **Military and Political** – political stability, the presence or threat of military conflicts.
- **State and Legal** – legislative framework, business protections, degree of government intervention.
- **Natural** – climatic conditions, resource availability, geographic location.

6. **By Dynamics:**

- **Homogeneous Dynamics** – characteristic of processes that maintain unchanged primary attributes over time (e.g., stable consumption of specific goods).
- **Non-Homogeneous Dynamics** – reflects quantitative and qualitative changes that occur gradually (evolutionary dynamics) or suddenly (chaotic dynamics).

7. **By Relationship with the Reproduction Cycle:**

- **Cyclic** – factors influencing economic cycles, such as renewal of fixed assets or demand for consumer goods.
- **Non-Cyclic** – factors independent of economic cycles, like innovations, inflation, or seasonality.

Permanent factors are essential for forming the general economic conjuncture and provide stability, determining long-term trends. Temporary factors, although secondary at the macroeconomic level, can significantly alter the conjuncture of specific markets in the short term, acting as key drivers of change.

The analysis of market conjuncture is a complex task requiring the study of the market as a reflection of current economic processes. Market conjuncture at any given time may differ from long-term economic trends, making its study critical for effective decision-making. This includes evaluating the current state of the market, forecasting changes, and forming strategies for stable economic development.

8.3 General characteristics of the poultry meat market in Ukraine

Poultry meat production is one of the most dynamically developing sectors of the meat production subsector within Ukraine's agro-industrial complex. Over the past decade, there has been steady growth in chicken production, ensuring the population is supplied with nutritious food products and contributing to the export potential of the industry.

The sector demonstrates high growth rates due to the implementation of modern technologies, optimization of production processes, and effective marketing strategies. The export of products, particularly poultry meat, continues to grow, showing positive trends in foreign markets such as the European Union, the Middle East, and North Africa.

To maintain competitive positions, producers must ensure a high level of product quality, implement safety standards (HACCP, ISO), and maintain price competitiveness. These measures enable Ukrainian chicken products to secure strong positions in both domestic and international food markets.

The demand for poultry meat in domestic and foreign markets continuously drives increased production volumes. For instance, in 2013, all farming categories accounted for approximately 185 million poultry heads. By 2023, this number had risen to 240 million, reflecting a growth of nearly 30% (Figure 4). **Key reasons for this growth include:**

- **Increased consumer demand for chicken** due to its affordable price, high nutritional value, and versatility in cooking.
- **Rising export demand**, supported by access to new markets and stronger positions in traditional markets.

Over the last decade, Ukraine has emerged as one of the leading poultry meat exporters in the region. Export volumes show consistent growth. In 2013, exports amounted to 200 thousand tons, while in 2023, this figure exceeded 450 thousand tons, representing more than a twofold increase. The primary export destinations include EU

countries such as the Netherlands, Germany, and Poland, as well as Saudi Arabia and the United Arab Emirates.

Poultry meat, particularly chicken, has established itself as one of the staple food products in Ukraine’s domestic market. The steady growth in production volumes is associated with active investments in infrastructure development, modernization of production facilities, and the adoption of innovative technologies.

Despite its achievements, the poultry meat sector faces several challenges:

- Rising production costs due to increased feed and energy prices.
- International competition from products originating in other countries.
- Compliance with strict ecological and sanitary standards to gain access to premium markets.

The poultry meat industry in Ukraine has demonstrated dynamic development and significant progress over the past decade. Driven by growing demand, improved product quality, and active penetration of foreign markets, this sector plays a crucial role in ensuring the country's food security and enhancing its competitiveness on the global stage.

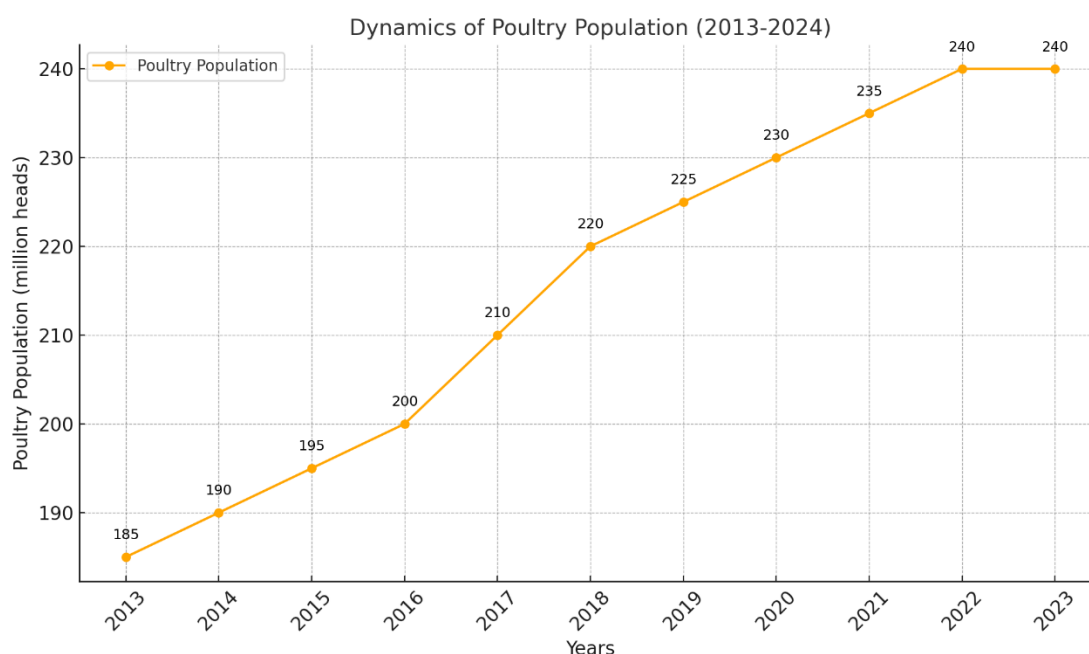


Figure 4. Dynamics of Poultry Population in Ukraine (2013–2023), million heads. Source: [184]

A significant portion of production is carried out using industrial methods, ensuring high technological standards and product quality. Modern production

facilities enhance process efficiency, adherence to safety standards, and cost optimization.

As of 2023, the majority of poultry population is concentrated in agricultural enterprises, accounting for approximately 60% of total production. This trend reflects the significant strengthening of the role of large agro-industrial complexes in the poultry sector. At the same time, the share of household farms is gradually decreasing due to the integration of modern technologies and the concentration of production in specialized enterprises (Figure 5).

Key Drivers of Growth in Industrial Production are:

- **Infrastructure modernization:** introduction of advanced technologies in the production process, automation, and digitalization of management.
- **Compliance with international quality standards:** ensuring products meet HACCP and ISO requirements, granting access to foreign markets.
- **Economic efficiency:** optimization of costs for feed, energy, and labor through large-scale production.
- **Growing demand in domestic and international markets:** favorable conditions for exports and increased chicken consumption among the population.



Figure 5. Poultry Population Structure in Ukraine by Farm Categories, 2023, %. Source: [184]

Thus, in 2023, agricultural enterprises continue to dominate as the main suppliers of poultry products, solidifying their positions in both domestic and international market segments.

The poultry meat market in Ukraine in 2023 generally shows positive developments but remains influenced by factors that hinder its growth. The primary challenge for producers is high production costs. Despite the active adoption of modern technologies in industrial poultry farming, achieving the desired economic efficiency remains a complex task. Feed accounts for the largest share of production costs, making up to 70% of total expenses. Fluctuations in grain prices, which form the basis of feed, significantly affect production costs. Additionally, producers face rising costs for energy resources, fuel, equipment, veterinary drugs, and labor.

Macroeconomic challenges also remain a significant factor affecting the development of the industry. Inflation, currency devaluation, political instability, and intensified competition in both domestic and international markets create additional risks for producers. In such conditions, the industry continues to adapt by implementing new approaches to production and marketing.

As of 2023, the poultry population in Ukraine reached 240 million heads, indicating significant growth compared to 2018. The leading regions in terms of poultry numbers are Vinnytsia region, with 35.2 million heads (14.7%); Kyiv region, with 34.8 million heads (14.5%); Cherkasy region, with 28.1 million heads (11.7%); and Dnipropetrovsk region, with 22 million heads (9.2%). Other regions account for approximately 41.7% of the total poultry population in the country (Figure 6).

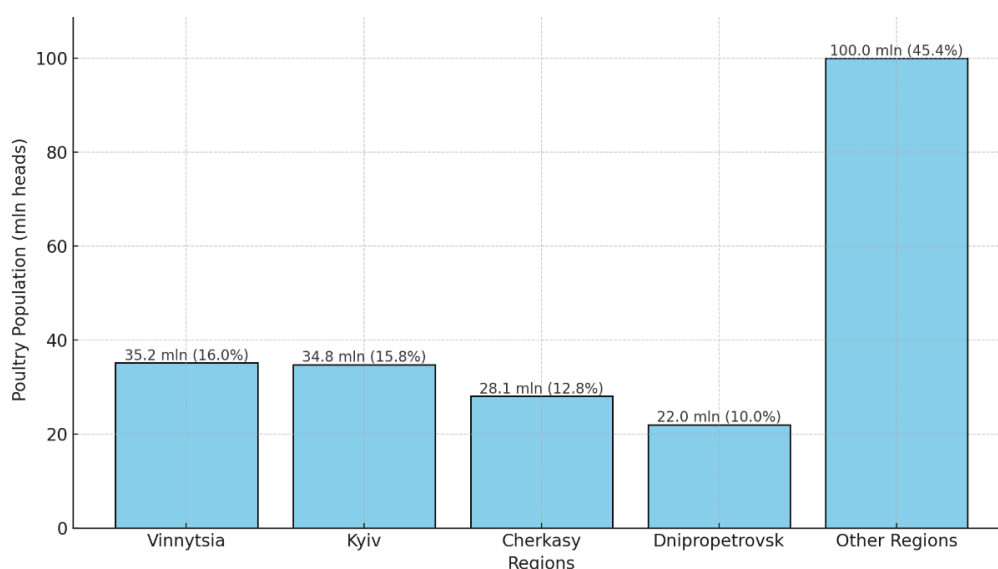


Figure 6. Poultry Population Structure in Ukraine by Regions, 2023, %.

