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DEVELOPMENT OF MARKETING IN THE AGRICULTURAL SECTOR OF UKRAINE'S ECONOMY

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FOREWORD

The current problems facing Ukraine's agricultural sector in the context of its aspirations to participate in international economic integration and the challenges of globalization require urgent solutions, as their existence calls into question not only the sustainable development of domestic agriculture, but even its very existence as a sector of the national economy. The central aspect of solving the problem of maintaining the effective functioning of agrifood market participants is to ensure the effectiveness of the core activities of agricultural producers. The ways to solve this complex and multifaceted problem lie in eliminating secondary problems, namely ensuring the growth of the technical and technological level of agricultural production, improving product quality, intensifying production processes in all sectors of agriculture, activating capitalization processes in the agricultural sector of the economy, and, ultimately, ensuring the investment attractiveness of agricultural sectors of the economy and their sustainable development. However, solving these problems is not achievable without creating sources of stable income from adequate financial results of core activities.

One of the most important problems of the modern world is providing the population with high-quality and affordable food. International analytical organizations and institutions in their studies on global food production potential confirm the existence of significant opportunities to meet the needs of humanity. At the same time, due to the influence of industrial, economic, natural, climatic, territorial, and environmental factors, food production is uneven, causing an imbalance in the level of food security in different regions of the world. The development of international agribusiness is an important factor in overcoming the problem of uneven food security. Effective international marketing allows agricultural enterprises to adapt to the dynamic conditions of the global market, research consumer preferences, analyze market conditions, and establish partnerships. The Ukrainian agricultural sector plays a leading role in ensuring the country's economic stability and is its strategically important export-oriented industry. A significant portion of production is supplied to

international markets, which requires the implementation of modern marketing strategies. The use of effective marketing tools will contribute to the competitiveness of Ukrainian agricultural products by improving the promotion system, forming a positive image, optimizing logistics, and introducing innovative technologies into production. Increased competition and transformational changes in the global economy highlight the need for strategic planning of marketing activities. This should include market segmentation, selection of effective distribution channels, development of unique selling propositions, and digitization of marketing communications. Thus, research on international marketing in the agricultural sector is relevant for the development of mechanisms to improve the effectiveness of marketing activities, which will allow Ukrainian agricultural enterprises not only to maintain their competitive positions in the domestic market, but also to successfully integrate into global agricultural markets.

The research results presented in the monograph were determined within the framework of the initiative topic of the Department of Marketing and International Trade of the National University of Life and Environmental Sciences of Ukraine “Development of marketing in the agricultural sector of Ukraine's economy,” state registration number 0125U002310.

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1. Prospects and forecast directions for the effective development of regional systems based on the use of their collective resource potential

1.1 Directions and content of state regulation as a condition for the effective use of the region's resource potential

In conditions of a shortage of budgetary and other financial resources in the country, it is the resource potential of the region that becomes the main source of their development. One of the main priorities of the activities of executive authorities, local self-government bodies and territorial communities is to ensure the effective use and further increase of the resource potential of the region.

Resource potential is the basis for the sustainable development of both the region and the country as a whole. Since the resource potential of the regions determines the total national product, the state's regional policy and relations between the centre and the regions are the subject of constant attention from leading domestic scientists. V. Heyets, A. Chukhno, B. Danilyshyn, M. Dolishniy, V. Oskilsky, S. Mocherny, P. Bielenky and many others have devoted their work to the study of these issues.

In a number of scientific works, state regulation is limited to the methods and instruments of influence of state bodies and local self-government bodies on economic processes. For example, Stechenko D.M. writes: "...state regulation can be defined as the influence of the state on reproductive processes in the economy by appropriate means in order to orient economic entities and individual citizens towards achieving the goals and priorities of state policy for social development" [10, p. 9].

Effective state regulation of resource potential is currently the most important task of the socio-economic development of the region, as well as a key component of state regional policy.

In the process of researching the causes of ineffective state management, M. Dolishniy came to the conclusion that: "The current acute crisis of power and management in Ukraine forces us to intensify consideration of the problems associated with overcoming it. Among them, issues of territorial management, and therefore the problems of the country's territorial development, occupy a significant place" [3, pp.

4-11]. The lack of a balanced regional policy has led to the irrational use of the resource potential of the regions and excessive pollution of the environment.

State regulation of the use of resource potential is a system of legislative, executive and supervisory measures implemented by state authorities and local self-government bodies with the aim of stabilising the socio-economic system of the region.

The system of state regulation, in turn, also consists of elements, the relationship between which and their level of perfection determine the effectiveness of the entire state regulation. The structural elements of the state regulation system are: subjects and objects of state regulation, functions, goals, objectives, principles, forms, methods, and management tools (Fig. 1.1). The entire state regulation system and the effectiveness of its functioning depend on the internal and external conditions for the implementation of the regulation process.

The essence of state regulation of resource use is revealed in its main functions, which are a continuation of the functions of the state and are determined by the inability of the market mechanism of self-regulation and monopolistic planning to ensure the stable development of the socio-economic system. The main functions of state regulation of resource use include:

Target – determining the goals, priorities and main directions of resource potential use and, on this basis, socio-economic development;

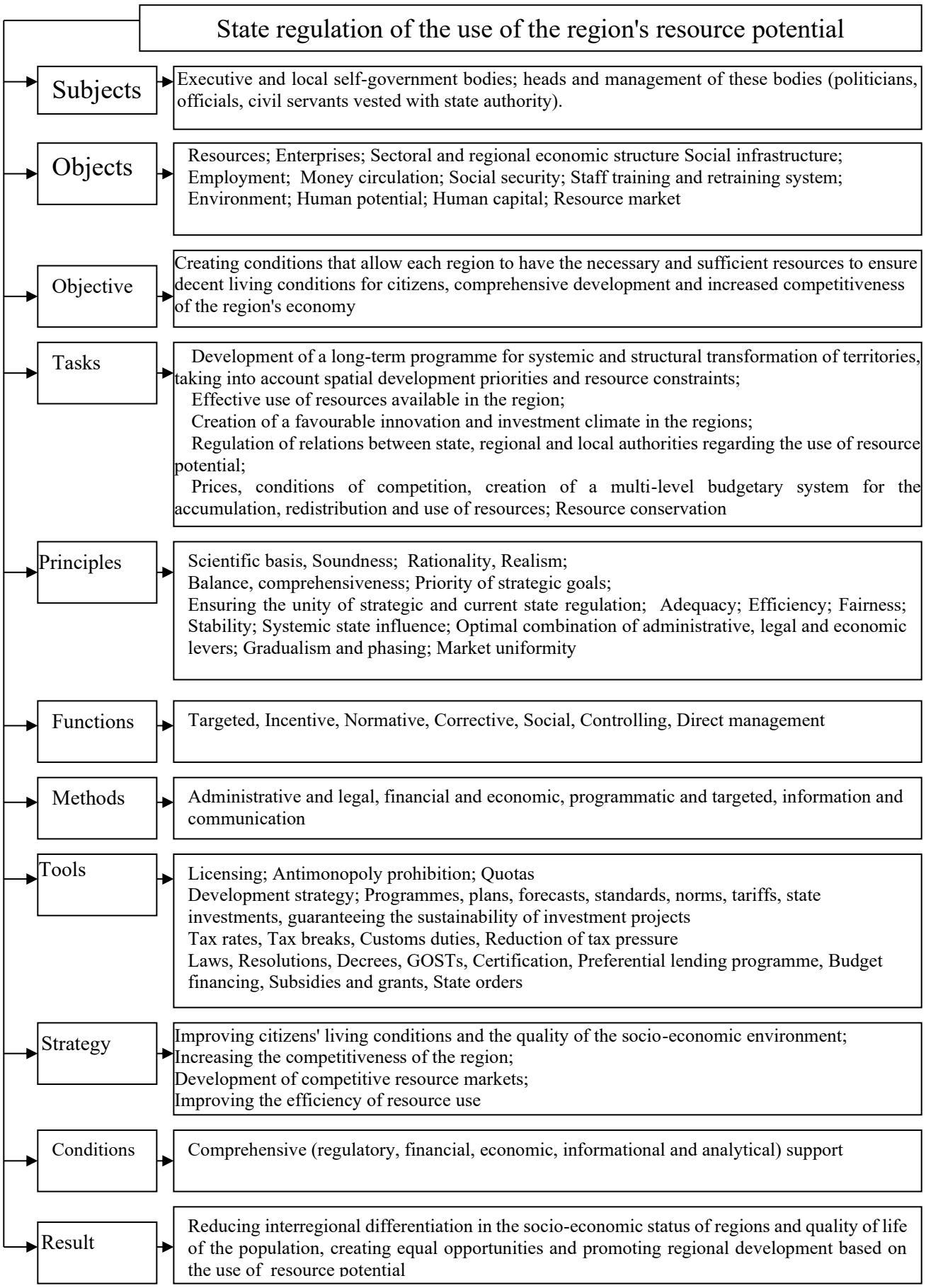

Fig. 1.1. Elements of the economic mechanism of state regulation of the use of the region's resource potential

Incentive - the formation of regulators that are capable of effectively influencing the activities of economic entities and directing the use of resource potential in the direction desired by society;

Normative - with the help of legislative acts, the state establishes certain rules, standards and conditions for economic entities;

Corrective - this is the adjustment of the distribution of resources in the economy with the aim of developing progressive processes, eliminating negative external effects, etc.;

Social - state regulation of socio-economic relations, redistribution of income, provision of social protection and social guarantees, preservation of the environment.

Controlling – state supervision and control over the implementation of established rules, economic, environmental, social standards, etc.

In market conditions, state regulation of the use of regional resources must take into account three main factors that shape relations between central and local authorities: - economic independence of regions; restructuring of the legislative framework of the market economy; partnership relations between the centre and the regions.

The system of state regulation of the use of the region's resource potential is based on the following principles:

- scientific basis - combining the scientific foundations of state regulation of the economy with practical actions to implement economic and political decisions on the effective use of resource potential;

- reasonableness - the formation of a system of state regulation of the use of resource potential, taking into account the theoretical foundations and models of economic policy and existing experience of state regulation in the country and abroad;

- rationality, realism - state regulation of the use of resource potential should be based on real, not ideal, assumptions, and should not conflict with the established structure of the economy and the rational actions of individuals;

- balance, comprehensiveness - unity of national, regional and sectoral levels of state regulation of resource potential use, taking into account the characteristics of the phases of social reproduction, individual sectors and areas of the economy;

- priority of strategic goals - ensuring the achievement of the strategic goal of state regulation of resource use through the implementation of tactical goals;

- market uniformity, i.e. the applicability of state decisions to the activities of all economic entities without exception. Practical compliance with these principles depends on many factors - the clarity and unambiguity of the chosen model and strategy of regulation, the adequacy of methods of state intervention, and the competence and professionalism of civil servants.

- reasonable sufficiency - only those functions that cannot be performed by other links in the economic system due to their limited competence and insufficient resources are subordinate to the state;

- Gradualism - command-and-control methods of regulation are replaced by legal and economic methods as objective conditions are created - demonopolisation, privatisation, stabilisation, etc.

- adequacy - the system of state regulators of resource use must reflect the real state of socio-economic development;

- effectiveness - state regulation must provide for the ultimate economic effect. State regulation measures must implement rational policies and correct such negative market elements as monopoly and cyclicality;

- fairness - since the market reveals inequality, the state, with the help of appropriate regulators, must correct this system by redistributing resources in order to establish a certain fairness of principles. This is achieved through progressive taxation and the introduction of income support policies;

- stability - ensures the necessary influence on the economy as a whole in order to smooth out the ups and downs of the business cycle, curb unemployment and support economic development. State financial, tax, foreign economic and customs policy measures influence the level of resource use, production, employment and inflation.

- systematic state influence - involves a comprehensive, systematic approach to solving economic, social, environmental, foreign economic and other problems related to the use of resource potential;

- optimal combination of administrative, legal and economic levers - administrative methods of macroeconomic regulation should ensure the formation of an optimal reproductive structure. Economic levers are used to stimulate the efficient use of resources, production and investment activities, and to solve social problems. The use of economic mechanisms and regulators in the course of management decision-making is also envisaged.

- ensuring the unity of strategic and current state regulation and its efficiency - maintaining the economic and social strategic course of the state, as laid down in the reform programme, as well as in national, targeted, comprehensive and other programmes. In order to adhere to the strategic course, the state forms and controls the list of resources strategically.

An important principle of state regulation is compliance with the requirement of material and financial balance in order to ensure the resource potential of society and regulate financial flows (money, loan obligations, shares, securities, etc.).

To ensure the rational use of available resources and transform resource potential into an effective factor of regional development, regional and local executive authorities and local self-government bodies need to focus on the following tasks:

- implementation of measures to conduct an inventory of mineral, raw material and other natural resources and carry out their economic assessment;

- decommissioning or ensuring an adequate level of safety for particularly environmentally hazardous facilities;

- effective use of resources available in the region, introduction of environmentally friendly and resource-saving technologies;

- introduction of economic levers to reduce the negative impact of production facilities on environmental pollution;

- legislative and regulatory harmonisation of property issues and economic activities related to land use;

- promoting the development of recreational, health and tourism infrastructure and the restoration of historical and cultural monuments.

- development of a long-term programme for the systemic and structural transformation of territories, taking into account spatial development priorities and resource constraints;

- creation of a favourable innovation and investment climate in the region;

- regulating relations between state, regional and local authorities regarding the use of resource potential.

One of the tasks of state regulation is the skilful use of the region's resources (natural, human, financial) to increase budget revenues, as well as for investment, restructuring and economic development. In doing so, it is important to be guided by the criteria of preserving market freedoms.

Another task of state regulation is to develop socio-economic development programmes, sectoral, regional, interregional and targeted programmes, investment projects, socio-economic development concepts, and short- and long-term forecasts, which should reflect the role of state bodies in management.

The objectives of state regulation of regional development can be ranked according to their importance. In our opinion, the main objective should be to create conditions that allow each region to have the necessary and sufficient resources to ensure decent living conditions for citizens, comprehensive development and increased competitiveness of the region's economy.