Source: [184]

Despite the challenges, the market demonstrates significant potential for further development. The high quality of Ukrainian poultry, competitive pricing, and expanding export opportunities contribute to the industry's growth. In 2023, export volumes increased, particularly to countries in the European Union, the Middle East, and Africa. Ukrainian producers continue to modernize production facilities, which helps mitigate the impact of rising costs and ensures a stable supply of products to both domestic and international markets.

As of 2023, according to the State Statistics Service of Ukraine, the total production volume of poultry meat in Ukraine amounted to 665.1 thousand tons, which is 0.9% more compared to 2022. The structure of poultry meat production is dominated by agricultural enterprises, which in 2023 produced 627.9 thousand tons of live weight of poultry for slaughter, marking a 1.4% increase from 2022. It is worth noting that in 2018, the volume of poultry sold for slaughter by agricultural enterprises in Ukraine was 1,410.2 thousand tons. Compared to 2016, this indicator grew by 8.88%. However, a decline in poultry meat production is observed in 2023 compared to 2018. This decrease could be attributed to various economic and social factors affecting the poultry industry in Ukraine.

Figure 7 illustrates the dynamics of poultry sales for slaughter in Ukrainian agricultural enterprises from 2013 to 2023. The data shows a general trend of production growth with some fluctuations in specific years.

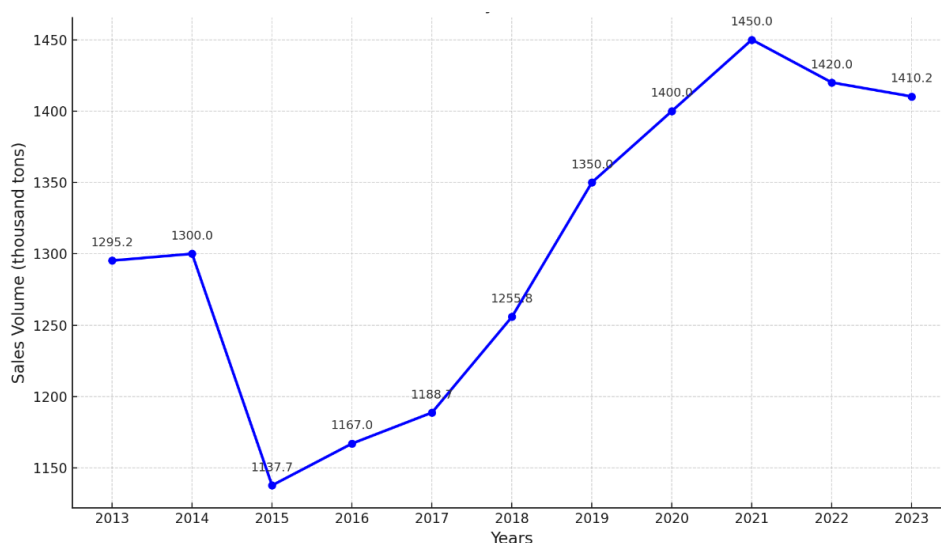


Figure 7. Poultry Slaughter Sales in Ukraine, 2013–2023, thousand tons.

Source: [184]

In 2013, the volume of sales stood at 1,295.24 thousand tons, followed by moderate growth to 1,300 thousand tons in 2014. However, in 2015, this figure decreased to 1,143.7 thousand tons, likely due to economic and political factors that impacted the industry during that period.

Starting in 2016, a steady growth trend is observed: the sales volume increased from 1,167 thousand tons in 2016 to 1,255.8 thousand tons in 2018. This period was marked by a return to stability and the development of the poultry industry due to production modernization and increased domestic and foreign demand.

The highest sales volume was recorded in 2019, reaching approximately 1,350 thousand tons. In the 2020–2023 period, the indicators stabilized with slight fluctuations: in 2020, sales reached 1,400 thousand tons, but in 2022–2023, they slightly declined, standing at 1,410.2 thousand tons in 2023.

Overall, the dynamics of poultry slaughter sales reflect the steady growth of production capacity and the industry's adaptation to changing economic conditions. The positive trend is driven by increased domestic consumption, expanded export opportunities, and the introduction of modern technologies in production processes. At the same time, fluctuations in certain years may be attributed to external shocks, including global market changes, inflationary processes, and resource cost variations.

Figure 8 illustrates changes in production, consumption, export, and import volumes, which are key elements in forming the overall market conditions.

The data demonstrates steady growth in poultry meat production, increasing from 1,100 thousand tons in 2013 to a peak of 1,370 thousand tons in 2021. After this, a slight decline to 1,335 thousand tons was observed in 2023. This highlights the active development of the industry while also underscoring the influence of economic and political factors on its stability.

DEVELOPMENT OF MARKETING AT AGRICULTURAL AND PROCESSING ENTERPRISES VOL. 2

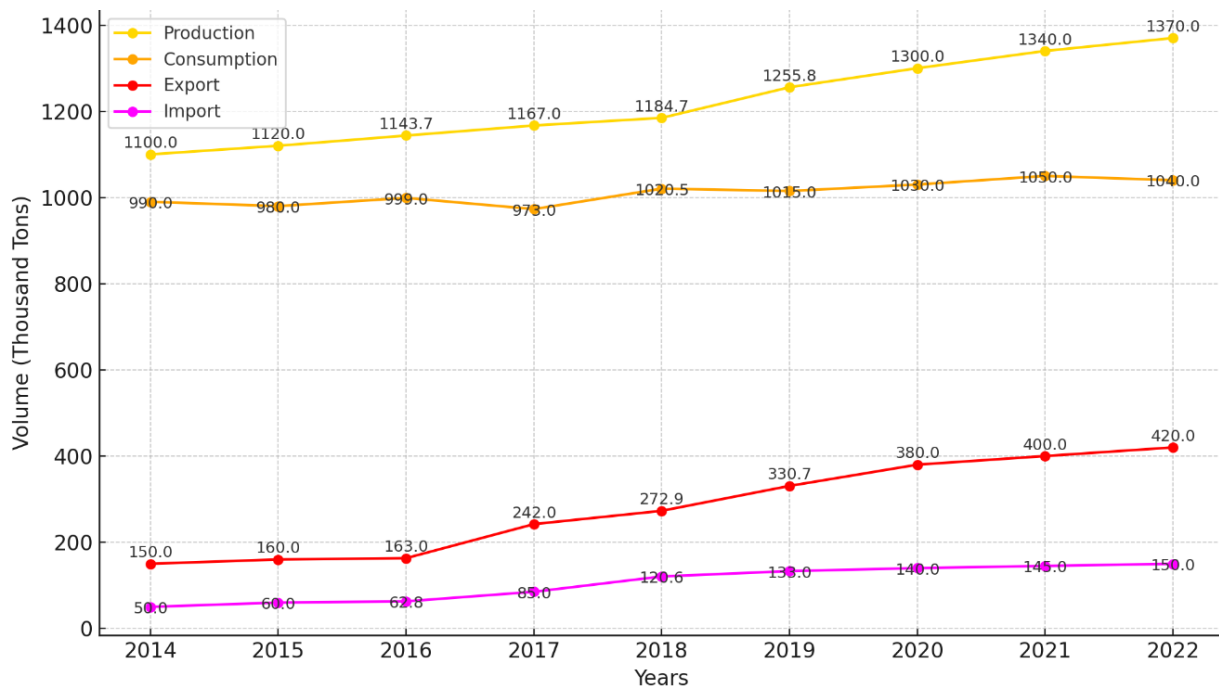


Figure 8. Balance of Poultry Meat Supply and Demand in Ukraine, 2013–2023, thousand tons. Source: [184]

Poultry meat consumption remained relatively stable, fluctuating between 990–1,050 thousand tons during the analyzed period. The highest consumption level (1,050 thousand tons) was recorded in 2021, indicating growing demand among domestic consumers.

Exports showed significant growth, reflecting Ukraine's strengthening position in international markets. Export volumes increased from 150 thousand tons in 2013 to 420 thousand tons in 2021 but slightly decreased to 410 thousand tons in 2023. This dynamic highlights the high export potential of the industry despite external challenges.

Imports, on the other hand, remained relatively stable, with a gradual upward trend: from 50 thousand tons in 2013 to 145 thousand tons in 2023. This could be attributed to the demand for specialized products not sufficiently produced in Ukraine or adaptation to the standards of specific markets.

Overall, the presented graph indicates the development of the poultry industry in Ukraine, which demonstrates steady growth in production and exports – key factors in its success. At the same time, stable consumption and controlled imports point to a balanced domestic market. These trends emphasize the strategic importance of the industry for the national economy.