Achieving this goal forms the basis for the successful implementation of the rest of the set of tasks, which are more specific in nature in relation to the stated goal. State regulation of regional development extends to those areas of activity that fall within the competence of the state level of government. These include:

— natural resource use policy;

— social policy and solving employment problems;

— development of production systems requiring centralised management; development of state regional development programmes;

— placement of state orders with enterprises in the region on terms that ensure the economic interests of enterprises and, accordingly, regions;

— pricing and credit policy;

— development of the legal basis for economic development;

— determination of tax policy and its differentiation, taking into account the stimulation of the market formation process in the region;

— foreign economic activity regime and others

The strategy for strengthening the region's resource potential and increasing its competitiveness provides for:

- creation of economic, organisational and regulatory prerequisites for the implementation of the basic principles of sustainable regional development;

- broad development of entrepreneurship, primarily small and medium-sized businesses as the main factor in the socio-economic development of the region, increasing employment, and filling local budgets;

- strengthening the economic integration of the region based on the most effective use of its competitive advantages;

- promoting the comprehensive development of human potential based on stabilising and improving the demographic situation, achieving productive employment of the population, and developing social infrastructure;

- improving the system of environmental protection and use of natural resources, mechanisms and instruments for implementing environmental policy [1, p. 241].

The state influences regional development and the use of resource potential through various administrative and, mainly, economic methods.

Legal and administrative regulation is carried out through the approval of various legal acts that regulate the rights, functions and obligations of market participants, including state bodies. This area of regulation also includes state orders, limits, quotas, actions of state bodies on licensing, issuing various permits, coordinating with them various economic issues of independence of market entities, establishing various industry standards, depreciation rates, and others.

Forms of direct state participation in the regulation of regional development include state regional programmes financed from the state budget, particularly important investment projects of a structural nature, orders for the supply of products for national needs, and others.

Among the forms of state regulation of regional development, the implementation of state programmes financed from the state and regional budgets and individual structure-forming projects is of great importance.

The main goal of regional development programmes should be to reduce the negative effects of territorial imbalances in order to improve the organisation of production, raise the standard of living of the population, and create the conditions for accelerated development of the region.

State regulation should be aimed at strengthening the economic basis for the independent socio-economic development of all regions through a clear division of competences and responsibilities between state authorities, regional entities and local self-government bodies. Such a division is particularly important in the areas of resource use, development of basic sectors of the economy, transport, foreign economic activity, etc. At the same time, measures are needed to improve the legal framework and interaction between state, regional and local authorities.

State regulation is the basis for the formation of a single commodity market and regional markets; it is designed to ensure the principles of unity of the country's economic space and the free movement of goods, capital and labour throughout Ukraine. State regulation provides for the effective functioning of the system of financial assistance to individual regions, industries and production facilities. At the same time, state regulation plays an important role in improving the methodology for calculating transfers. State intervention in economic processes should ensure progressive changes in the proportions of reproduction, conditions for fair competition and the prevention of negative social and economic consequences.

The main areas of activity of central and local authorities in developing the resource potential of regions should be the restructuring of the economy, expanding its sectoral specialisation, creating processing industries in each region on a modern

technological basis, greening production, developing production, transport and market infrastructure, promoting entrepreneurship, implementing innovation policy in the regions, and ensuring effective management of communal property.

Attracting additional resources for local and regional development requires a fundamental change in management approaches at both the local and national levels, a different level of qualification and organised ongoing work to expand the resource base and ensure the sustainable development of regions.

Thus, the essence of state regulation of resource use lies in the state performing certain types of activities (functions) to achieve specific goals aimed at ensuring the efficient use of resource potential in market conditions, using measures and means that constitute its economic mechanism.

State regulation of regional development is carried out on the scale of the system of political, social, economic, financial and credit, budgetary, tax, natural resource, environmental and other relations.

The most important areas of long-term state regulation of the economy at the present stage are:

— the effective use of state ownership of the means of production and natural resources;

— supporting and stimulating growth in certain sectors of the economy;

— implementation of a nationwide innovation policy;

— regulation of commodity, resource and financial markets;

— regulation of regional development.

The system of state regulatory influence on the region's economy should organically combine: forecasting of social, scientific, technical, environmental, production and foreign economic processes; macroplanning; programming (development of comprehensive target programmes).

The priority role of state regulation in no way diminishes the importance of market self-regulation. The state's structural policy does not replace entrepreneurial initiative but, on the contrary, creates the right conditions for it, focusing on investment activity and the widespread adoption of new technologies. The state promotes the

formation of competitive enterprises that can operate both in domestic and global markets, concentrating resources on promising areas of production modernisation. State mechanisms should be geared towards supporting private initiatives aimed at mastering new technologies that stimulate innovative activity.

1.2 Institutional support for optimising the development and use of the region's potential

The transformation processes of socio-economic changes taking place in Ukraine necessitate research into the problems of forming and using resource potential, substantiating the mechanisms of its formation, attraction, management and control. The socio-economic development of regions is accompanied by an irregular use of the resources involved in economic circulation. However, the development of the country's regions is largely determined by the size and nature of the use of the main types of natural and economic resources, and the optimal combination of their use in social production. The resource potential of a region determines the territorial organisation of production, and its use and optimal combination determine the characteristics, nature, specificity and scale of the production of material goods. Significant changes in the use of resource potential lead to changes in the level of regional development. Regions that have currently achieved a high level of economic and social development are experiencing a shortage of resources. At the same time, an increase in the level of regional development leads to a quantitative increase in the economic needs of all economic entities for most types of resources, as well as the personal needs of the population. The contradiction between the limited nature of resources and the growing demand for them is increasing.

The resource problem is quite relevant for economic development, as it concerns the availability of resources necessary for the economic and social development of society and natural and ecological conditions that are safe for human health. Therefore, there is an objective need to create conditions for the effective resolution of resource problems at all levels of government – national, regional and local. To achieve these

goals, effective institutional support for the use of the resource potential of the region and the country as a whole is necessary.

The latter includes a system of legislative and regulatory regulation of structural changes, an appropriate organisational and functional structure of state and regional management, a system of relations, interconnections, basic principles and communications to ensure structural changes in the development of the regional system that are adequate to the dynamic external and internal environment.

The application of institutional theories in the process of developing and implementing regional economic policy in Ukraine is a requirement of the times, caused by the need to intensify institutional transformations and create an institutional environment as a basis for the successful implementation of market reforms at the regional and national economic levels.

At the same time, the formation of regional development institutions is characterised by constant change and instability in the rules of the game that regulate the activities of economic entities and influence the rational use of the region's resource potential.

The issues of institutional research were first studied in detail by well-known Western scholars T. Veblen, J. Commons, W.K. Mitchell, and J. Galbraith. According to these scholars, it was institutionalism that explained the specifics of transformational changes in both developed and transitional economies.

Scientific research related to institutional transformations in the resource sector of Ukraine is reflected in the works of O. Alimov, B. Danyshylin, V. Mishchenko, Z. Gerasymchuk, V. Tregobchuk, M. Khvesyk, S. Kharichkov, and others.

The authors note that the problems of assessing Ukraine's existing institutional system, as well as the scientific and institutional foundations of sustainable economic development with mandatory compliance with the requirements of resource and environmental safety of economic activity, remain extremely underdeveloped in scientific and practical terms. Moreover, they emphasise that the development of theoretical and methodological foundations and applied aspects of institutional support

for stable, sustainable economic development should be considered a fundamental and priority task of economic science.

At the same time, certain aspects of this issue, namely those related to the impact of institutional conditions on regional development and ensuring the effective use of resource potential, are not given sufficient attention.

The institutional development of a region takes place in the process of interaction between subjects and objects through a set of institutions and institutional regulators.

Institutions are key elements of any economic system, and therefore the main task is to study institutions and the processes of their preservation, renewal and change. Today, the study of institutional aspects, including state regional policy, is designed to level out existing spatial disparities in the socio-economic development of the region using instruments to stimulate regional growth.

Initially, institutions (social, ethical, legal, political, economic) were interpreted by T. Veblen as the result and consequences of processes of public life and as powerful factors of social and psychological inertia. At the same time, it is the level of perfection of institutional structures (as noted by supporters of institutionalism) that determines the level of socio-economic development of a country. Institutionalism remains the only scientific concept that focuses on the links between economics, law, sociology, psychology, political science, public administration theory, etc.

Douglas North believes that "Institutions are the rules of the game in society, or, more precisely, the constraints invented by people that direct human interaction in a certain direction. As a result, they structure incentives in the process of human exchange — political, social or economic"[7].

Institutions regulate social relations, providing a structure that promotes order and reduces uncertainty in the exchange process. They reflect the relationship between the state system and the economy, as well as the consequences of this relationship for economic growth (or stagnation and decline) [2, p. 65].

G.B. Kleiner offers the following definition of institutions. "Institutions are understood to be formal and informal norms or systems of norms that are relatively

resistant to changes in the behaviour or interests of individual actors and their groups, and that continue to operate over a significant period of time, regulating the decision-making, activities and interactions of socio-economic actors (natural and legal persons, organisations) and their groups"[5, p. 19].

O. V. Cherevko considers "institutional transformations to be one of the factors in increasing the effectiveness of a region's economic development, a factor that ensures its social orientation" [12, p. 9]. At the same time, he notes that only "a capable institution of power and a coordinated system of public administration can ensure effective strategic planning for the balanced socio-economic development of the region" [12, pp. 14–15].

Ukrainian researcher M. Oliinyk includes the following in the institutional structure:

1) financial institutions (money, credit, taxes, liquidity, etc.);

2) organisational institutions operating in this sector;

3) the state;

4) informal institutions of general order aimed at ensuring the synergistic effect of the functioning of the financial sector of the economy in the form of an optimal combination of the interests of all participants (trust) [8].

According to another Ukrainian scholar, V. Smagin, the institutional structure consists of institutions, the institutional environment, and market organisations [9, p. 163]. He believes that the institutional structure is a system of certain formal and informal institutions and mechanisms of interaction in society, which also include formal and informal institutions of economic power that influence the formation of an effective economic system.

D. North sees the main role of institutions in reducing uncertainty and organising relationships between them [7, p. 65]. In the course of further research, other definitions of institutions are formed. O. Williamson considers them as mechanisms for managing contractual relationships [11, p. 63].

From another point of view, institutions, on the one hand, are "objective" structures created by people in the form of formal forms of influence on the processes

of socio-economic life. Ideas and ideologies are important, and institutions determine to a decisive extent how important they are. They form subjective mental constructs through which individuals interpret the world around them and make choices.

Institutions are characterised by three main elements:

1. Formal rules (constitutions, laws, administrative acts, legal norms).

2. Informal restrictions (traditions, customs, contracts, agreements, voluntarily accepted norms of behaviour, unwritten norms of professional ethics).

3. Enforcement mechanisms that ensure compliance with the rules [7, pp. 17-19, 137].

In today's world, it is believed that life and the economy are governed by official institutions. Formal institutions are formally established norms, i.e. rules officially established by specific competent authorities, recorded as legal acts or written orders based on legal acts (the constitution, statutory and common law, court precedents, subordinate acts, etc.), and cover political (and judicial) rules, economic rules and contracts [7].

The institutions of any society are the result of historical changes, and their formation depends on both formal and informal constraints. Formal constraints (laws, constitutions) can be changed through political and legal decisions. Informal constraints (agreements and voluntarily accepted codes of conduct), embodied in customs, traditions and rules of behaviour, are much less susceptible to conscious human effort. That is why institutional changes are usually incremental rather than discrete, and even changes such as revolutions and changes in political regimes (violent or constitutional) are never completely discrete. These features of institutional change must be taken into account when carrying out various types of reforms.

The dynamics of formal and informal institutions, formal and informal social rules and norms are most evident at the regional level. This is because, in the context of social transformation, many factors influence the socio-economic situation in individual regions, namely:

- the speed and scale of economic (market) transformations;

- the level of development of market sectors;

- opportunities to use the resource potential and geographical location of regions;
- the nature of the relationship between each individual region and the centre;
- the capabilities of regional elites, etc.

As noted by V. Keretsman [4, p. 80], there are state and non-state institutions operating in the regions of Ukraine that influence or could potentially influence regional development and regional governance and must, in one way or another, be represented in regional development agencies, including:

- local state executive bodies;
- territorial bodies of central executive authorities;
- local self-government bodies;
- individual business entities or their structural subdivisions;
- associations of citizens and their structural units which, in accordance with their statutes, deal with regional development issues (local branches of the Association of Cities, the Union of Local and Regional Authorities of Ukraine and similar associations of citizens with local status), as well as trade unions.

Optional participants in regional management are:

- administrations of special economic zones (SEZs) or similar structures;
- national administrations of transnational regions (Euroregions).

Institutional transformations involve changes in property relations, the organisational and economic structure of the region's economy, an increase in the role of various types of economic entities, the creation of the necessary conditions and forms for attracting capital, and the strengthening of the state's managerial and regulatory functions in new socio-economic relations.

The problems of institutional support for Ukraine's state regional policy remain the lack of consistency and the short-lived existence of individual institutions. There is also a lack of a system of state and non-state bodies capable of effectively implementing regional policy tasks through interaction and coordination. An institutional structure with vertical, horizontal and diagonal links is needed to ensure the movement of the necessary resources and processes.

The balanced use of resource potential and the development of the socio-economic system are ensured by the interaction of a whole set of conditions and factors, which can be grouped according to their qualitative characteristics into nine groups (Fig. 1.2).

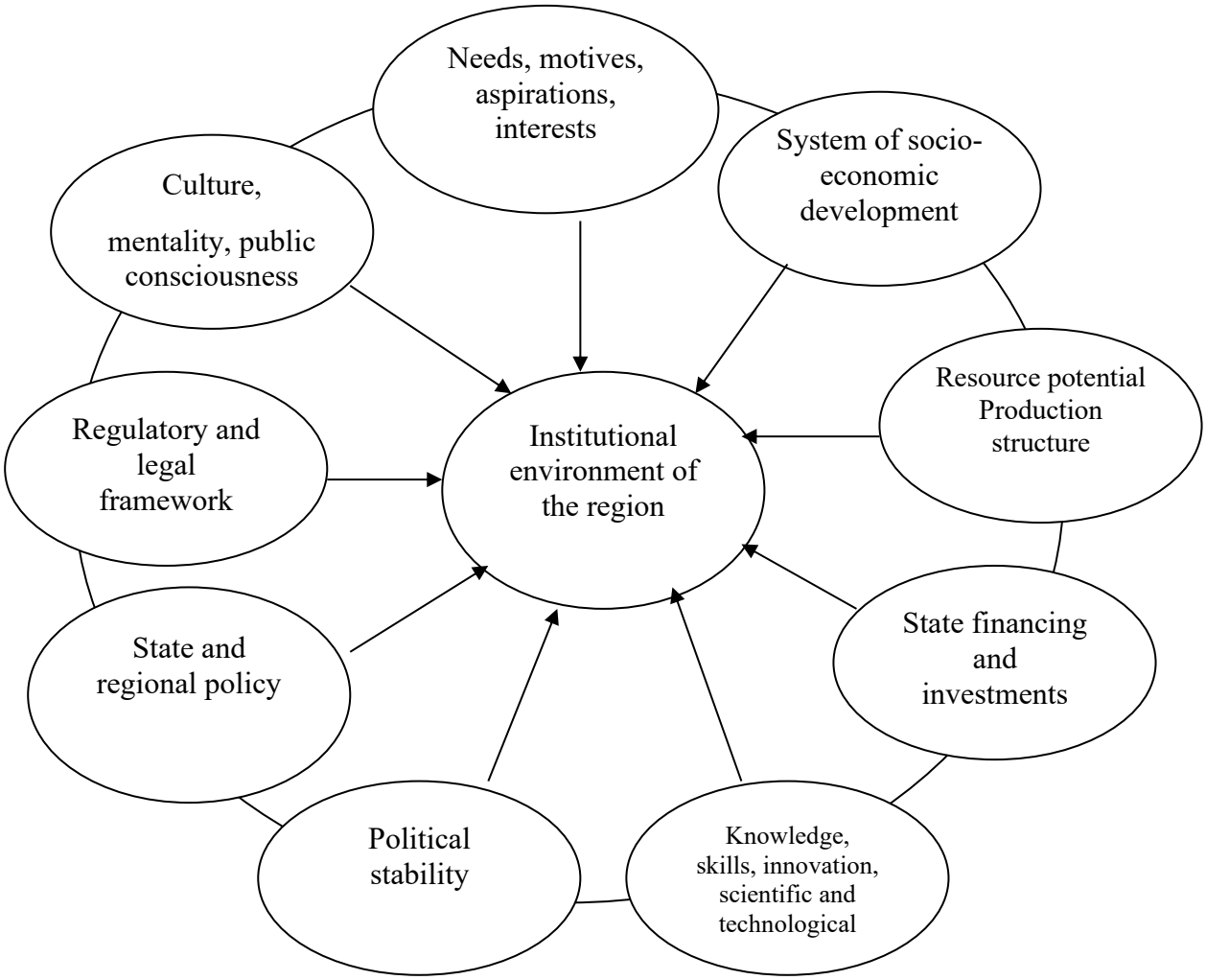

Fig. 1.2. Factors of institutional support in the region

The first group includes needs, interests and motives that form the basis of people's impulses, aspirations and actions, shaping their desire to learn more about and understand themselves and their environment, to act in harmony with other people, society and nature, to improve themselves and their living conditions.

The second group includes factors of socio-economic origin and the conditions for the functioning of market institutions.

The third group includes the characteristics of resource potential (the region's natural, financial, labour and other resources) and the structure of production.

The fourth group includes the differentiation of government spending on regional development needs and investment inflows into the region.

The fifth group consists of the totality of knowledge, skills, abilities, and innovations that arise and accumulate in the process of activity, cognition, and self-improvement, and is a means of solving the problems of harmonising the interaction between "human beings, society, and nature."

The sixth group includes political factors and conditions that create a general direction of action at all levels and in all links of society, organising people's activities to achieve socially significant and system-forming goals and objectives aimed at sustainable development.

The seventh group is managerial, containing the entire arsenal of management tools that ensure planning, coordination and control in the socio-economic system in order to achieve its internal integration and adaptation to external changes in the most effective way.

The eighth group represents the regulatory and legal component, consisting of a set of legal norms and restrictions that form the legal basis for interactions both within the socio-economic system and between this system and the external environment.

Finally, the ninth group includes value-cultural factors and conditions for the integration of society into a coherent whole based on historically and culturally determined meanings of life and mentality.

The institutional aspect of sustainable development includes: a wide range of methods, means, rules, norms of behaviour, implementation mechanisms, forms of organisation and interaction; directions for the development of social groups and production complexes that ensure the resolution of environmental, economic, social, and scientific and technical issues in the process that we define as the sustainable development of socio-economic systems. The conditions of the institutional environment in which the regional economic system operates undoubtedly influence the balance and rational use of the region's resource potential.

The institutional environment of a region is a set of formal and informal institutions operating in the region (Fig. 1.3).

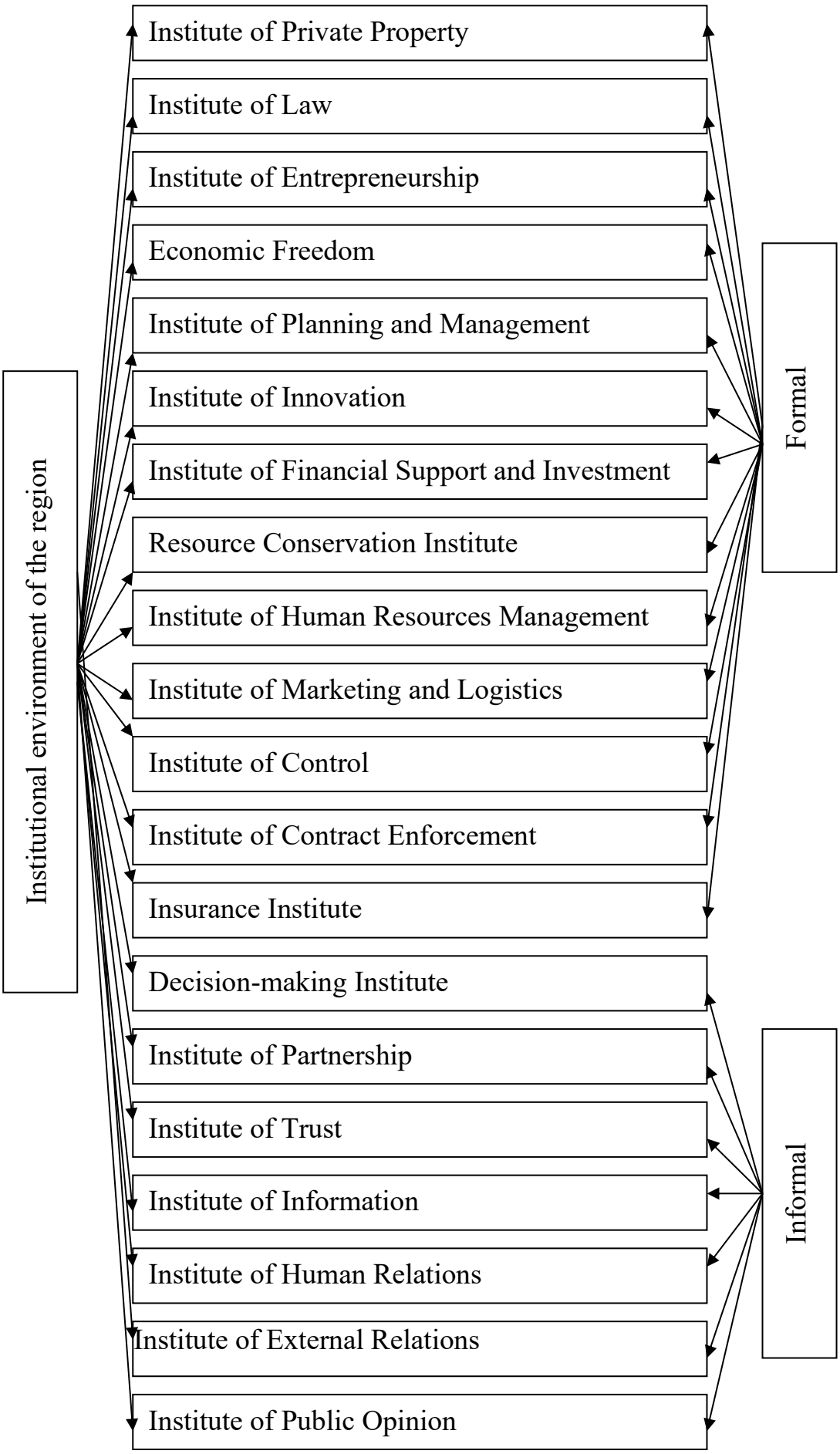

Fig. 1.3. Elements of the institutional environment of the region

An effective institutional system of a region is a system that ensures economic growth. The formation of such a system is based on the development of institutions, and all of them. Institutional changes determine how society develops over time and are therefore key to understanding historical changes. Dependence on the trajectory of previous development arises due to the actions of self-supporting mechanisms of institutions, which (mechanisms) reinforce the once chosen direction of development.

One of the elements that increase the effectiveness of regional governance are structures that encompass various institutions: laws, rules of the game, certain codes of conduct, types of relationships and connections. The institution of coordinating the economic interests of various market agents is considered an important institution specific to the regional level of management. The institutional environment, as the intellectual result of the reproductive activity of people, societies and states, forms the corresponding transactional relationships, which ultimately affect the transactional costs of people's livelihoods.

A high level of human and democratic relations in society presupposes the existence of developed, well-founded and legally compliant transactional relations and costs.

In general, the system of institutional support for the regional economy can be represented as the constructive interaction of its two subsystems: institutional and legal regulation of regional development policy and organisational support for socio-economic transformations based on the rational use of resource potential.

The subsystem of institutional and legal regulation of regional development policy should determine the nature of the reforms carried out and ensure their legislative support. Undoubtedly, based on an analysis of the region's current activities, it is easier for regional authorities to formulate a set of tasks, the solution of which will contribute to the optimisation of resource potential, increase the competitiveness of the region's economy and enhance its investment attractiveness. The main tasks of institutional and legal regulation of regional development policy should include:

1) creating institutional preconditions for the socio-economic development of the economy;

2) ensuring the mobilisation of the region's internal resources;

3) developing interregional cooperation;

4) optimising the use of the region's resource potential.

The institutional structure is the most important part of the regional strategy for socio-economic development. In essence, it largely determines the role and responsibilities of various structures in the development and implementation of the adopted development strategy. The institutional structure at the regional level must meet the following criteria: be democratic, aimed at achieving the desired results; have the power to influence; be simple enough to understand; use a system of socio-psychological motivations; be adaptable; stimulate progressive development. The main requirement for the institutions of the regional development regulation mechanism in conditions of economic independence is that all components of the mechanism as a whole should contribute to the formation of a market system that ensures the growth of production efficiency based on the use of resource potential, the balance of supply and demand, and the improvement of the quality of goods and services [7, pp. 196-200].

The institutional system is understood as a system of contractual relations or a management structure. It unites economic units and determines the ways in which they interact, i.e. the institutional environment. The activation of institutional processes is also important in the field of resources, in the use of the region's aggregate resource potential. The system of the institutional environment for the use of the region's resource potential is shown in Fig. 1.4.

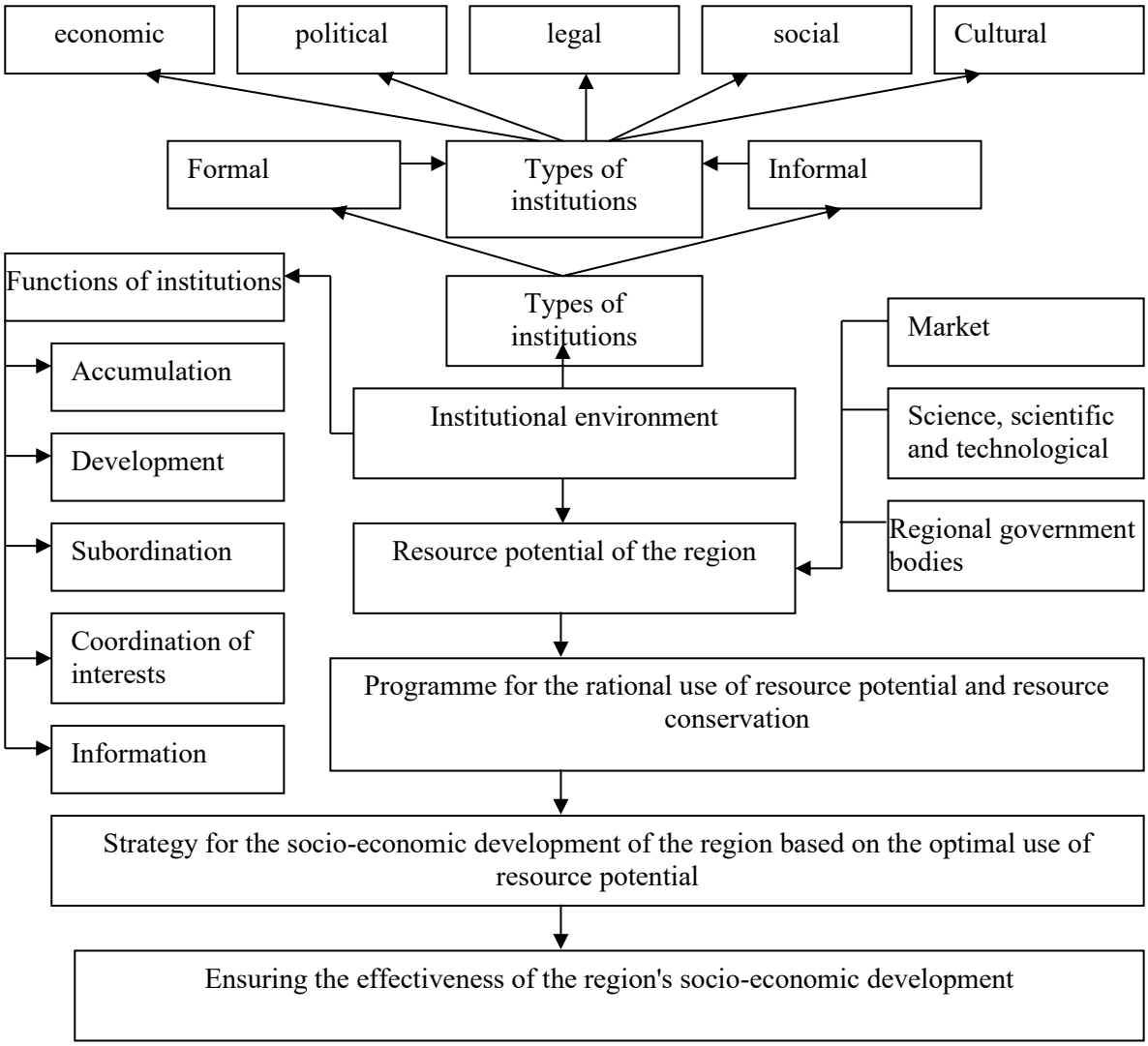

Fig. 1.4. System of the institutional environment for the use of the region's resource potential

Thus, the institutional environment is a system of positive and negative incentives that direct the actions of agents in a certain direction. These are the "rules of the game" according to which economic activity is carried out by organisations, i.e. "players". Thus, institutions form the basis for managing the socio-economic development of regions and society. The institutional environment is the intellectual result of the reproductive activity of people, regions, societies and states that form the corresponding transactional relationships.