Figure 9 illustrates significant changes in the financial performance of the industry during the analyzed period, highlighting the impact of both internal and external factors on the economic efficiency of production.

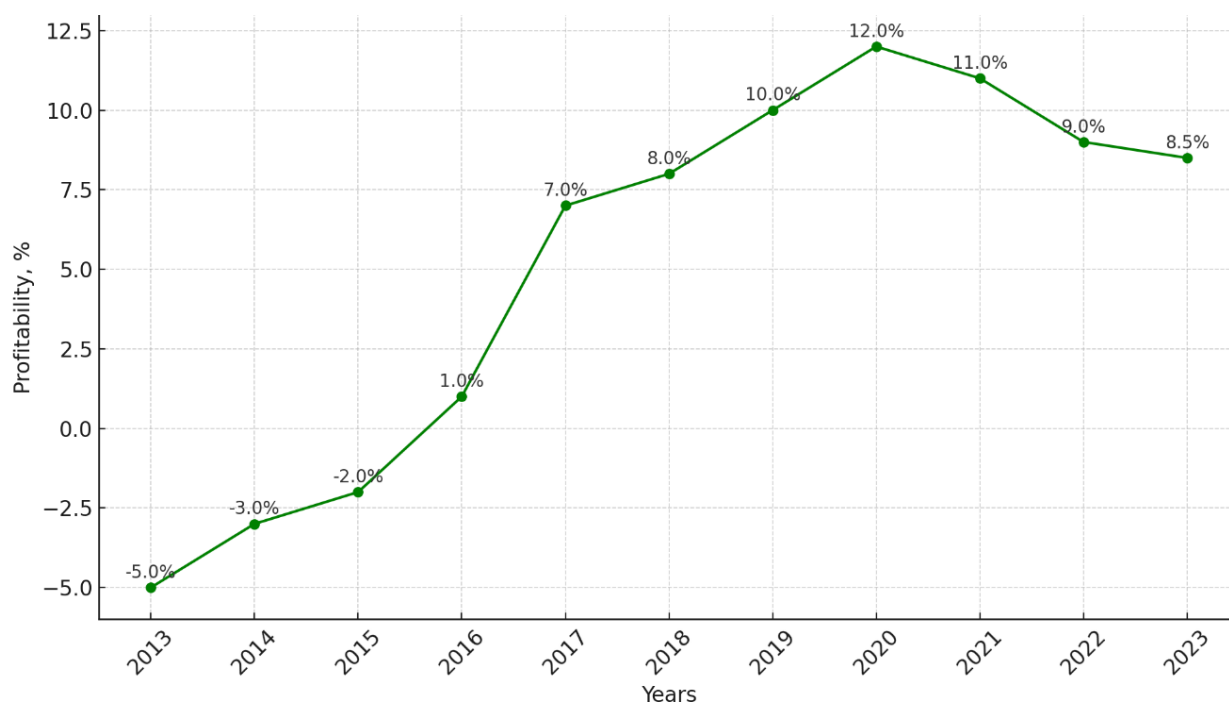


Figure 9. Dynamics of Profitability in Poultry Meat Production by Ukrainian Enterprises, 2013–2023, %. Source: [196]

At the beginning of the period, from 2013–2015, production profitability was negative, reaching its lowest level of -5.0% in 2013. This situation can be explained by the effects of economic instability, high resource costs, and difficulties in adapting the industry to new economic conditions.

In 2016, the profitability indicator turned positive for the first time, reaching 1.0%. This marks the beginning of a gradual recovery in the industry, particularly due to modernization of production facilities, increased domestic demand, and expanded export opportunities.

The highest profitability levels were observed in 2019–2021, with the indicator consistently exceeding 10.0%. In 2019, profitability reached 10.0%; in 2020, it increased to 12.0%; and in 2021, it remained high at 11.0%. This reflects efficient resource utilization and growing demand for Ukrainian products in both domestic and international markets.

However, in 2022–2023, a decline in profitability to 9.0% and 8.5%, respectively, was recorded. This decrease could be attributed to rising costs of energy resources, feed, logistics, and the impact of inflationary processes and macroeconomic instability.

Overall, the presented graph illustrates the gradual recovery and growth of the economic efficiency of the poultry industry in Ukraine after periods of crisis, while also highlighting its vulnerability to external and internal challenges. Profitability analysis serves as an essential tool for identifying strategic development priorities for the industry and enhancing its competitiveness.

Figure 10 depicts a gradual increase in product prices throughout the year, indicating the influence of certain economic factors on pricing. At the beginning of the year, in January, the average price was 72.5 UAH/kg.

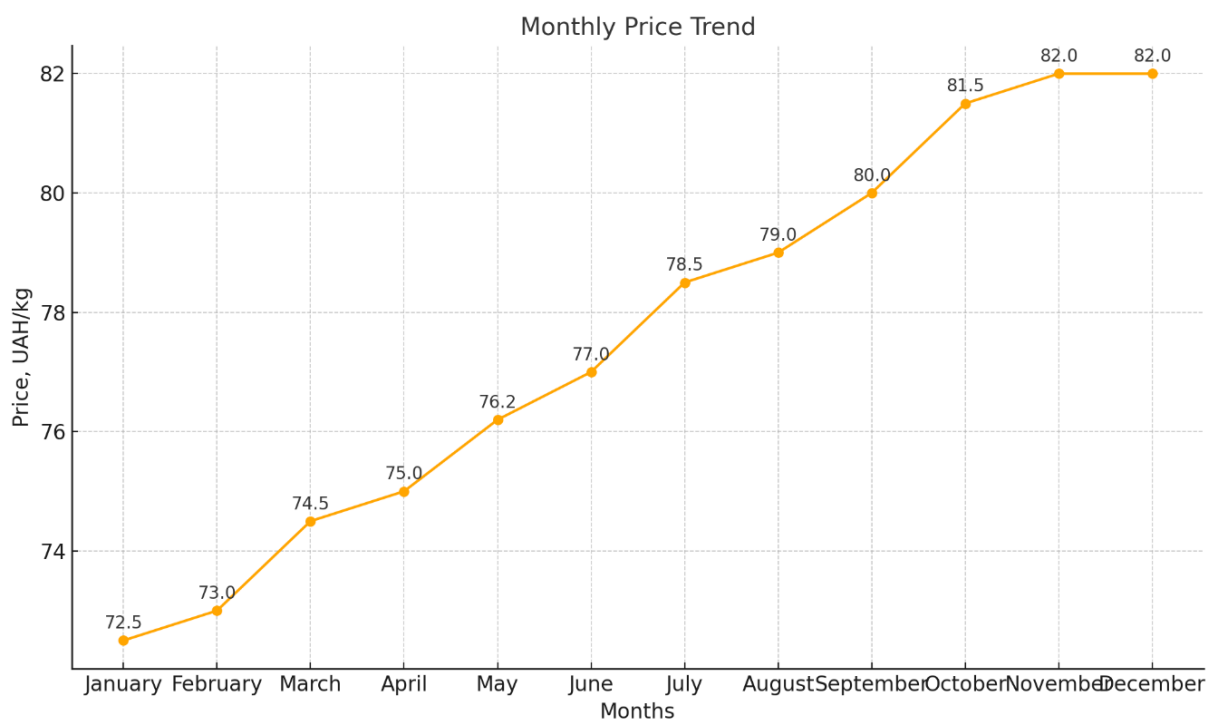


Figure 10. Dynamics of average prices for poultry (chicken carcasses) in Ukraine in 2023, UAH/kg. Source: [196]

In February, it increased to 73.0 UAH/kg, indicating a slight but stable upward trend. In March and April, prices continued to rise, reaching 75.0 UAH/kg, likely driven by increased demand for meat products after the winter season.

The fastest price growth was observed between May and August when the average price rose from 76.2 UAH/kg to 79.0 UAH/kg. This can be attributed to

seasonal factors, including higher feed costs, increased poultry maintenance expenses during the summer, and rising energy costs.

In September and October, the price continued to climb, reaching 81.5 UAH/kg, and by the end of the year, in December, the average cost of chicken carcasses amounted to 82.5 UAH/kg. This growth may be a result of inflationary processes, increased logistics expenses, and rising production costs.

Overall, the chart illustrates a steady upward trend in chicken carcass prices in Ukraine throughout 2023. This demonstrates the significant impact of economic, seasonal, and market factors on product pricing, which is essential for analyzing the poultry meat market and forecasting further changes in pricing policies.

Ukrainian poultry producers are confidently consolidating their market positions due to high-quality standards and competitive pricing, which distinguish their products from imported alternatives. Key advantages include strict adherence to safety and quality requirements and the use of modern poultry farming approaches. In particular, industry enterprises use feed with minimal artificial additives, contributing to the ecological purity and natural quality of the meat [177].

Additionally, Ukrainian poultry farms optimize logistics processes as much as possible, ensuring product preservation at all stages of supply. The advantage of a short supply chain following the "farm-to-table" principle significantly reduces the time between production and consumption, minimizing the risk of quality deterioration. As a result, consumers receive fresh, safe, and high-quality meat products.

Improved quality standards and the introduction of new production technologies enable Ukrainian producers not only to meet domestic market demand but also to actively expand their presence in international markets. Compliance with international standards such as HACCP and ISO, as well as a reputation for reliable suppliers, contributes to export growth to Europe, Asia, and Africa.

Thus, the competitive advantages of Ukrainian poultry producers are based on the combination of high product quality, affordable prices, and efficient logistics, making their products attractive to both domestic and international consumers.