The institutional system of regional policy should be based on a specific body that makes key management decisions and coordinates other institutions in the process of implementing regional policy.

Institutional mechanisms for implementing regional policy at the state level are divided into six main groups:

1) administrative and managerial;

2) means of restraining the location of new enterprises in overpopulated areas;

3) spatial distribution of the state's economic activity;

4) financial incentives for companies;

5) creation of physical infrastructure;

6) so-called "soft" measures to stimulate development (creation of a favourable business environment, support for information networks, consulting activities, education, scientific research and technical development).

The specific institutional model chosen for the development and implementation of regional policy depends on a variety of factors. Even developed countries differ greatly in terms of the severity of regional problems, the level of territorial disparities, the level of political culture with its attitude to "acceptable inequality" between territories, and the methods of state intervention in regional processes.

The sphere of mandatory competence of management or self-government bodies should not include functions that do not correspond to the objectives of regional management or are implemented by independent economic entities and regulated by market mechanisms.

The importance of changing the institutional and legal platform for the formation of the regional economy is emphasised in the State Strategy for Regional Development for the period up to 2015, the implementation of which consists of state support for the implementation of four strategic tasks:

1) increasing the competitiveness of regions and strengthening their resource potential;

2) ensuring the development of human resources;

3) developing interregional cooperation;

4) creating institutional conditions for regional development.

To implement these strategic objectives, the State Strategy provides for the use of the following instruments:

conclusion of agreements on regional development,

development of programmes to overcome the depression of certain territories,

state target programmes,

regional development strategies and programmes for socio-economic and cultural development.

To summarise the above, we can identify promising areas for improving the institutional support of the region's resource potential:

- creation of a legal framework for the rational use of resource potential and resource conservation;

- concentrating efforts and resources on the implementation of priority socio-economic projects;

- creating attractive conditions for investment in the resource sector;

- creating conditions for the development of a system for training and retraining personnel;

- providing information on the use of resource potential.

The institutional basis for structural transformations in regional development in Ukraine should provide for the improvement of regulatory and legal regulation, in particular taking into account the processes of European regionalisation and the experience of EU member states, in particular with regard to the formation of "optional" institutional units, active means of involving civil society in the management of regional development, stimulating interregional cooperation, the activities of interregional territorial entities, and the development of cooperative ties in the system of influence on structural changes.

On the other hand, the tasks of functional support for institutional influence on the formation and use of the resource potential of regions are becoming more relevant, in particular through the improvement of programming, strategic planning, conceptualisation of regional development, and the development of selective means of support for regions with special status, depressed areas, and other economic and territorial formations.

1.3 Planning strategic development and entrepreneurial activity in the sphere of aggregate resource potential

The problematic issues of developing and implementing strategic planning for the economic development of the region in Ukraine are becoming particularly relevant in the context of the transformation of market relations. A strategic plan makes it possible to plan an adaptive process from the perspective of tomorrow, resulting in the constant adjustment of management decisions and constant monitoring of their implementation. For strategic planning to be effective, it is necessary to have a complete understanding of the future state of the region and a clear vision of possible prospects.

Globalisation processes exacerbate the need to implement a regional development strategy that would ensure, on the basis of existing resource potential: a qualitative change in the structure of production and exports towards an increase in the share of more technological and competitive products; innovative and investment development of the region's industry to ensure its competitiveness; the most effective and comprehensive use of all available resources and potential of the region.

The process of effective strategic planning for regional development can be divided into the following stages (Fig. 1.5).

The effectiveness of regional economic management is inextricably linked to the maximum use of existing resources, opportunities, advantages, progressive methods and strengths of the region (which depend, first and foremost, on its economic and geographical position; rational use of resource opportunities) and, at the same time, minimising risks, threats and weaknesses in the economic development of the region. Therefore, the first step is to analyse and assess the regional situation.

The strategic planning process does not provide for uniform approaches, methods and procedures, as local communities differ in terms of geographical characteristics, available resources, economic activity, social organisation of the population and the effectiveness of local authorities. The methodology for strategic planning of regional development must be selected and developed on the basis of a pragmatic selection of elements from various concepts and methodologies and their

synthesis in order to ensure the necessary flexibility and relative freedom of action in choosing the mechanism and tools for implementing the strategy in the specific socio-economic conditions of the territorial community.

Justifying the prospects for regional development in a market environment requires the development of new scientific and methodological foundations for conceptual and strategic planning based on approaches to the rational use of the region's resource potential. A new regional development strategy is needed, which will be adjusted for each region taking into account its resource potential. The formation of such a strategy should be aimed at solving both national and intra-regional socio-economic and environmental problems. It is advisable to develop a regional resource development strategy for the region under study, which should essentially be an important mechanism for ensuring its targeted and effective development. This strategy should define a system of priorities, goals and objectives that would become a source of renewal for the region, improving its socio-economic development and the quality of life of its population, and ensuring sustainable development based on the effective use of its resource potential.

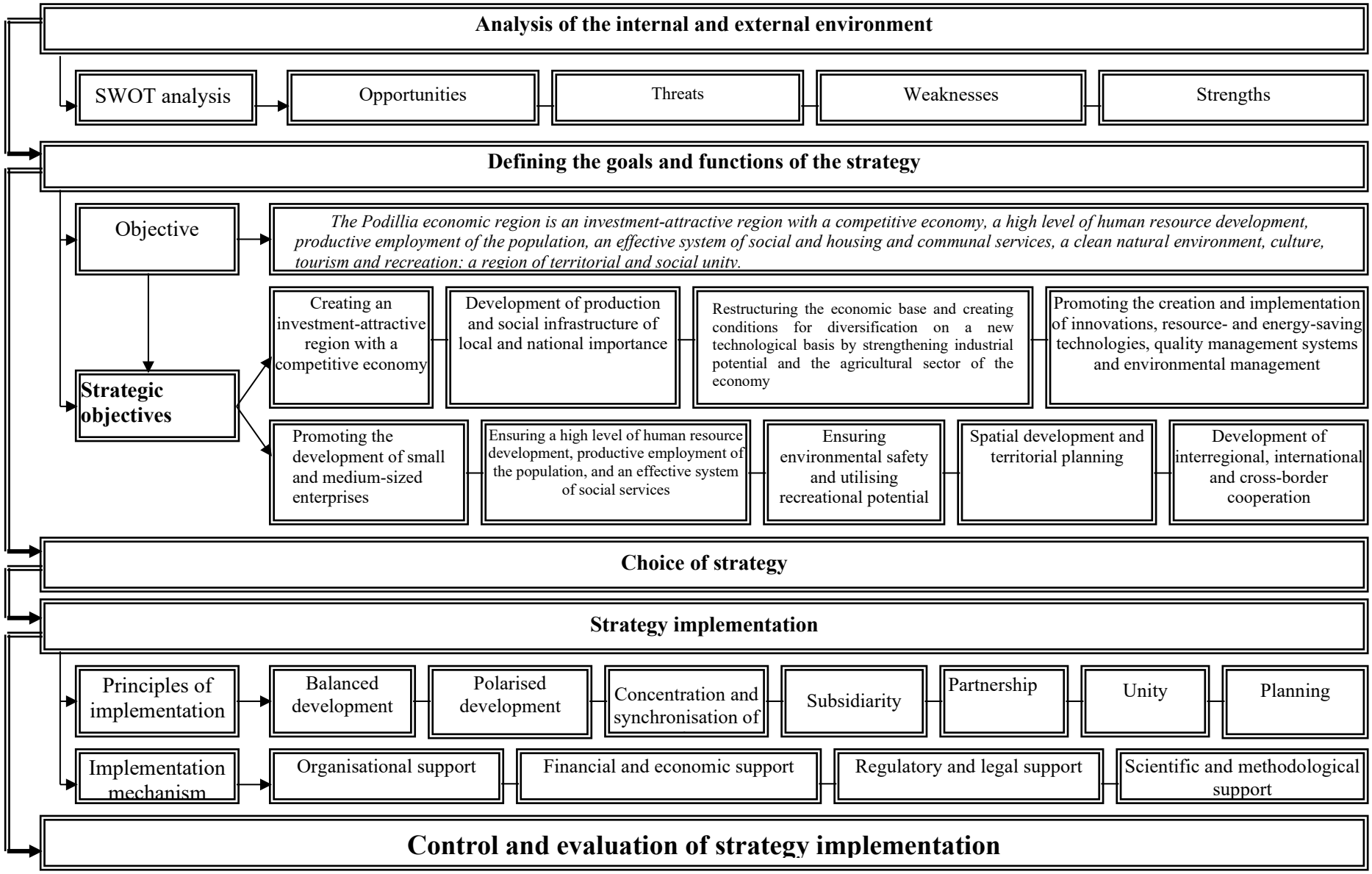

Fig. 1.5. Schematic structure of strategic planning for the socio-economic development of the Podilskyi economic region

The defining principles in the development of the region's resource strategy are its social orientation, comprehensive and systematic approaches, as well as: the advantageous geographical location and climatic conditions of the region; the availability of natural, labour, financial, production and information resources; the balanced use of the total resource potential; the reproduction and limited nature of resources that ensure economic growth; the advanced development of industries that could play a significant role in national and regional interests; consistency in the implementation of adopted policy documents aimed at overcoming constraints in the socio-economic development of the Podillia region.

To increase the efficiency of the region's resource potential, structural reforms and institutional changes are needed, as well as the creation of a favourable investment and innovation climate in the region, environmental protection and resource conservation (Fig. 1.6).

Structural reform and institutional changes include:

- the development of regional development strategies based on the effective use of resource potential,
- modernisation of the mineral and raw materials sector of the economy,
- structural reorientation of the agro-industrial complex and increasing its efficiency to create intensive agriculture and livestock farming, taking into account natural resource potential,
- introduction of economically sound investment incentives to support structural changes at the regional level,
- elimination of imbalances in the organisational, institutional, innovative and export structure of production,
- introduction of new principles of state regulation of resource use in the resource sector.

Strategic directions for improving the efficiency of the region's resource potential

Structural reforms and institutional changes:

- development of regional development strategies based on the effective use of resource potential,
- modernisation of the mineral and raw materials sector of the economy,
- structural reorientation of the agro-industrial complex and increasing its efficiency to create intensive agriculture and livestock farming, taking into account natural resource potential,
- introduction of economically sound investment incentives to support structural changes at the regional level
- elimination of imbalances in the organisational, institutional, innovative and export structure of production
- introduction of new principles of state regulation of resource use in the resource sector

Creating a favourable investment climate in the region:

- development of regional strategies to attract foreign and domestic investment in the region's resource base
- coordination of targeted and sectoral regional development programmes with socio-economic development strategies
- expansion of the programme to attract foreign investment in the resource sector and support for it by regional state authorities and local self-government bodies

Ensuring innovative development of the region:

- developing and implementing strategic programmes for the innovative development of the region
- forming regional innovation systems with maximum involvement of available scientific, technological and financial resources
- creation of regional scientific centres of scientific and production clusters, taking into account specialisation;
- forming the infrastructure of the regional innovation market in the resource sector

Ecologisation and resource conservation:

- introduction of environmentally friendly, resource-saving technologies in areas of resource use
- launching enterprises for the processing of industrial and household waste
- environmentally friendly and innovative modernisation of the region's economy;
- creation of an effective environmental, recreational and tourist infrastructure in the region
- ensuring the expanded reproduction of renewable natural resources,
- development and implementation of a regional programme for environmentally balanced nature management

Fig. 1.6. Strategic directions for improving the efficiency of resource use in the region

Creating a favourable investment climate in the region involves:

- developing regional strategies for attracting foreign and domestic investment in the region's resource base,

- coordination of regional resource development target and sectoral programmes with socio-economic development strategies,

- expanding the programme for attracting foreign investment in the resource sector and supporting it by regional and local government authorities.

To ensure the innovative development of the region, it is necessary to:

- develop and implement strategic programmes for the innovative development of the region,

- formation of regional innovation systems with maximum involvement of available resource, scientific, technological and financial potential,

- creation of regional scientific centres of scientific and production clusters, taking into account specialisation,

- forming the infrastructure of the regional innovation market in the field of resources.

Ecologisation and resource conservation consist of:

- introducing environmentally friendly, resource-saving technologies in the areas of resource potential,

- launching enterprises for the processing of industrial and household waste,

- eco-innovative modernisation of the region's economy,

- creating an effective environmental, recreational and tourist infrastructure in the region,

- ensuring the expanded reproduction of renewable natural resources,

- development and implementation of a regional programme for environmentally balanced nature management.

In the context of increasing globalisation and regional competition caused by the prolonged financial and economic crisis, it is very important to formulate a competitive strategy correctly. A competitive strategy not only addresses the question of how to increase the competitiveness of the region's economy, but also reflects functional

strategies that answer the question of how best to conduct organisational activities in the region in the direction of competitive struggle. Competitive strategy is primarily aimed at how to compete and how to develop the region's own competitive advantages, how to make these advantages stable and long-lasting. A key part of a strategy for effectively managing a region's strategic competitiveness is building long-lasting and stable competitive advantages, which are the basis for its successful strategic development.

The strategy for ensuring effective management of the region's strategic competitiveness should be viewed as a set of continuously evolving measures aimed at achieving long-term goals for its improvement. At the same time, the mechanism for developing and implementing a strategy for effective management of strategic competitiveness development must take into account the possibility of adjusting its provisions in line with changes in the external environment and depending on the socio-economic and political situation. In addition, the strategy must be sufficiently clear and understandable so that it can be implemented.

Currently, each region is building its own path to achieving a high level of strategic competitiveness based on factors of production (natural resources, human capital, investment, innovation, etc.), as well as factors of the new economy (knowledge economy), which has a number of features:

- an increase in the intangible component in the activities of economic entities;
- strengthening the role of novelty (new ideas, innovations) in ensuring the competitive advantages of objects;
- instability of the organisational environment, increased intensity of changes in the external environment;
- increased influence of the human factor on the results of economic activity;
- further differentiation of consumer needs, stimulating the emergence of new types of products;
- increase in the share of creative, intellectual human labour compared to physical, manual labour.

Our approach to forming a strategy for effective management of the region's strategic competitiveness is based on the principles of a systematic approach, as well as

an interdisciplinary methodology for studying the region as a multifaceted entity. This approach has the following advantages:

- creation of preconditions for increasing the strategic competitiveness of the region by initiating real and targeted innovative changes in its management in the region;
- forming and forecasting quantitative values of key indicators that allow monitoring the implementation of the strategy;
- implementation of changes aimed at improving the efficiency of administrative management and, consequently, increasing the likelihood of successful strategy implementation;
- using more sophisticated methods of analysing the region's competitive advantages;
- balancing the regional strategy for effective management of the development of strategic competitiveness.

In this regard, the search for new ways to research and develop a strategy for effective management of the development of the region's strategic competitiveness can be the subject of independent research. The process of developing a strategy for effective management of the development of strategic competitiveness consists of three main stages:

1) analysis of the current state of the region's actual competitiveness;

2) analysis of existing strategies for increasing the competitiveness of territorial entities;

3) analysis of the effectiveness of the proposed strategy for increasing the competitiveness of the region.

The choice of a competitive strategy for effective management of the region's strategic competitiveness is a search for the main strategic competitive advantages of the region based on the study of competitive reserves in various areas of regional activity. In essence, building a competitive strategy for the region consists in creating competitive advantages and selecting types of activities that differ from those of competitors, which is the main task of managing regional strategic competitiveness.

Thus, a systematic approach to developing a strategy for effective management of a region's strategic competitiveness requires the formation of an appropriate system as a tool for implementing the chosen strategy. Only a system can solve the task of effectively managing the improvement of a region's strategic competitiveness. Having justified the need to develop a strategy for the effective management of strategic competitiveness as a system, we can highlight its main advantages:

- expansion and deepening of one's own strategic ideas about the mechanism of interaction between economic entities in the regional socio-economic system;

- discovery and study of new properties of the system in increasing the strategic competitiveness of the region;

- increasing the strategic competitiveness of the region as a system in terms of its functional development.

In addition, in the process of implementing a systematic approach to the formation of a strategy for the effective management of the region's strategic competitiveness, a number of general systemic principles must be taken into account:

- considering the set of system elements as a whole;

- the property of the system is not simply the sum of its elements. This increases the possibility that the system will possess special properties that may not be present in individual elements;

- maximum efficiency of the system. It has been theoretically proven that there is always a value function of the system in the form of the dependence of its efficiency on the conditions of its construction and functioning. In addition, this function is limited, which means that it is possible and necessary to seek its maximum;

- mandatory consideration of external connections, the requirement to view the system under analysis as part (a subsystem) of a more general system;

- the possibility of dividing the system into parts, i.e. subsystems.

Strategic maps are currently used to provide a unified view of the vision, policy, strategic goals, strategy and their interrelationships. According to the author of the work, strategic maps define the general direction and align the vision, policy, strategic goals, strategy, measures, key performance indicators and target values of these indicators.

We have developed a strategic map for one of the priority areas of the socio-economic development strategy of the Vinnytsia region for the period up to 2020 – increasing the competitiveness of the region (Fig. 1.7), which presents the vision, policy, strategic goals and strategy in their logical interrelationship. It should be clarified that in the strategy for the socio-economic development of the Vinnytsia region for the period up to 2020, the competitiveness of the region's economy, according to the previously adopted terminology, is strategic competitiveness, which will be achieved in the future.

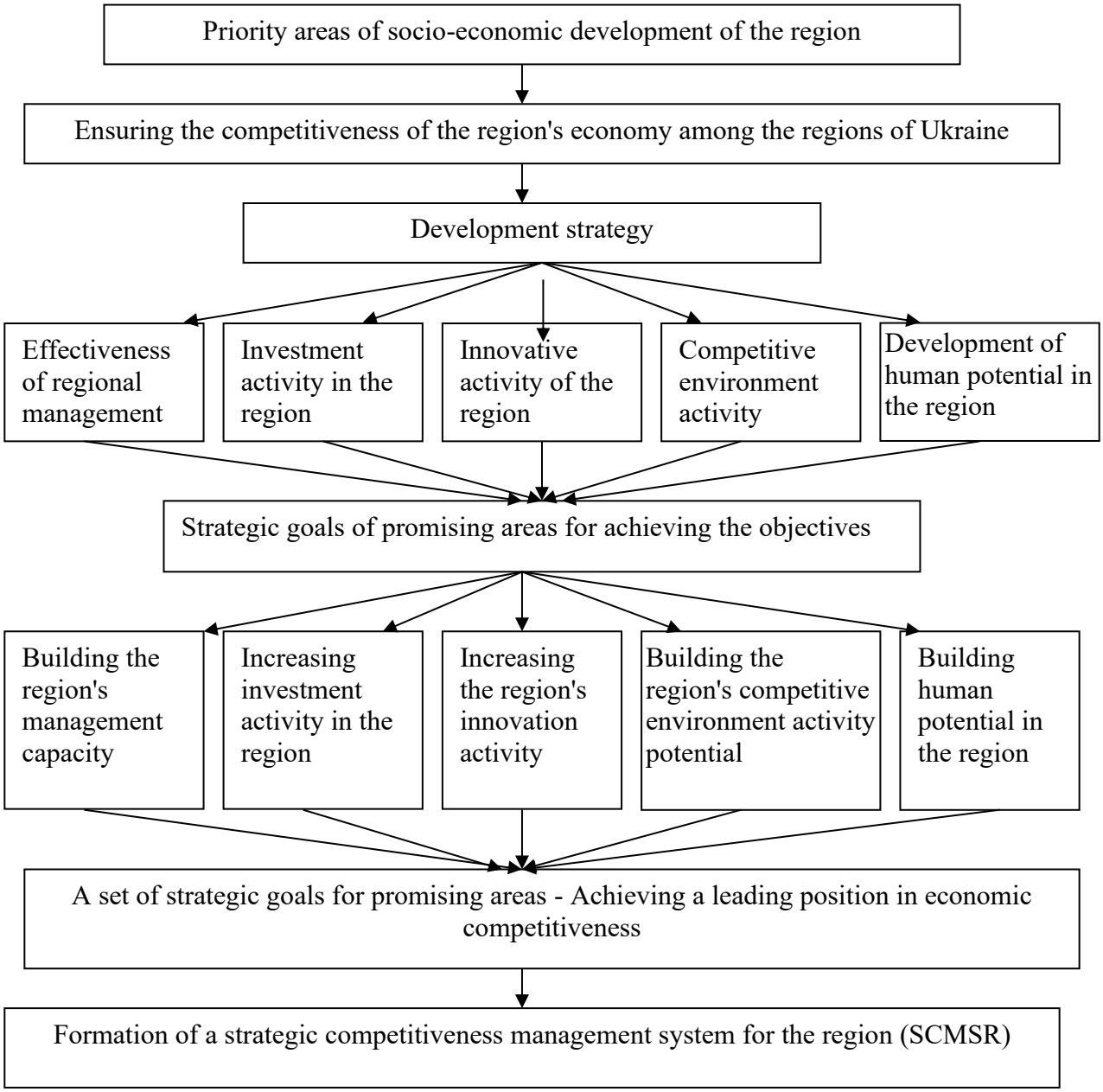

Fig. 5.7. Strategic map for the implementation of the priority direction of the socio-economic development strategy of Podillia for the period up to 2020 – increasing the competitiveness of the region's economy

The vision of the regional administration for the priority area under consideration is to transform the Vinnytsia region into a globally integrated, competitive region in the future. At the same time, the policy of increasing the strategic competitiveness of the region involves setting the main goal, which is to achieve a leading position in terms of the competitiveness of the Podillia economy among the regions of the country. Therefore, the main goal in achieving the strategic competitiveness of the region's economy is based on the region's competitiveness policy and is manifested in systematic orderliness.

The main goal in the area of strategic competitiveness is intended to be the basis for the formation of the main strategic priorities for its achievement. The key link in the decomposition of the main goal is the transition to strategic directions (perspectives) and further to the strategic goals of the perspectives that follow from them, which we consider as a single interconnected system.

The results of the SWOT analysis of the socio-economic situation in the Vinnytsia region and the competitiveness of its economy give reason to believe that the main strategic priorities (perspectives) for achieving the main goal in the area of strategic competitiveness may be:

- improving the efficiency of regional management;
- increasing investment activity in the region;
- increasing the region's innovation activity;
- increasing the activity of the region's competitive environment;
- developing the region's human potential.

Since each strategic perspective has its own strategic goal, the next step (Fig. 5.7) is to move on to their specific formulations. Accordingly, the strategic goals of the region's priority areas are:

- building the region's management capacity;
- building the region's investment activity potential;
- building the region's innovation activity capacity;
- building the region's competitive environment capacity;
- building the region's human potential.

At the same time, the set of strategic goals for promising areas determines the region's strategy for achieving its main goal: to become a leader in economic competitiveness among the regions of Ukraine.

Having defined the strategy for achieving the main goal, the final stage involves developing a conceptual approach for its implementation. The results of a systematic analysis of scientific approaches, an analysis of Podillia's competitiveness and its socio-economic development for the period 2010-2015 allow us to believe that the strategy for achieving the main goal can be implemented on the basis of forming a system for managing the region's strategic competitiveness (SSMC).

Thus, the strategic map we have developed has a strategic focus and serves to improve the effectiveness of regional strategic competitiveness management. As can be seen in Fig. 1, the strategic map graphically illustrates the interrelated, logical transition from vision, policy, main goal, priority areas and their strategic objectives (strategies) to the possibility of practical implementation of the strategy through such an instrument as the formation of a regional strategic competitiveness management system (RSCMS).

The existence of an SRMS means that the development of regional strategic competitiveness in the long term will not be carried out spontaneously or through isolated measures, but in a targeted manner in conjunction with the vision, policy, strategic objectives and strategy.

The implementation of the above strategic directions and strategies for the effective management of the region's strategic competitiveness as a system requires, first and foremost, the solution of the following main tasks:

1) creation of a conceptual model of a system for effective management of the formation of the region's strategic competitiveness and description of the mechanism of its functioning;

2) selecting and forecasting indicators of the region's strategic competitiveness for the period up to 2020;

3) forming a forecast level of strategic competitiveness of the region and its constituent potentials;

4) developing a program-targeted approach to the implementation of the forecast level of the region's strategic competitiveness.

1.4 Building a forecast integration model for the development of regional systems based on the comprehensive use of aggregate resource potential

For the effective development of aggregate resource potential and the creation of integrated formations in a rather unstable economic situation, progressive forms of economic management are needed through which property relations for large state-owned and privatised industrial production will be implemented. They will allow the combination of enterprises and organisations in the resource sector, scientific, banking, supply, insurance, exchange and trading firms located in the country, restore interrupted economic ties, accumulate resources for innovation, and implement scientific and technological progress. Through the organisation of the integration of enterprises and organisations, the interests of participants in the rational use of basic types of resources are combined. Research into resource potential shows that favourable conditions have developed in the country for the creation of appropriate vertically integrated enterprises in this sphere. Global practice proves that a country's competitiveness is ensured not by the success of individual firms, but by entire industries. Balancing the interests of enterprises in the resource sector, solving the problems of resource fragmentation and duplication of efforts can ensure the efficiency of the resource base while promoting growth and preventing negative processes that develop under the influence of market forces. However, it should be borne in mind that by seeking to concentrate national capital and national wealth in the country by granting privileged rights to national commodity producers in the use of resources, the state contributes to the monopolisation of the industry and the loss of its competitiveness. Avoiding these mistakes will ensure the creation of not just one company that includes most of the large enterprises in a particular resource sector, but the organisation of several vertically integrated companies based on the most powerful, economically developed enterprises in the resource base. The state is responsible for maintaining macroeconomic balance, defining the contours of the resource sector's

development, creating the appropriate conditions for this, and stimulating economic activity by creating conditions for free market competition, where business will take the initiative. It is advisable to create a vertically integrated company and to create conditions for the formation of several vertically integrated enterprises that may compete with each other.

The nature of integrated links should be chosen by the relevant organisations on a voluntary basis and based on relevant market research. Further structural changes should provide for the gradual resolution of the interests of all sectors of the Podillia resource complex (natural resources, production, labour, investment, innovation, infrastructure) with the formation of several integrated structures - holding companies. Moderate intervention in the development of the resource sector, without hindering economic incentives for the creation of a competitive environment, and state regulation may take the form of special subsidies, regulation of energy prices, reduction of interest rates on loans, introduction of depreciation discounts and tax breaks, export financing, etc. To ensure the sustainable economic development of each management entity of the state as a whole.