In 2023, Ukraine exported 424.6 thousand tons of poultry meat and by-products, a 3% increase compared to the previous year. However, export revenue decreased to 799.6 million USD. The main importers of Ukrainian products remain the Netherlands (32.8% of total exports), Saudi Arabia (17.4%), and Slovakia (13%) [198].

It is worth noting that in 2021, Ukraine reached a record volume of poultry meat exports—459.1 thousand tons, 6.5% more than in 2020. The main buyers then were Saudi Arabia, the Netherlands, and Slovakia.

In 2022, poultry meat export volumes decreased by 10% to 413.2 thousand tons, but export revenue increased to 852.9 million USD. The Netherlands regained first place among importers of Ukrainian products (29.6%), followed by Saudi Arabia (25.8%) and Slovakia (7.6%) [188].

Overall, Ukrainian poultry meat producers continue to hold strong positions in international markets, demonstrating flexibility and adaptability to changing global trade conditions.

Top 7 Ukrainian poultry meat exporters include the following enterprises [189]:

1. MHP (Myronivsky Hliboproduct) – the largest poultry meat producer and exporter in Ukraine, supplying products under brands such as "Nasha Ryaba," "Qualiko," and others. MHP holds a leading position in the domestic market and actively exports to the EU, the Middle East, Africa, and Asia. The company implements innovative technologies, ensuring high product quality and compliance with international standards (HACCP, ISO).

2. Volodymyr-Volynska Poultry Farm ("Epikur") – one of Ukraine's largest poultry meat producers, actively expanding export supplies. The company specializes in antibiotic-free chicken production that meets high environmental standards. Its primary export markets are EU countries.

3. Agro-Oven – a leading poultry meat producer in central Ukraine. The company exports to CIS countries and expands its presence in Middle Eastern markets. It is known for its modern production technologies and high-quality standards.

4. Agromars Complex ("Havrylivski Kurchata") – one of Ukraine's largest chicken producers, focusing on the domestic market and exports. The company has a high level of vertical integration, allowing it to control all production stages – from poultry farming to product delivery.

5. Ukrlandfarming - a large agricultural company engaged not only in grain cultivation but also in poultry meat production. Its primary focus is on exporting to Asian and Middle Eastern countries. The company actively introduces innovative technologies in production and logistics.

6. Dnipro Poultry Complex – a key player in the poultry meat market, ensuring significant volumes of chicken production for domestic consumption and export. The company emphasizes product sustainability and the implementation of international quality standards.

7. Chornobaivska Poultry Farm – a major poultry meat producer targeting both domestic and foreign markets. The company actively cooperates with countries in the Middle East and the European Union.

The industry leader is "Myronivsky Hliboproduct (MHP)," which accounts for 45% of the market. Other major producers, such as "Volodymyr-Volynska Poultry Farm" (15%), "Agro-Oven" (10%), and "Agromars Complex" (8%), also have a significant impact. The market share of other producers is 10%, indicating the presence of small and medium-sized enterprises in the industry.

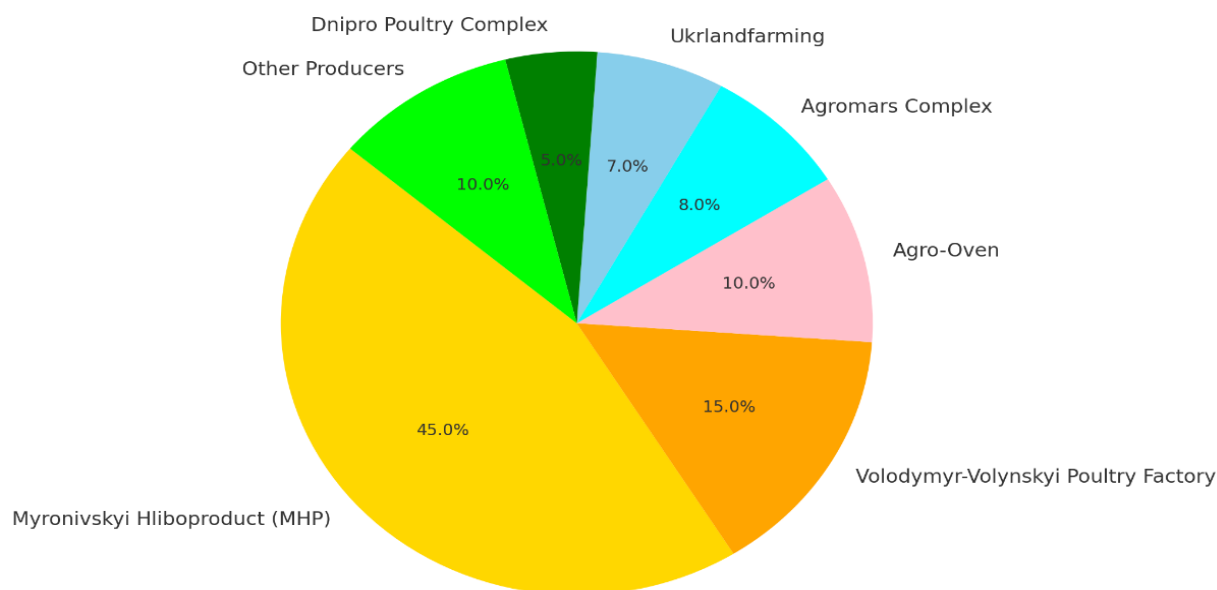


Figure 11. Market share of enterprises in the poultry meat market in Ukraine in 2023, %. Source: [184, c. 29]

Ukrainian poultry industry enterprises continue to demonstrate high export growth rates, primarily due to competitive pricing, compliance with international quality standards, and the implementation of modern production technologies. Industry leaders emphasize expanding the geography of supply and strengthening their position in the global market.

The development of the poultry meat market is closely tied to the supply of high-quality compound feeds. Stimulating the development of the national feed market is strategically crucial, as feed costs account for 65–75% of the production cost of poultry meat. To enhance the competitiveness of enterprises' products, it is important to implement an effective pricing policy aimed at reducing production costs, including optimizing feed production processes and their rational use.

Developing a strategy for managing the feed market is a pressing task requiring diagnostics of existing strategic alternatives and a comprehensive approach to the development of Ukraine's feed production industry. Supporting national producers in this area will strengthen the poultry industry's positions in both domestic and foreign markets.

According to the analysis of the poultry meat market, domestic production is sufficient to fully meet internal demand, ensuring an overall market balance. Production is concentrated in the most developed regions of Ukraine, particularly in Kyiv, Vinnytsia, Cherkasy, Dnipropetrovsk, and Kherson regions, where the leading enterprises of the industry are located. The industry leader, Myronivsky Hliboproduct (MHP), significantly influences the market structure, which may limit competition levels.

Exports of Ukrainian poultry meat show stable growth. The main importing countries are Egypt, Iran, Moldova, Kazakhstan, Armenia, and Georgia. Promising directions for export expansion remain the markets of African countries, the European Union, and China. Achieving this requires raising quality standards and adapting products to meet international market requirements.

However, despite the significant volumes of domestic production, Ukrainian producers face competition from foreign companies, particularly from Poland and Germany. This creates challenges for the national industry, necessitating the development of a state strategy to support producers. The implementation of an import substitution policy is essential, aiming to create favorable conditions for the development of national production, introduce modern technologies, and support the competitiveness of domestic products.

Overall, the development of the poultry meat market in Ukraine depends on the integration of modern technologies, improved logistics, and expanded export opportunities, which will strengthen the position of Ukrainian products in the global market.

8.4 Analysis of the marketing mix of the TM "Nasha Ryaba" by PJSC "Myronivsky Hliboproduct"

PJSC "Myronivsky Hliboproduct" (MHP) is a leading company in the Ukrainian poultry market, accounting for about 35% of the total chicken consumption in the country and over 55% of the industrial production segment of this product. Such

a significant share highlights the company's dominant role in the industry and its key contribution to meeting domestic demand with high-quality products [189].

The "**Nasha Ryaba**" brand is one of the most recognized and popular in Ukraine. All chicken sold under this brand is 100% produced and processed at MHP enterprises, ensuring its high quality and safety for consumers [190].

MHP's poultry production segment includes three broiler poultry farms, which provide the main production volume of chicken, and two farms specializing in breeding parent stock and producing hatching eggs. This structure allows the company to maintain a full production cycle – from breeding to processing – enhancing efficiency and product quality.

In addition, MHP operates 15 distribution centers, ensuring prompt product delivery to the market. Its fleet of refrigerated trucks, compliant with modern logistics standards, enables the transportation of chilled and frozen products to clients in the shortest possible time. This not only preserves the freshness of the products but also enhances the company's competitiveness in both domestic and international markets.

PJSC "Myronivsky Hliboproduct" actively implements innovative approaches to production and logistics management, enabling it to maintain its leading position in the industry. Through an integrated production cycle, quality control at all stages, and effective logistics solutions, the company sets new standards for the Ukrainian poultry industry.

Each enterprise producing poultry meat under the "Nasha Ryaba" trademark of PJSC "Myronivsky Hliboproduct" has implemented an integrated agricultural production management system called GlobalG.A.P. This system covers all stages of the production cycle—from obtaining hatching eggs to transporting poultry for slaughter. The standard is based on Good Agricultural Practice (GAP), which includes: risk analysis and determination of critical control points (HACCP system), environmental protection, ensuring the health and well-being of employees, and adherence to high animal welfare standards. Implementing such standards ensures production efficiency, compliance with international requirements, and product competitiveness in global markets.

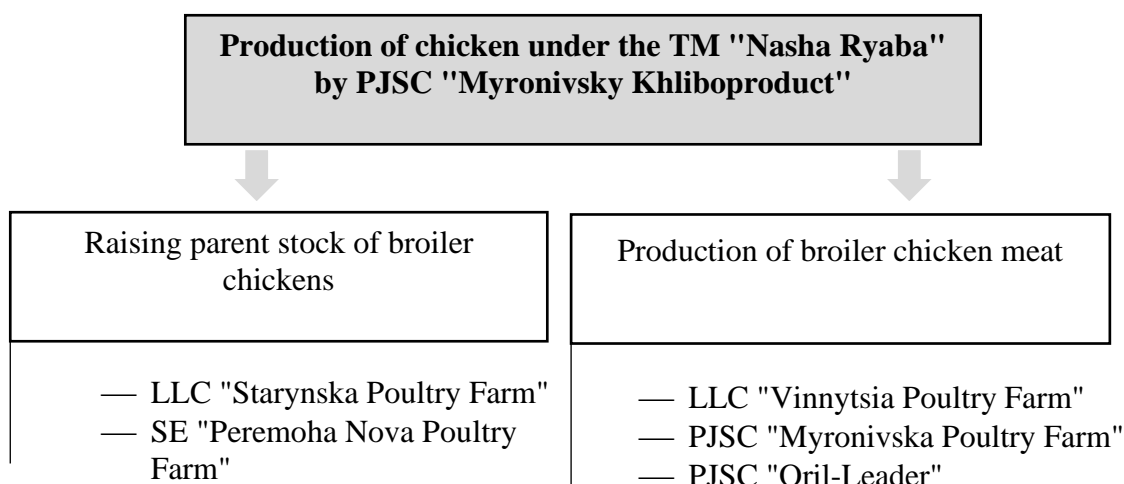


Figure 12. Structure of poultry meat production under the TM "Nasha Ryaba" by PJSC "Myronivsky Hliboproduct". Source: [189]

Analyzing the key performance indicators of the enterprises, it can be concluded that the most powerful producer of poultry meat under the "Nasha Ryaba" brand in 2019 was PJSC "Myronivska Poultry Farm." During the reporting period, the enterprise achieved impressive results, producing 247 million tons of poultry meat annually, equivalent to 810,000 tons per day. This reflects the high productivity and scale of the producer's operations.

Overall, all enterprises within the structure of PJSC "Myronivsky Hliboproduct" demonstrated stable and high performance. Specifically, the poultry survival rate during rearing ranged from 95.0% to 96.3%, which is an indicator of a high level of production process organization and technology efficiency.

Moreover, the enterprises actively implement innovative technologies aimed at increasing productivity, improving product quality, and minimizing environmental impact. This includes the use of eco-friendly feed, optimization of poultry housing conditions, and continuous monitoring of critical control points. All these measures ensure production sustainability and allow the company to maintain its leadership in the Ukrainian poultry meat market.

The success of the "Nasha Ryaba" brand enterprises is the result of not only implementing modern standards but also a consistent development strategy focused on meeting the needs of both domestic and international markets.

**Table 1. Key performance indicators of the group of enterprises of PJSC
"Myronivsky Hliboproduct" producing poultry meat under the TM "Nasha
Ryaba" in 2019. Source: [189]**

Indicators	LLC "Starin Poultry Farm"	SE "Poultry Farm 'Peremoga Nova'"	LLC "Vinnytsia Poultry Farm"	PJSC "Myronivska Poultry Farm"	PJSC "Oril-Leader"
Simultaneous raising, thousand units (hens and roosters)	1300,0	930,0	-	140975,8	42154,3
Average laying hen population, thousand units	-	351,0	-		
Poultry meat production, thousand tons/year	-	-	280,3	247345,7	105,0
Ratio of roosters to hens in the productive zone, roosters per 100 hens	8,5	9,0	-	-	-
Egg productivity per hen, total for the enterprise, units	164,0	156,0	-	-	-
Survivability (raising), %	95,7	96,0	-	96,3	95,0

The production of chicken under the trademark "Nasha Ryaba" is carried out within a fully controlled closed-cycle system, ensuring a high level of product quality and safety. **The entire production process is divided into four main stages [190]:**

1. Cultivation of grain crops: the first stage involves growing strategically important crops such as wheat, corn, sunflower, and rapeseed, which form the basis for subsequent feed production. In-house grain production ensures stable raw material supply and quality control.

2. Production of balanced compound feed: using its own raw materials, the company produces balanced compound feeds, optimizing poultry diets, improving productivity, and ensuring the environmental sustainability of the products.

3. Breeding parent stock and broilers: this stage includes breeding parent stock, producing hatching eggs, and rearing broiler chickens. All processes are carried out at the company's facilities, ensuring complete control over every stage.

4. Production, packaging, and logistics: the final stage involves poultry processing, packaging of finished products, and transportation to consumers. Chilled chicken is delivered via the shortest routes, preserving its freshness and quality.

PJSC "Myronivsky Hliboproduct" was the first company in Ukraine to offer consumers chilled, rather than frozen, chicken, which was an innovative solution for the domestic market.

To ensure quality, MHP operates modern production laboratories at every enterprise. These laboratories control not only each batch of chicken but also water, feed, bedding, equipment, and other components of the production process. The laboratories operate according to the international standard ISO/IEC 17025:2006, ensuring the highest precision and reliability of research results.

The production of chicken under the TM "Nasha Ryaba" complies with European quality and food safety standards, including ISO 9001 and ISO 22000, as well as Ukrainian state standards DSTU ISO 9001 and DSTU ISO 22000. Additionally, the facilities have implemented the FSSC 22000 food safety management system and the voluntary HACCP food safety control system [190].

Certification is carried out by the independent international company SGS, guaranteeing the product's compliance with the highest quality standards. Thanks to this, TM "Nasha Ryaba" maintains a leading position in the domestic market and competes confidently in international markets. The high level of technology and systematic approach to process management enable the company to meet modern challenges and supply consumers with products that meet the highest safety and quality standards.

The company's product range is highly diverse, offering everything from whole chicken carcasses to chicken hearts (Table 2).

Table 2. Assortment of packaged products by PJSC "Myronivsky Hliboproduct" under the TM "Nasha Ryaba" and retail prices at the beginning of 2019. Source: compiled by the author based on [190-193]

Product name	Possible packaging, kg	Price, UAH/kg		
		METRO	Auchan	Novus
Packaging SES				
Chicken fillet	0,5; 1	129,90	89,95	134,00
Chicken thigh	0,5; 1	77,90	77,00	78,99
Boneless chicken thigh fillet	0,5; 1	109,90	92,95	114,00
Chicken drumstick	0,5; 1	58,90	59,95	61,99
Chicken leg	0,5; 1	-	-	-
Chicken wing	0,5; 1	69,90	79,95	78,99
Cut chicken wing	0,5; 1	61,90	52,95	61,99
Boneless chicken thigh	0,5; 1	-	-	-
Fillet mignon	0,5	119,90	89,95	124,00
Chicken thigh meat	1	98,90	99,95	99,99
Chicken hind quarter	1	55,90	56,95	-
Chicken assortment	1	69,90	-	-
Halal chicken fillet	0,5	128,90	131,95	
Halal chicken wing	0,5	-	81,95	-
Vacuum packaging				
Chicken carcass	Whole	58,90	59,90	62,99
Halal chicken carcass	Whole	69,90	-	-
Chicken quarter "Appetizing Country"	1,5	65,90	54,95	-
Chicken liver	0,5; 1	49,90		61,99
Chicken gizzards	0,5; 1	52,20	51,60	56,90
Chicken hearts	0,5; 1	75,20	88,25	69,99

PJSC "Myronivsky Hliboproduct" actively expands its distribution channels, particularly by introducing halal chicken, which allows the company to enter new international markets and meet the needs of consumers with specific cultural and religious preferences. Notably, the highest prices for products under the "Nasha Ryaba" trademark were recorded in the Novus supermarket chain, emphasizing the high level of trust in the brand and its popularity among consumers [189].

The company's products are distributed throughout Ukraine via an extensive franchise network, direct deliveries to supermarkets, retail chains, and other sales channels. The company's infrastructure includes six direct sales branches, four inter-branch logistics hubs, and five distribution centers equipped with storage facilities and a modern vehicle fleet. This allows the company to ensure efficient and timely delivery

of products to franchise outlets, supermarkets, catering establishments, and other clients.

The "Nasha Ryaba" brand is one of the most widespread in Ukraine: PJSC "Myronivsky Hliboproduct" products are represented in 98% of the country's retail chains, including leading supermarkets such as Fozzy, Silpo, ATB, Eko, Novus, Metro Cash & Carry, Auchan, and Furshet. The company actively uses marketing tools to support sales, conducting trade marketing campaigns, national promotional campaigns supported by media outlets, and special events to attract new customers. The effectiveness of these campaigns significantly exceeds that of competitors, ensuring higher revenues for retail outlets [189].

MHP products are also supplied to catering establishments, fast-food restaurants, and fine dining restaurants, creating additional sales channels. The product range includes exclusive culinary products under the "Legko!" brand, strengthening the company's position in the industrial market segment. Additionally, MHP supplies raw materials to companies engaged in further poultry meat processing [189].