It is advisable to form a vertically integrated enterprise (VIE) in four stages (Fig. 1.8), with particular attention to the first stage of organizing a vertically integrated enterprise. Integration consists in the implementation of a more sophisticated management structure and its precise alignment with objectives, organisational methods, the correct choice of economic and legal forms, types of integrated company structures, and sound marketing and technical and economic calculations.

The preparatory stage of the general model for the formation of a vertically integrated enterprise in the field of resource base includes the determination of: the purpose of each enterprise's participation in the creation of a vertically integrated company; the method of organizing integration; the economic and legal form of the vertically integrated enterprise being created; the optimal type of structural association; analysis of information on the state of production facilities - private owners of integration; conducting technical and economic calculations and calculations of the economic efficiency of integration.

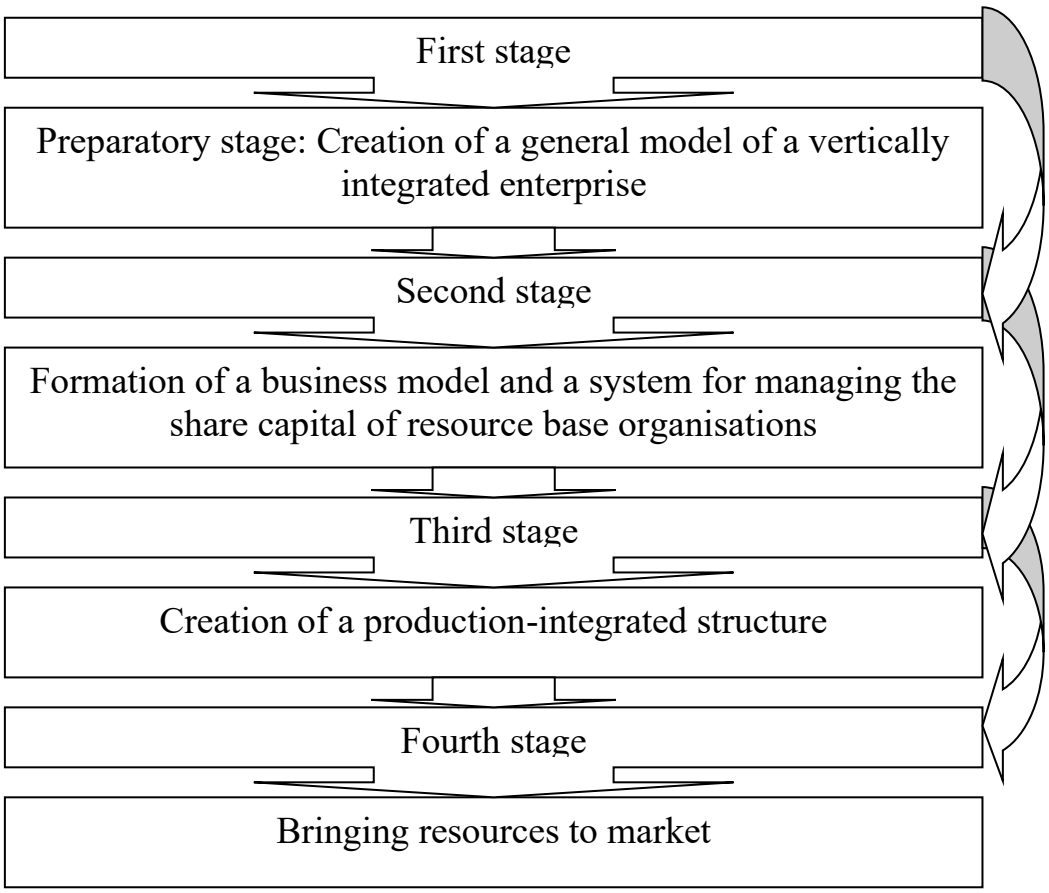

Fig. 1.8. General model for forming a vertically integrated enterprise in the field of resource potential

The preparatory stage of the general model for forming a vertically integrated enterprise in the field of resource base includes determining: the purpose of each enterprise's participation in the creation of a vertically integrated company; the method of organizing integration; the economic and legal form of the vertically integrated enterprise being created; the optimal type of structural association; analysis of information on the state of production facilities - private owners of integration; conducting technical and economic calculations and calculations of the economic efficiency of integration.

Integration has the following main objectives, which are the focus of integrated enterprises: in the interests of production; in the interests of sales; with the aim of reducing taxation; in financial and investment interests; with the aim of material and

technical supply. The method of organising integration depends on the type of resource - it can be either a merger or an acquisition.

At the first stage of forming a vertically integrated enterprise project, to achieve a synergistic effect, taking into account the most optimal types of production cooperation in each individual case. To this end, mergers, sales and acquisitions of resource potential are considered first, which will increase investment, reduce costs and improve efficiency. The most acceptable economic and legal form of a vertically integrated enterprise in the current conditions of economic development in the field of resource potential is a holding company. A holding structure is characterised by the independence of divisions, diversification of activities, risk management, accessibility of investments, tax protection, profitability of divisions, control over the ownership structure, the effect of managing a group of technologically related or related companies, the non-mandatory participation of banks or other credit institutions, the non-mandatory existence of contracts and agreements between participants - members of the enterprise, the possibility of participation in other organisations, the possibility of solving the financial and economic problems of participants using the mechanisms of the participants' activities. Holding companies and financial and industrial groups organised on their basis best meet the requirements of resource potential organisations when organising vertical integration in modern market conditions.

As is known, vertically integrated enterprises are created according to three types of structural associations: vertically integrated enterprises organised by technological production chain; vertically integrated enterprises organised by stages and phases of the product life cycle; vertically integrated enterprises organised by stages and phases of the product life cycle and the technological chain of production.

At this stage of project development, it is necessary not only to theoretically justify the choice of the type of structural relationships, but also to make the appropriate technical and economic calculations. To determine the effectiveness of the new system, a detailed comparison of the results of the enterprise's production and economic activities for the previous and reporting periods is required.

F. Kotler's enterprise growth strategy [6, p. 336] can be determined on the basis of an analysis conducted at three levels:

1) identify opportunities that the firm can take advantage of at its current scale of operations (opportunities for intensive growth);

2) identify opportunities for integration with other elements of the industry's marketing system (opportunities for integrative growth);

3) identify opportunities that open up outside the industry (opportunities for diversified growth).

The essence of the second stage is expressed in the formation of a business model and a system for managing the share capital of the resource base, including the development and approval of the current model for managing the financial and economic activities of the holding, as well as the formation of a rational system of property rights. The formation of a share capital management system includes the development of a model for restructuring and protecting share capital and the formation of a system of infrastructure links.

The measures of the third stage of creating a vertically integrated enterprise in the resource sector involve developing a business model that includes the formation of a unified management apparatus and a unified profit centre, as well as bodies for accounting and control of commodity and financial flows, auditing of reports, and evaluation of enterprises. The measures also include the implementation of a marketing strategy for bringing the holding company to international capital markets.

During the fourth stage, it is planned to bring the shares of the integrated enterprise to the market, taking into account expansion into new raw material and sales markets, the transition to a single share and its introduction to international stock markets, measures to increase the liquidity of the holding's securities, attracting additional investments, etc.

The purpose of creating a system for managing the project of creating vertically integrated enterprises is to organise a systematic approach to researching this vertically integrated connection of enterprises, determining the optimal business model, conducting analytical work on relevant marketing research and technical and economic

calculations, and analysing the economic and managerial efficiency indicators of the project. To implement this project management system, it is necessary to organize a working group, which should include specialists in the production of integrated enterprises, specialists in marketing research, specialists in investment and financial and economic activities, a group of advisers, which includes consultants on the creation of a business project, the development of recommendations, methodological support for the project, an expert council that includes consultants and auditors whose task is to collect, process and analyse information on the state of integrated production facilities, conduct scientific research, and the project management commission must include a Supervisory Board (Fig. 1.9).

The organisational structure of vertically integrated enterprises and organisations of the resource potential of Podillia included consideration of:

- the organisational structure for managing the resources of the Podillia economic region;
- a general model for the formation of a project to create a separate vertically integrated enterprise;
- the structure of the project management commission.

In performing the calculations, the most important question was the feasibility of a vertically integrated connection to obtain the effect of integrating these enterprises in the resource sector.

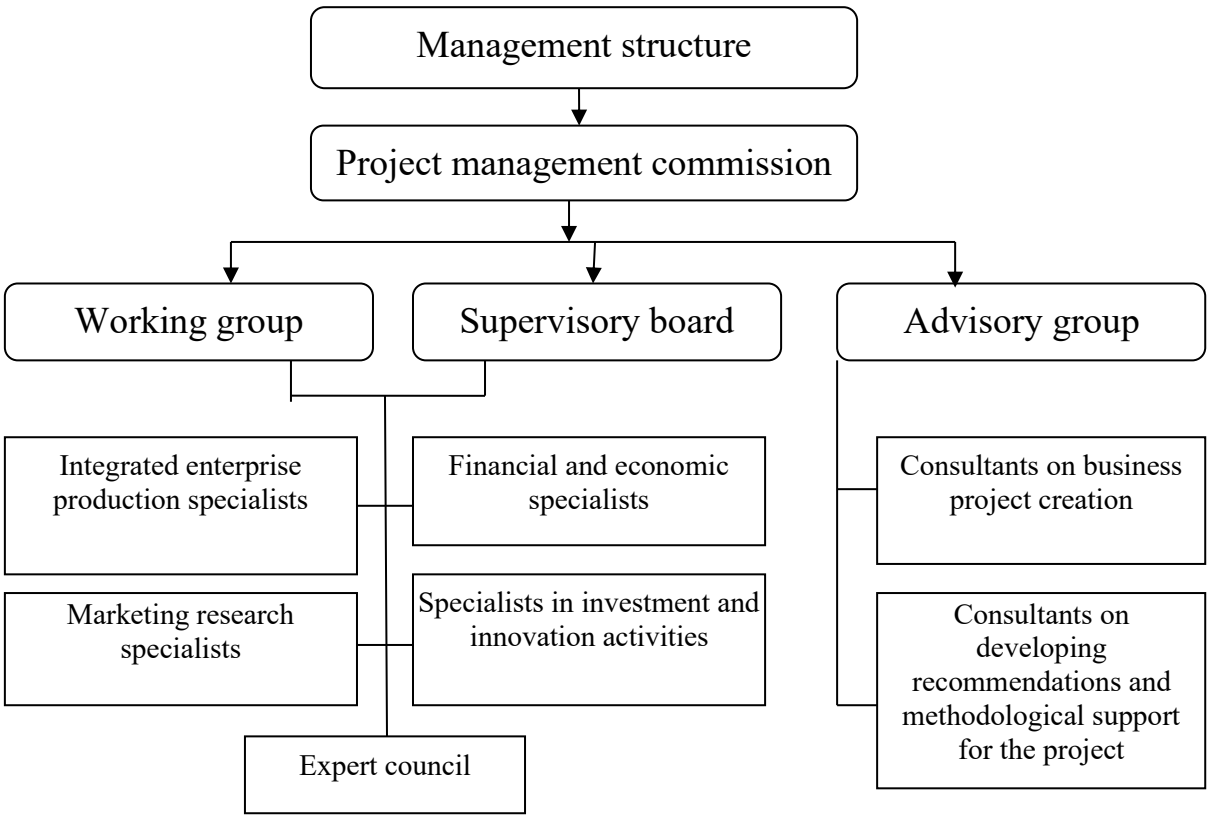

Fig. 1.9 Organisational structure of project management in a vertically integrated enterprise

A correctly chosen vertically integrated link contributes to increased profitability through rationalisation and cost reduction within a larger economic unit, ensuring sales to either partner processing enterprises or end consumers through own distribution channels, reducing the risk of production activities by distributing responsibility among several partners, and achieving a leading position by limiting competition.

In order to select the most effective option for partners participating in integrated enterprises and to achieve the maximum effect from the application of integration, when organising vertically integrated enterprises (through mergers or acquisitions), it is advisable to choose the option that will bring the greatest synergistic effect in the current period and in the future. It is necessary to build a comprehensive model of synergy, where, after performing the appropriate calculations, a final assessment of the synergy of the interacting technological chains of the integrating enterprises will be given, which is the arithmetic mean of the estimates of the impact of all synergy factors.

The research conducted allows us to conclude that vertical integration is economically efficient and contributes to the growth of national wealth.

The most important stage in the formation of a strategy for the rational use of the region's resource potential and the determination of a set of typical strategies is the informed choice of strategic management tools. Strategic models allow not only to most accurately determine the state of the resource base in the space of characteristic positions of the present, but also to outline and justify the choice of directions for prospective development. Two-dimensional matrices are used when creating such models. The definition of variables for building a specific model depends on the purpose of the analysis, with the key criteria for selecting variables being: the completeness of the reflection of the characteristics of the region's resource potential within the framework of a specific problem, and the capacity and informativeness of the characteristics of various resource states in the present and in the future.

Most well-known strategic models are based on the concept of the product/service life cycle, which states that every product goes through four stages in its existence: inception, growth, maturity and decline. Each stage of the life cycle has characteristic features that are reflected in the product's market position, profit margin, competitive strength and other quantitative and qualitative indicators.

Building a model to determine a strategy for the rational use of a region's resource potential involves the use of specific variables, the selection and inclusion of each of which requires scientific justification.

The basis for selecting the first variable is the hypothesis about the relationship between the stage of the resource potential life cycle and the rational use of resources. According to our understanding, the stage of emergence of resource potential is characterised by its extremely irrational use: there are one or two enterprises (more often one company), the production infrastructure is poorly developed, preference is given to the development of the richest deposits with high-quality reserves, the main task of economic entities is to reach profitable production volumes as quickly as possible, everything else is secondary.