One of the company's key advantages is its diverse product range, meeting modern market demands and satisfying various consumer needs. The "Nasha Ryaba" brand has been recognized as one of the most popular in Ukraine: in the "50 Most Popular Brands" ranking prepared by Focus magazine, the brand took first place. The brand's recognition level reached 97%, confirming its leadership in the Ukrainian market.

Overall, PJSC "Myronivsky Hliboproduct" demonstrates a high level of efficiency in sales management by continuously improving its infrastructure, expanding its geographical presence, and developing new strategies to strengthen its position in both domestic and international markets.

To develop the marketing strategy for the "Nasha Ryaba" brand, PJSC "Myronivsky Hliboproduct" can utilize the McKinsey Matrix, based on two key factors: market attractiveness and brand competitiveness. This matrix allows the company to assess the brand's market position and determine directions for its further development.

The evaluation is based on specific indicators. Each indicator under the two main factors is assigned weight coefficients (from 0.01 to 0.99) depending on their importance. Indicators are also rated on a 10-point scale, where a higher score reflects a better position compared to competitors. The total score for each factor is calculated by multiplying the weight coefficient by the rating of each indicator, and these values are then summed to obtain the final result (Table 3).

Market attractiveness includes parameters such as market capacity (national production and export-import balance), market growth rates, and competition levels. For the "Nasha Ryaba" brand, these parameters are rated as follows:

- Market capacity – 1.4 points.
- Market growth rate – 1.52 points.
- Competition level – 1.4 points.

Brand competitiveness is based on characteristics such as product quality, assortment, market share, and sales volume. For "Nasha Ryaba," these indicators are rated as follows:

- Product quality – 2.2 points.
- Assortment – 1.04 points.
- Absolute market share – 1.2 points.
- Sales volume – 1.1 points.

According to the analysis, the brand's competitive advantage lies in the high quality of its products, which meet international standards, and a wide assortment that caters to diverse consumer needs. Additionally, a significant market share and stable sales growth rates indicate the strong position of "Nasha Ryaba" in the Ukrainian market.

Table 3. Overall evaluation of market attractiveness and brand competitiveness for "Nasha Ryaba". Source: Compiled by the author

Market attractiveness	Quantity/weight	Rank	Q	Competitiveness	Quantity/weight	Rank	Q
Market capacity	0,14	10	1,40	Product quality	0,22	10	2,20
Growth rate	0,19	8	1,52	Absolute market share	0,12	10	1,20

Continuation of table 3

Profitability	0,16	6	0,96	Relative market share	0,08	10	0,80
Level of competition	0,14	10	1,40	Assortment attractiveness	0,13	8	1,04
Size of required investments	0,14	6	0,84	Effectiveness of distribution channels	0,08	10	0,80
Market risk	0,13	10	1,30	Effectiveness of advertising activities	0,06	10	0,60
Availability and accessibility of material and technical resources	0,07	10	0,70	Price level	0,11	6	0,66
State regulation	0,03	1	0,03	Financial resources	0,09	10	0,90
				Sales volume	0,11	10	1,10
Total	1		8,15	Total	11,0		9,30

Advantages of using the McKinsey Matrix for the "Nasha Ryaba" brand strategy:

- 1. Resource optimization:** allows the company to focus efforts on the most promising directions.
- 2. Market position strengthening:** identifies competitors' weaknesses and leverages them effectively.
- 3. Innovation development:** enhances product attractiveness through the implementation of new technologies.

Thus, using the McKinsey Matrix enables an effective evaluation of the "Nasha Ryaba" brand's development prospects and directs marketing efforts toward achieving strategic goals, including maintaining leadership in the market and expanding export share.

Let us construct the McKinsey Matrix based on Table 4. The "Nasha Ryaba" trademark occupies a leading position in the market, confirmed by its placement in the upper-left quadrant of the McKinsey Matrix. This indicates a high level of market attractiveness (8.15 points) and significant brand competitiveness (9.30 points) on a ten-point scale. These indicators demonstrate the confident dominance of the "Nasha

Ryaba" trademark among competitors and reflect its stable development within the industry.

As part of the diploma research, a study was conducted to assess the consumer appeal of the "Nasha Ryaba" brand. The survey was carried out among students of the National University of Life and Environmental Sciences of Ukraine, allowing for the collection of a representative sample of young consumers. The research involved direct face-to-face conversations with passersby, ensuring interactive engagement with respondents and enhancing the quality of the collected data.

A total of 48 individuals were surveyed, answering questions about the frequency of consumption of "Nasha Ryaba" products, their quality characteristics, and their overall perception of the brand. The study found that most respondents highly rated the quality of the products, the assortment, and the brand's availability in retail networks. Additionally, a significant number of respondents expressed trust in the brand due to its reputation, built on adherence to high production standards.

This study confirmed that "Nasha Ryaba" is one of the most recognizable and popular trademarks among the younger generation, an important segment of consumers. The findings also highlight the success of the brand's marketing strategy, aimed at maintaining its competitiveness and increasing consumer satisfaction.

Table 4. McKinsey Market Attractiveness and Competitiveness Matrix.

Source: compiled by the author

Market attractiveness	Brand competitiveness TM			
	High 6.67	High 6.67 Brand "Nasha Ryaba"	Average 3.33	Low 0.0
	Average 3.33			
	Low 0.0			

According to the results of the study, the majority of respondents (50%) reported purchasing products under the "Nasha Ryaba" trademark several times a month. Another 26% of consumers purchase chicken products several times a week, spending an average of 50 UAH per purchase. Notably, 84% of respondents consume chicken meat, express positive opinions about "Nasha Ryaba" products, and are familiar with the chilling technology that replaces traditional freezing.

The study revealed that 49% of respondents first learned about the brand through television advertisements. Another 30% noted the impact of marketing activities in the franchise network, particularly merchandising and the use of POS materials at retail outlets, which led to spontaneous purchases. Meanwhile, 17% of respondents received information about the brand through recommendations from friends and family, highlighting the importance of trust in the brand among consumers.

Attitudes toward "Nasha Ryaba" advertising were predominantly positive. Specifically, 19% of respondents rated it as "excellent," 62% as "good," and only 19% expressed a "satisfactory" opinion. Importantly, no negative feedback on advertising was recorded, which indicates high-quality and effective marketing communication for the brand.

An analysis of the emotional impact of the brand's advertising and promotion activities showed that 43% of respondents recalled at least one element of the brand's logo, 29% remembered two elements, 7% mentioned three, and two respondents identified four elements. Responses were often filled with positive emotions, with the brand being associated with terms like "chicken," "yellow," "cute," "homely," and even "fairy-tale." Many respondents highlighted qualities such as "tasty," "fresh," "tender," and "high quality."

A distinctive feature of "Nasha Ryaba" products, according to 25% of respondents, is the chilling technology. However, some consumers do not fully understand this technology, confusing it with partial freezing. Additionally, 44% of respondents noted the high-quality characteristics of the products, including 36% emphasizing taste, 16% freshness, 20% appearance, and 8% mentioning the wide

assortment. Other responses included quick preparation time, associations with cleanliness, tenderness, leanness, and meatiness.

Furthermore, 25% of respondents highlighted the importance of the brand's promotional activities, such as advertising campaigns, anti-advertising, the presentation of retail outlets, and well-organized and polite customer service.

The brand's market success is ensured by the comprehensive use of marketing tools such as public relations (PR), creative advertising, branding of retail outlets with POS materials, and effective merchandising. The combination of these approaches allows the brand not only to maintain its popularity among consumers but also to expand its market share.

8.5 Recommendations for improving the marketing mix of the TM “Nasha Ryaba” of PJSC “Myronivsky Hliboproduct” and ways to enhance the efficiency of poultry meat production

The analysis of the marketing activities of the "Nasha Ryaba" brand by PJSC "Myronivsky Hliboproduct" demonstrates positive profitability dynamics and stable growth in turnover. Under current conditions, assortment planning and management are critically important elements of the marketing strategy. This process impacts not only sales but also directly influences production, finances, material and technical support, and interaction with the company's design and technology departments. Assortment management involves creating products that meet consumer needs and ensure maximum company profits [194].

Given the economic and financial instability in the country, as well as the influence of macro- and microeconomic factors, market conditions may change. **In this regard, the marketing department of PJSC "Myronivsky Hliboproduct" is recommended to take the following measures within the framework of managing the "Nasha Ryaba" assortment:**

- Expand the product range with new items focused on changing consumer preferences, including premium-class products, organic options, and ready-to-eat meals.
- Constantly monitor external factors, such as demand fluctuations, changes in the competitive environment, and product offerings in various market segments.
- Ensure a high level of customer service, especially during the use of existing assortment products.
- Enhance efforts to generate demand, particularly when evaluating, creating, and promoting new products, by strengthening communication policies [195].

To improve the pricing policy of the "Nasha Ryaba" brand, it is recommended to make prices more flexible. This can be achieved by adjusting forecasted price levels, creating favorable conditions for their effective use, and developing a more advanced system of discounts. Discounts that take market conditions into account will stimulate sales growth, increasing the company's competitiveness. Moreover, the company should periodically review price levels, considering changes in market conditions to avoid losing market share or reducing profitability [199].

A strategic direction for PJSC "Myronivsky Hliboproduct" is the development and expansion of the distribution channels for the "Nasha Ryaba" brand. While the retail segment is already well-developed, the company focuses on cooperation with large wholesale organizations, stores, catering establishments, and other potential clients. Finding new partners and building long-term cooperation are key tasks implemented through an effective marketing communications policy.

Advertising remains an important tool for supporting sales. To increase sales across product groups, attract new customers, and strengthen the brand's market position, it is necessary to develop an effective advertising strategy aimed at increasing product recognition and customer loyalty. A successful combination of advertising campaigns, trade marketing promotions, creative initiatives, and public relations will help achieve the set goals and ensure the company's sustainable growth.

Taking into account the key stages to ensure the effective achievement of marketing goals, the main objectives of the advertising campaign are:

— **Building the company's image:** strengthening associations with quality, reliability, and consumer care. This will enhance brand recognition among potential customers and solidify loyalty among existing ones.

— **Attracting new customers:** through vibrant and well-planned advertising activities, the brand should capture the attention of a new audience that has not previously used the products.

— **Informing about products:** increasing consumer awareness of the advantages of "Nasha Ryaba" products, including their quality, diverse assortment, the unique production technology (chilling instead of freezing), and promotional offers.

To ensure the campaign's effectiveness, the advertising budget must be carefully calculated. The "percentage of sales volume" method, allocating approximately 3.5% of total sales revenue, is recommended. This approach allows for adjustments to expenses based on current revenues, ensuring the campaign's scale matches the company's financial capabilities. **The budget distribution includes:**

— Allocating funds for multi-channel advertising (television, social media, online platforms).

— Investing in outdoor advertising (billboards, ads in public transport).

— Financing promotions aimed at boosting sales (tastings, purchase bonuses, etc.).

Target Audience and Campaign Concept:

— **Core consumers:** households with average incomes seeking quality and safe products for their families. The primary focus is on women aged 25–55, who typically make decisions about food purchases.

— **Additional audience:** catering establishments (restaurants, cafes, catering companies) that can use the brand's products in their operations.

— **Potential consumers:** young people aiming for healthy and quick meals and audiences prioritizing eco-friendliness and ethical production.

The "Nasha Ryaba" brand positions its products as high-quality, eco-friendly, and safe for health. **Key advantages forming the product concept include:**

— Freshness ensured by the chilling technology.

- The use of natural feed without artificial additives.
- A wide product range to meet diverse culinary needs.
- Availability in most retail chains and online ordering options.

To maximize reach, the advertising campaign is recommended to utilize the following channels:

- **Television:** commercials showcasing the production process and product benefits.
- **Social media:** campaigns highlighting product benefits, promotions, and engaging audiences through interactive content.
- **Outdoor advertising:** billboard and transport ads with the brand's recognizable design.
- **Merchandising in stores:** utilizing POS materials, promotional stands, and product tastings.

This advertising campaign aims to achieve ambitious marketing goals, ensuring strengthened market positions and increased customer loyalty.

Market Segmentation and Positioning Effective advertising communication begins with clearly defining the target audience, including potential consumers and decision-makers. Market segmentation is a mandatory step that identifies the most attractive segments for the company and adapts advertising efforts to the specific needs of various customer groups.

For the "Nasha Ryaba" brand, careful segmentation, proper product positioning, and effective channel selection are essential for a successful advertising campaign that will enhance the brand's market standing and foster customer loyalty.

In line with its strategic marketing goals, the "Nasha Ryaba" brand emphasizes conducting an intensive advertising campaign to maximize target audience reach. A strategy focused on broad consumer awareness not only increases product knowledge but also boosts demand among potential clients. This approach helps build a positive brand image and strengthens its market position.

In addition to active advertising activities, effective public relations are a vital component of the marketing strategy. Disseminating information about innovations,

achievements, and updates involving the "Nasha Ryaba" brand in mass media, including local newspapers, helps build trust in the brand and maintain its reputation. This also creates additional opportunities to attract new customers and retain existing ones.

Given the growing importance of public relations, it is advisable to develop clear recommendations for PR professionals that align with modern marketing concepts and facilitate the effective implementation of PR activities. **Below are recommendations to ensure the productive operation of the public relations department:**

1. Develop an informational campaign: create and publish high-quality materials highlighting the achievements of the "Nasha Ryaba" brand, the ecological nature of its production, the company's social responsibility, new products, and production technologies. This information should be tailored for various communication channels, including print media, social networks, and the corporate website.

2. Strengthen trust through transparency: organize open events such as tours of production facilities, participation in exhibitions and conferences, aimed at showcasing high product quality and ecological production practices. This will help strengthen consumer trust in the brand.

3. Interactive engagement: use modern digital platforms to conduct online surveys, contests, and quizzes that encourage customers to actively engage with the brand. This approach enhances customer loyalty and fosters an emotional connection with the brand.

4. Support local initiatives: participate in social and charitable activities at the local level, such as supporting schools, hospitals, and sports clubs, demonstrating the company's social responsibility and improving its reputation.

5. Monitor and analyze public opinion: continuously analyze consumer feedback, utilize analytical tools to track the effectiveness of PR activities, and adjust strategies based on the obtained results.

Integrating these recommendations into marketing activities will enable the "Nasha Ryaba" brand to not only maintain its leading market position but also

significantly enhance its competitiveness by ensuring high levels of consumer trust and loyalty.

Increasing poultry meat production is possible only with the rational use of production potential, which is influenced by several key factors, including economic, social, natural, and biological factors [200].

Economic Factors Contributing to Efficiency are:

1. Agricultural intensification: this can be achieved by implementing advancements in scientific and technical progress, modern intensive technologies, and rational forms of production organization. Modern innovations significantly boost labor productivity and ensure stable production growth.

2. Accelerating scientific and technical progress and infrastructure development: particular attention should be paid to procurement, storage, and product marketing. Improving logistics and transportation conditions will help reduce losses and lower production costs.

3. Specialization and concentration of production: developing agro-industrial integration, including agricultural cooperation, allows optimizing production costs and improving efficiency.

4. Improving economic relations in agriculture: this includes effective management and planning, optimizing procurement systems, fair pricing, creating effective mechanisms for material incentives, and increasing responsibility for financial and operational results.

5. Collaboration among enterprises: enhancing mutual responsibility among agricultural, industrial, and procurement enterprises for final results reduces costs and increases the output of finished products.

6. Resource saving: strict adherence to resource-saving practices, reducing production costs, and improving product quality are critical components of economic development strategies.

7. Rational feeding and care: balanced feeding regimens and proper care for poultry are essential for successful development. Expanding the feed base is critical to achieving high profitability [201].

Active implementation of comprehensive mechanization of technological processes is essential to improve poultry meat production efficiency. Mechanizing labor-intensive operations such as feed distribution, manure collection, and water supply reduces labor costs by 35–40% per production unit [200].

Recommendations for Enhancing Production Efficiency are:

- **Improving product quality:** enhancing labor organization and material incentive mechanisms increases productivity and employee motivation.
- **Integration with processing enterprises:** collaboration with processing companies that provide financial support fosters production base modernization. Such cooperation helps reduce costs, implement modern technologies, and enhance product competitiveness [202].
- **Adopting innovative systems:** transitioning to high-capacity poultry farms and advanced cage systems increases productivity and reduces feed costs, supporting greater efficiency.

To address production challenges, deepening specialization and increasing production concentration are essential:

1. **Creating specialized enterprises:** dividing production facilities by stages of the technological cycle (e.g., breeding, hatching, rearing) minimizes infection risks and enhances process efficiency.
2. **Developing infrastructure for integration:** establishing logistical hubs, transport networks, and digital platforms for tracking product movement ensures coordination across production stages.
3. **Implementing advanced technologies:** utilizing automated equipment for feeding, ventilation, cleaning, and monitoring reduces costs and increases productivity.
4. **Optimizing production processes:** streamlining the placement of age groups and other zones minimizes infection risks and improves resource management.
5. **Enhancing genetic potential:** utilizing breeding programs for more productive and disease-resistant breeds boosts production efficiency.

6. Focusing on environmental sustainability: applying modern ecological standards, including waste management and energy-efficient systems, minimizes environmental impact.

7. Developing partnerships: forming cooperatives and clusters unites producers for resource sharing, experience exchange, and greater competitiveness.

Deepening specialization and increasing concentration in production not only improve productivity and reduce costs but also enhance product quality and competitiveness in both domestic and international markets.

8.6 Proposals for improving the effectiveness of conducting market research on the poultry meat market

Today, marketing research is an integral part of the effective marketing activities of any enterprise, particularly in the agricultural market. Such research serves as the primary source of information for top management, helping to make strategic decisions aimed at meeting consumer demand. The more accurate, reliable, and timely the collected data is, the greater the chance an enterprise has to respond promptly to changes in market conditions, especially in the poultry meat market.

The peculiarities of agricultural marketing are determined by the unique conditions of agricultural production and product distribution. This specificity explains the existence of various marketing models in the agricultural sector. **At the same time, marketing research in this market is based on key principles that form the foundation for developing tailored strategies:**

1. Consumer Demand Research – studying consumer demand dynamics, considering forecasted trends, is a key element of marketing research. This enables enterprises to better understand current and future market needs and incorporate these insights when developing, implementing, and executing management decisions.

2. Maximum Market Orientation – adapting production to market demands enhances enterprise efficiency. In this context, profit serves as the ultimate indicator of the success and effectiveness of implemented strategies.

3. Active Market Influence – utilizing various tools, such as advertising, sales promotion, PR campaigns, and other promotional methods, not only satisfies current demand but also shapes new consumer habits and demands [203, p. 122].