The growth stage involves expanding the production infrastructure of the resource sector, including the development of new resources, in particular new deposits and entire fields, continuing the policy of "skimming the cream," which is gradually being hampered by increased competition and the entry of new enterprises (already at the state and, possibly, international level) into the industry market. The use of the region's resource potential in the growth stage remains irrational. The peak of competition, accompanied by an inevitable decrease in the explored amount of recoverable reserves and an increase in the share of hard-to-recover reserves in the reserve structure, means a transition to the maturity stage.

The state of reserves for economic entities remains attractive, as their quantity ensures production needs for at least 10-15 years, there are still areas that are potentially attractive to consumers, new extraction technologies are being actively introduced, and production growth is ensured by intensive production - all these are characteristic features of an economic complex at the stage of maturity. It is this stage that allows resource users to significantly increase the degree of rational use of oil and gas resources.

The depletion of reserves, with no prospects for their replenishment in the future, is accompanied by a decrease in the number of enterprises and the transfer of their production capacities to other territories. If the trend of decreasing proven reserves is characteristic of the country as a whole, the use of natural resources can reach its maximum degree of rationality at this stage of the life cycle. Otherwise, natural resource use risks returning to an extremely irrational state.

The analysis confirms the correctness of the hypothesis regarding the connection between the stage of the resource potential life cycle and the degree of its rational use. In this regard, we consider it reasonable to include the indicator "degree of rationality of resource potential use" as the first variable of the strategic model of their rational use.

The key task at this stage is to determine the second variable. Obviously, the characteristic we are looking for must be no less significant, be related to the life cycle of the economic complex as a whole, and reflect its development prospects. Given the

significant requirements, we consider it appropriate to use one of the following indicators:

a) growth rates, gross domestic product (GDP) growth;
b) growth in industrial production;
c) industrial competitiveness;
d) investment attractiveness of the industrial complex;
e) level of well-being of the population;
f) level of environmental condition, etc.

Let us justify the choice of a specific indicator as the second variable of the strategic model for the rational use of resource potential. There are various methods for assessing investment attractiveness, the competitiveness of the industrial complex, and the level of environmental condition. Including one of these indicators in the strategic model will make it easy to find the location of the industrial complex on this axis, which will create comfortable conditions for analysts when building the model. This is an important factor, but the level of socio-economic development is a more significant characteristic, which includes virtually all of the above and is actively used by the world's largest analytical and consulting firms.

The level of socio-economic development is a unique integral indicator that reflects all the main trends in regional and national development: economy and finance; social sphere; demography and others. Thus, it is the level of socio-economic development of the region that is the indicator that should be used as the second variable of the strategic model for the rational use of resource potential. The model itself will look as follows:

1. The level of socio-economic development (compared to the potential) is plotted on the x-axis, which has four characteristic positions: low, below average, average, high;

2. The ordinate axis shows the degree of rational use of resource potential, which also has four characteristic positions: extremely irrational, irrational, insufficiently rational, close to rational.

Thus, the model offers 16 positions of a specific resource complex in the space of the proposed variables (Fig. 1.10).

Of the 16 quadrants of the matrix for describing a complex of typical strategies for the rational use of resource potential, we will use eight key ones (the quadrants are marked with numbers, Fig. 1.10). Quadrants 1-4 correspond to the extreme (polar) positions of resource potential use, and the typical development strategies for the situations indicated are as follows:

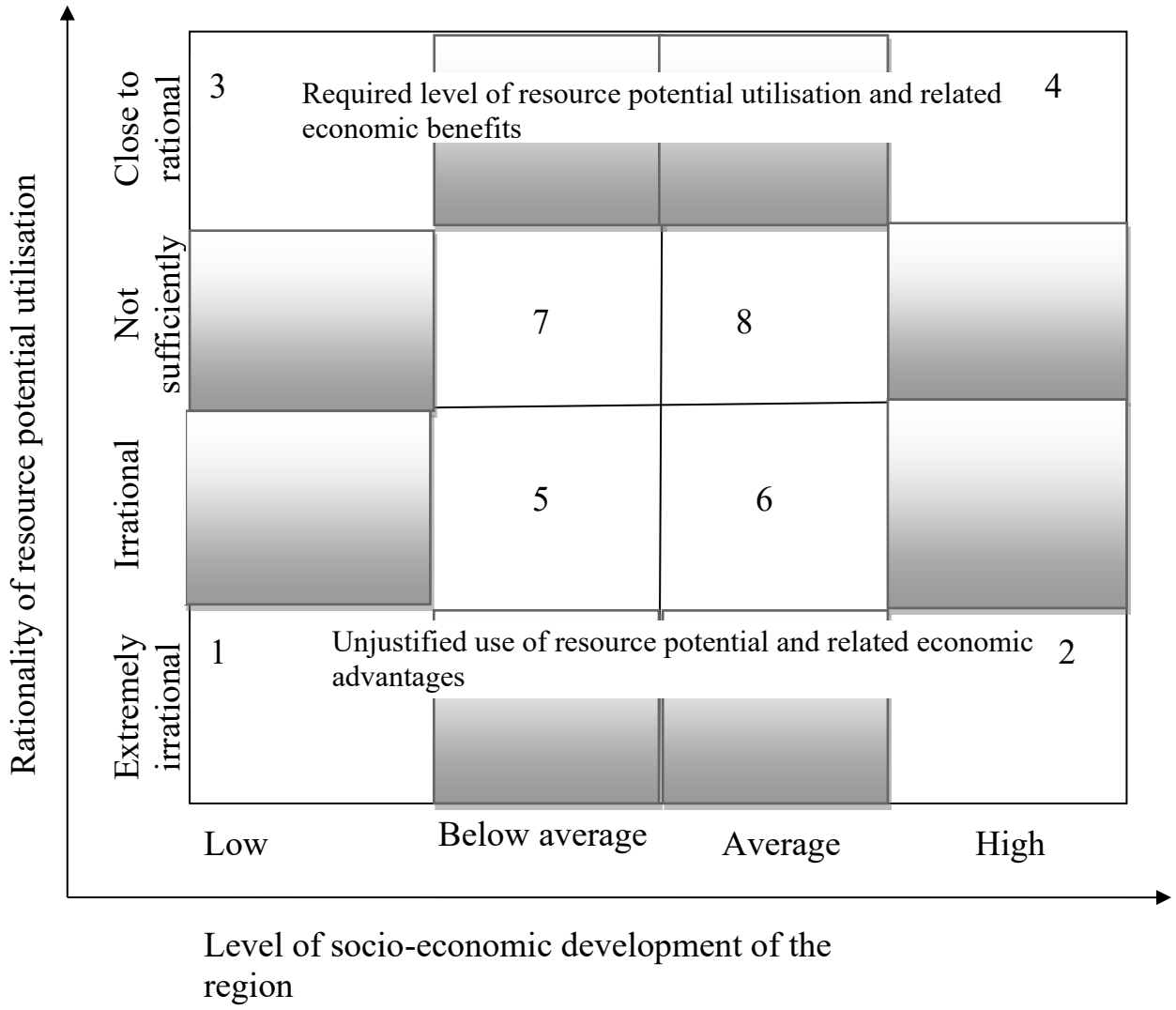

Fig. 1.10 Matrix of the model of rational use of resource potential

1. Characteristics of the situation - the use of resource potential is extremely irrational, the resource complex has a low level of development. Recommended

strategy - reorganisation, liquidation. Object of influence - state authorities and local self-government bodies, business entities. Subject of influence - state authorities. Content of measures taken - strengthening administrative control over the use of resource potential, actively attracting investors, changing economic entities, attracting other economic entities that have proven themselves positively in the country and worldwide to the sphere of resource potential use.

2. Characteristics of the situation: extremely irrational use of resource potential combined with a high level of socio-economic development. Recommended strategy: production expansion. Target: economic entities. Subject of influence - state authorities and local self-government bodies. Content of measures taken - optimisation of internal processes for the use of resource potential, stimulation of competition, involvement of new economic entities, improvement of the organisation of enterprises in the resource sector;

3. Characteristics of the situation: close to rational use of resource potential combined with a low level of socio-economic development in the region. Recommended strategy - horizontal unconnected integration (development of new types of business). Object of influence - economic entities, state authorities and local self-government bodies. Subject of influence - enterprises and other economic entities, state authorities and local self-government bodies. Content of measures taken: transfer of positive experience in the use of resource potential to other areas of economic development, active introduction of resource management experience into other areas of the economy, improvement and adaptation of the legislative framework for the rational use of resource potential.

4. Characteristics of the situation: close to the rational use of resource potential combined with a high level of socio-economic development in the region. Recommended strategy: intellectual leadership, creation of unique competitive advantages for the modern economy in the future. Target audience: economic entities and the general public. Influencing entities: state and local government bodies, enterprises. Content of measures taken: active development of the intellectual sphere, comprehensive support for innovative projects, intensification of work to revive the

unique traditions and crafts of the region's population, restoration of cultural monuments, creation of conditions for the development of various types of tourism, introduction of the latest developments in improving social and production infrastructure, institutional and investment environment.

The description of the polar strategies for the rational use of resource potential gives an idea of the nature and content of the measures taken, an important feature of which is the involvement of virtually all interested parties in the implementation of the strategy: state and local government bodies, the public, and economic entities from various sectors of the economy and the social sphere. This is what makes the presented strategies unique, due to the high social significance of resource potential.

An important stage in the formation of a set of typical strategies for the rational use of resource potential is the development of a central group of strategies (5-8 quadrants of the matrix, Fig. 5.10). It is this group of strategies that should be used most actively, since a significant part of them are average or close to average in terms of socio-economic development, and polar characteristics of resource potential use are also more often the exception.

5. Characteristics of the situation: irrational use of resource potential is combined with a low level of socio-economic development in the region. Recommended strategy: centred diversification. Target: economic entities. Influencing entity: state and local government bodies. Content of measures taken: creation of a favourable economic climate for the operation of resource-based enterprises with simultaneous strengthening of control over the rational use of resource potential; development of enterprises that use the most cost-effective resources; limitation of the number of economic entities, with preference given to economic entities with a positive image; striving to create vertically integrated enterprises within the region.

6. Characteristics of the situation: irrational use of resource potential combined with an average level of socio-economic development in the region. Recommended strategy: optimisation of economic relations in the field of resource potential use. Target: enterprises and other economic entities. Subject of influence: senior management of enterprises. Content of measures taken: combining strict control

with the creation of optimal conditions for the functioning of economic entities, use of resource potential, stimulation of the use of newer technologies and organisation of production activities.

7. Characteristics of the situation: insufficiently rational use of resource potential with a below-average level of socio-economic development. Recommended strategy: conglomerate diversification. The object of influence is enterprises and other economic entities in various sectors of the economy. The subject of influence is senior management of enterprises. The content of the measures taken is the development of existing and new types of business based on the use of resource potential and the experience of enterprises, with the parallel build-up of the latter's innovative potential.

8. Characteristics of the situation: insufficiently rational use of resource potential combined with an average level of socio-economic development. Recommended strategy: technological leadership. Target: enterprises and other economic entities. Subject of influence: senior management of economic entities. Content of measures taken: intensification of production activities in the resource sector, introduction of modern technologies, improvement of the organisation of resource potential use based on the most advanced Ukrainian and international experience, work to increase the investment attractiveness of the region, creation of favourable conditions for the use of resource potential, and increased social responsibility of economic entities.

The strategies described provide the most complete set of all possible directions for achieving rational use of resource potential, depending on the current level of socio-economic development of the region and the current state of resource potential use. The strategies of unnumbered quadrants (Fig. 1.10) can be defined as a combination of strategies of adjacent quadrants. Thus, we have formed a set of strategies for the rational use of resource potential and proposed tools for the reasonable determination of a strategy for the use of resource potential within the region.

An important aspect of the practical application of the proposed strategic model for the rational use of resource potential is the ability to visually represent the consequences of changes in state economic policy, changes in economic entities, the

system of resource potential use, state authorities, and other significant changes. Based on a comparison of the region's situation over time using the proposed variables under different economic conditions (past and present), and the identification and analysis of relevant trends, it is possible to determine directions for improving the use of resource potential and the most acceptable strategy for its rational use in the region. The formalisation of complex results that are difficult to quantify can be achieved using the proposed original model, which greatly increases its scientific and practical significance.

The developed strategic model for the rational use of resource potential can also have a wider application. On a regional and national scale, the model allows us to present the positions of all the largest economic complexes in terms of their level of development and the degree of rational use of resource potential. In this case, a technique known from marketing position maps can be used to graphically represent an object: the object is depicted in the space of accepted variables in the form of a circle with its centre at a point with coordinates corresponding to the values of these variables for the object in question, and the diameter of the circle is determined depending on the size of the characteristic feature of the object. Thus, by determining the degree of rationality of the use of the country's resource potential, calculating the level of its socio-economic development and determining the share of each region in it, it is possible to construct a positional map of the use of the resource potential of the entire country in the space of the proposed variables.

Since the policy of sustainable development of regions should be formed taking into account the resource potential, the proposed strategies, which are based on the results of comprehensive diagnostics and determine the optimal development scenarios, will contribute to the effective use of resource potential, reproduction and stabilisation of the economy. The implementation of the developed strategies for the use of resource potential will make it possible to overcome the deformation in the socio-economic development of the regions, balance the development of their productive forces and improve the quality of life of the population.

The implementation of these priorities within the framework of the strategy for the sustainable spatial development of the productive forces of the Podillia macroregion will ensure the creation of a highly efficient economic complex based on the coordinated activities of its regional structures, expand the scope of participation in interregional and interstate structures on the basis of intensified interregional integration, and contribute to putting the economic complex of the macroregion on the path to economic growth in order to improve the well-being of the population.

To sum up, it is clear that state regulation of the use of resource potential in the work is presented as a system of legislative, executive and control measures implemented by state authorities and local self-government bodies with the aim of stabilising the socio-economic system of the region. The structural elements of the state regulation system are defined as follows: subjects and objects of state regulation, functions, goals, objectives, principles, forms, methods, and management tools.