The main goal of marketing research in the agricultural market, including the poultry meat market, is to orient agri-industrial enterprises toward operating under real market conditions and to minimize uncertainty during managerial decision-making. Such research results provide agribusinesses with ongoing feedback from the market and consumers, serving as a crucial tool in the fight for market positions [204, p. 18].

Key Objectives of Marketing Research in the Poultry Meat Market are:

— **Monitoring and Forecasting Consumer Demand:** analyzing demand trends and dynamics to identify promising areas for production and sales.

— **Analyzing Market Conditions:** studying market indicators, including production volumes, consumption, export-import operations, competitive environments, and pricing trends.

— **Assessing Competitiveness:** researching market positions of enterprises, identifying strengths and weaknesses, and understanding factors that provide a competitive advantage.

— **Developing Promotion Strategies:** creating recommendations to enhance marketing activities, including designing targeted advertising campaigns, loyalty programs, and other sales-stimulating measures.

Thus, marketing research is a vital tool that helps agricultural enterprises not only operate effectively in domestic markets but also enter foreign markets, satisfying demand both locally and internationally.

Challenges of Marketing Research in Poultry Farming are:

1. Insufficiently Qualified Personnel. The poultry farming sector faces a shortage of highly qualified specialists who can combine managerial skills with analytical abilities. Effective management involves not only working with clients but also analyzing data, identifying trends, and making strategic decisions. Despite gradual improvements in Ukraine's research market, there is still a need to enhance the quality of both data collection and processing.

2. Underestimation of Marketing Research. Management in agricultural companies often undervalues or distrusts marketing research. This creates internal barriers that hinder the development of the research sector. Managers often view marketing research as optional expenses rather than as a tool to improve business efficiency.

3. Budget Constraints. Enterprises are often unwilling to allocate sufficient funds for marketing research, especially for analytical work. Producers tend to minimize research expenses, which limits their ability to gain deep market insights. Most research efforts are directed toward PR campaigns rather than practical applications.

4. Savings on Marketing. Ukrainian agricultural producers frequently cut marketing expenses, including research. This results in low demand for professional marketing services, as enterprises rely primarily on their capabilities, often ignoring changes in consumer preferences.

We have some recommendations for Improving Marketing Research:

1. Expanding Research Scope. Market research in the poultry meat sector should include analyses of economic, scientific, technical, demographic, environmental, and legislative factors. Special attention should be given to studying market structure and geography, sales dynamics, market entry barriers, and potential.

2. Integrating Analytical Methods. Using modern analytical methods such as SWOT analysis allows businesses to evaluate their strengths and weaknesses and analyze market opportunities and threats, fostering more flexible and adaptive strategies.

3. Enhancing Personnel Qualifications. Investing in training and professional development for specialists will combine managerial and analytical competencies, critical for successfully conducting research.

4. Focusing on Consumers. Studying consumer needs, preferences, and behaviors should become a central element of marketing research. This will enable the creation of products that meet expectations and foster brand loyalty.

5. Effectively Utilizing Results. The insights from marketing research should be integrated into managerial decision-making processes, including developing flexible pricing systems, improving product competitiveness, strategic planning, and strengthening brand positions.

Marketing research plays a crucial role in helping enterprises in the poultry farming sector adapt to market changes, efficiently manage production and distribution, and improve their competitiveness. **Effective research also enables companies to analyze the market offer, focusing on the following key aspects:**

1. Offer Structure and Product Assortment Updates. Analyzing which market segments are most saturated, identifying popular products, and determining what items can be added to the assortment to meet unmet consumer needs.

2. Pricing Policies of Producers. Assessing product pricing levels of different producers, analyzing price trends over time, and identifying key factors influencing pricing policies.

3. Supply Volumes and Market Share of Key Producers. Evaluating total supply volumes and the market share of major players, focusing on their production and distribution capacities, both currently and in the future.

4. Prospects for Supply Development. Using collected data to assess market growth potential, considering external and internal factors such as demographic trends, changes in consumer preferences, and economic conditions.

Competitor analysis should be systematic and include current product information as well as forecasts of future strategy changes. **Key areas of focus include:**

— **Pricing Policies:** examining competitors' approaches to pricing, discounts, credit terms, and price flexibility.

— **Expansion Plans and Investment Opportunities:** evaluating competitors' strategies for expanding production, entering new markets, and adopting innovations.

— **Technological Advantages:** analyzing production technologies, automation levels, equipment, and compliance with environmental standards.

- **Product Quality and Distribution:** assessing product quality, standard compliance, consumer convenience, and distribution channels.
- **Marketing and Advertising Strategies:** reviewing promotional methods, digital marketing tools, and personnel training programs.
- **Financial Stability:** evaluating competitors' financial conditions and their ability to endure economic challenges, lower prices, or offer additional services.

Implementing these improvements will not only enhance the effectiveness of marketing research but also ensure more stable positioning for enterprises in the competitive poultry meat market.

CONCLUSIONS

1. Studying market conditions is a critical stage in the decision-making process for marketing, especially for enterprises in the poultry sector. It provides relevant, reliable, and comprehensive information about the market's status, dynamics, and trends, which is crucial for effective management. Market conditions represent a multifaceted and dynamic phenomenon influenced by economic, social, political, and technological factors. Its analysis requires a comprehensive approach, taking into account the interplay between demand, supply, pricing, and other market indicators.

The system of indicators used for analysis covers various aspects, such as demand dynamics, supply trends, pricing policy changes, competitive environment, investment activity, and socio-economic factors. This approach allows for identifying key trends and forming well-founded forecasts. The evolution of methodological approaches, from Ferdinand Lassalle's historical concepts to modern economic-mathematical models, underscores the importance of comprehensive market studies to adapt to changing conditions.

2. The peculiarities of the agri-food market, particularly in poultry, require considering high competition, seasonal demand, price fluctuations, and government policies. Marketing services play a decisive role in gathering and analyzing market data, developing effective promotion strategies, and adapting to demand changes. Their activities align supply and demand, ensuring market stability and enhancing the

competitiveness of enterprises. Ultimately, market conjuncture research is a fundamental tool for strategic enterprise management. It enables the prediction of market trends, the formulation of effective marketing strategies, and sustainable sector development in today's dynamic market environment.

3. The analysis of key factors affecting market conditions reveals that economic conjuncture is a complex, multifactorial system influenced by a combination of interrelated factors. Each factor has varying intensity, duration, scale, and direction of influence, creating unique market conditions at a given time. Economic conjuncture is significantly shaped by the interaction of global, national, and regional factors, which establish macroeconomic and microeconomic stability. Global changes, such as fluctuations in energy prices or geopolitical situations, can substantially affect local markets. National factors, including the tax system, infrastructure development, or economic policies, provide the basic conditions for the country's economic system. Regional factors, such as resource availability or local climatic conditions, create specific market features.

Sectoral and market factors, including demand, supply, prices, competition levels, and product and service quality requirements, also play a crucial role in shaping market conditions. Additionally, the interaction of constant and temporary factors determines both long-term trends and short-term changes. Understanding the nature, characteristics, and dynamics of conjuncture-forming factors is key to effective market management. This enables forecasting market trends, developing well-founded development strategies, and adapting to changing economic conditions. Such an approach ensures market stability and enhances the competitiveness of participants.

4. The poultry meat market in Ukraine demonstrates stable development, production growth, and export expansion, driven by the adoption of modern technologies, compliance with international quality standards, and expanded supply geography. The industry ensures a balanced domestic market while maintaining competitive positions globally. Key challenges include high production costs, competition with foreign producers, and the need to modernize production processes.

The development of poultry farming in Ukraine requires effective government support, improved logistics, and enhanced competitiveness, which will strengthen the sector's position in both domestic and international markets.

5. The analysis of the marketing complex of TM “Nasha Ryaba” by PJSC “Myronivsky Hliboproduct” demonstrates the effectiveness of its integrated strategy for managing production, distribution, and communications. By implementing modern quality standards, innovative technologies, and control at all production stages, the company ensures consistently high product competitiveness. A diverse product line tailored to various consumer needs, combined with active use of marketing tools, allows the brand to maintain a leading position in the domestic market and actively develop export potential. High consumer trust in the brand, supported by positive perceptions of advertising and active consumer engagement, highlights the success of the implemented strategy and the company's promising future development.

6. The marketing activity analysis of TM “Nasha Ryaba” confirms the effectiveness of its integrated strategy in managing assortment, pricing, distribution channels, and communication policy, enabling the brand to maintain a leading market position. To further enhance competitiveness, it is recommended to introduce new product lines adapted to changing consumer preferences, improve pricing policies, expand distribution channels, and strengthen communication with the target audience. The implementation of modern technologies, production process automation, cost optimization, and assurance of high product quality will further strengthen the company's position in both domestic and international markets, ensuring stable production growth and increased consumer trust in the brand.

7. Marketing research in the poultry meat market is a key tool for strategic decision-making, enabling enterprises to adapt to dynamic market conditions, meet consumer needs, and enhance competitiveness. The unique features of this market require an in-depth analysis of consumer demand, market conditions, competitive environments, and pricing trends. Challenges such as insufficiently qualified personnel, limited budgets, and undervaluation of research importance significantly reduce the effectiveness of marketing activities. However, implementing modern

analytical methods, expanding research scope, improving specialist training quality, and integrating research data into marketing strategies can significantly improve the situation. Effective marketing research will contribute to the rational use of resources, business process optimization, and sustainable development of poultry enterprises, strengthening their positions in both domestic and international markets.

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