The essence of state regulation of resource use is revealed in its main functions, which include: target-setting – determining the goals, priorities and main directions of resource use and, on this basis, socio-economic development; stimulation – the formation of regulators that can effectively influence the activities of economic entities; normative – through legislative acts, the state establishes certain rules, standards and conditions for economic entities; social – state regulation of socio-economic relations, redistribution of income, provision of social protection and social guarantees, preservation of the environment; control – state supervision and control over the implementation of established rules, economic, environmental, social standards, etc.

Providing the necessary resources for the economic and social development of society and natural and ecological conditions that are safe for human health is a pressing issue, which necessitates the creation of conditions for the effective resolution of resource problems at all levels of government – national, regional and local. This requires effective institutional support for the use of the resource potential of the region and the country as a whole. The dissertation identifies that this problem includes a system of legislative and regulatory regulation of structural changes, the corresponding

organisational and functional structure of state and regional management, a system of relations, interconnections, fundamental principles and communications regarding the provision of structural changes in the development of the regional system that are adequate to the dynamic external and internal environment.

The institutional system is understood as a system of contractual relations or a management structure that unites economic units and determines the ways in which they interact, i.e. the institutional environment. One of the innovative forms of institutional support for structural transformations in the development of the regional economy is the introduction of contractual principles in the interaction of state authorities, local self-government bodies, civil society institutions, business structures and territorial communities in ensuring the comprehensive and balanced use of the region's resource potential.

Improving the structure and use of the aggregate resource potential depends on the justification for the development and implementation of a strategy for its functioning as a general action programme. The strategy is generally a generalised plan, a system of conceptual ideas and a lever for their achievement based on the full use of available resources. Its implementation should ensure, on the basis of existing resource potential: a qualitative change in the structure of production and exports towards an increase in the share of more technological and competitive products; innovative and investment development of the region's industry to ensure its competitiveness; the most efficient and comprehensive use of all available resources and potential of the region.

The expediency of developing a regional resource strategy for the development of the region under study as an important mechanism for ensuring its targeted and effective development has been proven. This strategy should define a system of priorities, goals and objectives that would become a source of renewal for the region, improving its socio-economic development and the quality of life of its population, and ensuring sustainable development based on the effective use of its resource potential.

It has been confirmed that the main factor of growth is the strategic management of the effective use of the resource base, which is impossible without a modern, adapted

mechanism for regulating its development and managing the disposal of the region's total resource potential. The management of the effective use of the region's resource potential should be based on the development of a strategy for implementing this process, be evolutionary, long-term, balanced, natural and sustainable in nature, and necessarily take into account existing experience in resource use.

The work proposes a strategy for ensuring effective management of the region's competitiveness, which is considered as a set of continuously evolving measures aimed at achieving long-term goals for its improvement. It is based on the principles of a systematic approach using strategic maps that determine the general direction of development when coordinating policy with strategic goals. The dissertation develops a strategic map for one of the priority areas of the socio-economic development strategy for the Podilskyi economic region for the period up to 2020.

Based on the construction of a predictive model of integration impact and clustering, the dissertation substantiates promising directions for restructuring and utilising the resource potential of regions depending on the level of utilisation of the region's resource potential, and formulates corresponding strategies.

The work substantiates the priority tasks of the strategy for sustainable spatial development of the Podilskyi macroregion, the implementation of which will ensure the growth of gross regional product and household income by 2015, contribute to the creation of a highly efficient economic complex of the macrosystem, expand the scope of participation in interregional and interstate structures, and provide the macroregion with a vector of economic growth to improve the well-being of the population.

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2. Conceptual approaches to the development of marketing activities of agricultural enterprises in the transforming economy of Ukraine

The market transformation of Ukraine's economy is accompanied by qualitative changes in the functioning of all spheres of economic activity, particularly in the agricultural sector, which remains a strategic branch of the national economy. Under these conditions, marketing activity becomes a key factor in ensuring the competitiveness, stability, and profitability of agricultural enterprises.

Ukraine's agricultural sector is actively integrating into the global economic space, which necessitates the use of modern marketing approaches to manage production and sales processes, position products in domestic and foreign markets, build brands, and enhance customer orientation. However, despite the evident importance of marketing, most agricultural enterprises still do not fully utilize its potential due to limited resources, weak institutional support, a low level of digitalization, and insufficient awareness of managerial staff in the field of marketing management.

The relevance of this topic is also determined by the need for a scientific reconsideration of the concept of marketing activity in the context of ongoing economic changes, the transformation of consumer needs, the growing role of digital communications, and the sustainable development of agriculture.

The application of a systematic marketing approach in agricultural production enables not only increased economic efficiency but also the creation of prerequisites for forming competitive business structures focused on quality, innovation, and social responsibility.

The issues of marketing activities of agricultural enterprises have been the subject of scientific research by many Ukrainian and foreign scholars, including F. Kotler, J.-J. Lambin, M. Porter, P. Doyle, A. Kravchenko, L. Balabanova, S. Harkavenko, O. Olenkovska, I. Lytovchenko, M. Malik, O. Shpykulyak, T. Mostenska, and others. Their works reveal the essence of marketing, its role in ensuring competitive advantages, and mechanisms for managing marketing activities of

enterprises in various economic sectors. However, the conceptual development of marketing activities in agricultural enterprises under market transformation conditions remains insufficiently studied. The methodological basis for assessing the effectiveness of agri-marketing, adapting global practices to Ukrainian conditions, and developing a modern concept for marketing system development in agriculture requires further clarification.

Thus, the theoretical generalization of scientific approaches and the practical substantiation of directions for the development of marketing activities of agricultural enterprises under transformational changes constitute an urgent scientific problem, the solution of which is crucial for enhancing the efficiency of Ukraine’s agricultural sector.

2.1 The evolution of marketing in the system of market relations

Marketing as a distinct economic science emerged relatively recently, only at the beginning of the 20th century. In 1902, marketing courses were launched at the University of Michigan, the University of Illinois, and the University of California, Berkeley. These processes were preceded by the so-called Industrial Revolution, during which the market required fundamentally new approaches to doing business. During the same period, specialized marketing organizations began to emerge, and in the 1920s, associations of marketers and advertisers started to appear. The overproduction crisis that began in 1929 and became one of the most severe in history compelled American companies to incorporate elements of the marketing concept as a fundamental aspect of economic activity and management from the 1930s onwards. Marketing achieved a certain degree of consistency in the 1950s, and from the 1960s onwards, it began to be used as a key tool for achieving the long-term strategic goals of enterprises. From the second half of the 20th century, in the practice of economic entities in countries with market economies, and from the 1990s, with the change in the paradigm of the functioning of the national economy and in post-socialist countries, marketing became not only mandatory, but also, in part, the main segment of management activities.

However, the real development of marketing in the activities of economic entities began long before the formation of marketing thought in scientific works. Convincing evidence of this is the fact that basic economic definitions, such as "price," "market," and "product sales," were described and explained in scientific literature as early as the 17th century and were actively developed by representatives of various economic schools and movements.

Understanding the essence of marketing and its practical application requires tracing the evolution of the marketing concept from the turn of the nineteenth to the twentieth century to the present day. Early marketing, at the turn of the nineteenth and twentieth centuries, was focused primarily on the production of goods. An entrepreneur's success was ensured only when his company could produce as many goods or services as possible. The ease of selling was associated with market absorption through the mass consumption of goods that were previously unavailable to a wide range of consumers.

In some cases, market imbalances caused by overproduction against a backdrop of insufficient consumption gave rise to the first economic crises. However, alongside their destructive impact on financial systems, crises also helped to even out market imbalances and were overcome using specific anti-crisis tools [21]. Although crises were mainly episodic in nature, they gradually motivated researchers to study sales processes in greater depth and forced practitioners to realize the importance of the sales process.

As production and consumption grew, it became clear that in the new conditions, it was no longer enough to focus exclusively on production for effective management, as more and more difficulties began to arise in the area of sales. After all, if earlier the market could consume all the goods offered, except in situations of economic crisis, then later the supply somehow began to exceed demand. It was this situation that led to the evolution of the marketing concept and caused a gradual transition to more aggressive forms and methods of offering goods, selling them, and especially advertising. The new paradigm of product supply began to focus on overcoming buyer resistance, including unconscious and hidden resistance, and on ensuring the ability to

sell everything that was produced.

C. McCormick (1809–1884), an employee of a harvesting equipment manufacturing company, is considered the founder of the modern understanding of the concept of “marketing.” He was the first to propose that marketing should be the primary function of any enterprise, and that finding and serving customers should be the primary task of a manager. It was C. McCormick introduced the concepts of marketing analysis and marketing research and formed concepts regarding the market, pricing policy, and customer service.

Today, there are over 2,500 definitions of the term “marketing.” Gradually, marketing has expanded from the micro level and the sphere of economic relations between sellers and buyers to occupy a prominent niche in industry, regional, and international business, among others [22]. It is this multiplicity of definitions that suggests the theoretical basis lacks comprehensiveness and systematicity.

The first approaches to interpreting the concept of marketing emerged in the early 20th century in the United States. The word “marketing” comes from “market.” In economic terms, marketing is designed to exert a particular influence on the market environment to increase sales and, consequently, profits. It is in this context that the significance of marketing is currently being considered by a significant cohort of domestic and foreign economists [26].

American scientists Evans J. and Berman B. were among the first to present their own interpretation of the term “marketing.” They paid particular attention to distinguishing between “sales” and ‘marketing’ approaches. They noted that “an adequate definition of marketing should not be limited exclusively to goods and services, since its objects can be organizations, people, individual territories, and ideas” [29, p. 3].

A fundamental definition of the marketing concept was formulated by the prominent American scientist F. Kotler [13, 30, p. 9]. According to his definition, “marketing is a social and managerial process by which individuals and groups of individuals satisfy their needs and desires through the creation and exchange of goods and consumer values” [31, p. 35]. F. Kotler also identified and characterized the basic

elements of marketing, including periods of development, marketing tools, consistency, unity, and the technological efficiency of marketing means and techniques.

Subsequently, these scientific achievements formed the basis of marketing planning, which is based on a detailed analysis of consumer needs and ensures the integrity and completeness of marketing activities [32, p. 27].

Further development of marketing definitions and categories has already brought certain clarifications regarding the levels and scale of marketing activities. It is in this context that J. McCarthy and W. Perrow [33, p. 8] describe it.

Subsequently, marketing took its place in strategic management and became its key element. It was marketing that became the cornerstone on which promising development strategies began to be created at various levels of economic relations.

In contrast, in the works of G. Churchill and P. Peter, marketing is presented as a process of planning and developing concepts for pricing, promotion, and distribution of goods through exchange. According to scientists, this process is designed to satisfy individual and social needs, as well as to underlie the achievement of the organizational goals of the enterprise [38, p. 7].

American scholars E. Rice and J. Trout considered the use of marketing tools in a competitive environment, proposing the concept of "marketing warfare." They pointed out that "marketers have always focused on buyers and warned managers to pay more attention to customers than to production." They have to compete for buyers and customers, and "war is an integral part of competition" [39, p. 6]. Currently, in the US domestic market, marketing is interpreted as the process of doing business aimed at facilitating the flow of goods and services from the manufacturer to the consumer or user. The above opinion prevailed in the US in the 1960s.

Despite the widespread perception of marketing as a paradigm of war and competition in science and practice, the opposite concept is gradually gaining ground and significance, which consists in the coordination of interests and motives of market participants, ideally leading to market equilibrium and eliminating the need for hostile "military" actions by some market participants against others [40]. The formation and

development of the ethical component in marketing and marketing communications played a crucial role in this process [41].

A significant evolution in marketing concepts occurred after World War II. Since then, marketing has been associated with people's desire to change their lifestyle through the pursuit of goods with useful properties and high functionality. This necessitated a change in the mindset of entrepreneurs, and consequently, a transformation of the production, distribution, and sale of products. This is how the paradigm of the market for ecological products, and consequently, environmental marketing [42, 43] or green marketing [44], emerged. This led to a transformation in consumers' perceptions of the principles of convenience in market distribution processes, resulting in the spread of network marketing [45] and a shift in the fundamental principles of "need-demand-satisfaction-consumption" and the emergence of agile marketing [46], among other developments.

By contrast to American approaches, European approaches to defining and understanding marketing are somewhat different. The most notable achievements in this area belong to J. J. Lamben. He understood marketing as the system-forming basis of business, its unique philosophy. At the same time, the scientist applied a process approach in his study, as an active, specialized activity focused on meeting the needs of individual consumers and society as a whole. This refers to essential goods that are of value to these consumers or society [47, p. 4].

In contrast, German marketers E. Dichtl and H. Hershgen viewed marketing primarily not as a philosophy, but as an art, a creative endeavor. In their opinion, marketing is based on a corresponding way of thinking and expressing entrepreneurial abilities [48, p. 12].

The Scandinavian school of marketing has made a significant contribution to expanding terminology and distinguishing concepts such as "service marketing" and "internal marketing." The Scandinavian school owes these achievements primarily to K. Grenroos. In particular, he introduced the concepts of "internal consumer" and "internal product". E. Gumesson, a professor at the Stockholm University Business School, noted the role of employees who are involved in the marketing process but

are not directly employed by the marketing department, i.e., "part-time marketers". E. Gumesson also compares relationship marketing with marketing mix and proposes the concept of "30R" (Relationship).

Based on the results of his own business analysis, Yugoslav scientist D. J. Karich, a representative of the European school of marketing, systematized the prerequisites for the use and application of marketing elements in the economy. In particular, he characterized marketing from several positions: as a business function, as a scientific discipline, and as an economic process. Another of his compatriots, L. Radonich, believed that the basis of marketing is people's tastes, needs, and preferences. It is knowledge about them that can be turned into profit for the enterprise.

Scientists from the British School of Marketing focused their efforts on studying the theory of relationship marketing. In particular, they actively researched issues related to the concept of service marketing, product quality management problems, and theoretical approaches to relationship marketing.

Gradually, in the process of the evolution of marketing theories, marketing has turned into a holistic business system, according to which the volume and structure of demand for goods and services are predicted, needs are developed and satisfied through the prism of marketing research and the formation of a marketing information system, and types of exceptional products that are increasingly in demand among the population (for example, the eco-products above) are developed. Marketing, therefore, is not only a set of practical actions consisting of the application of appropriate methods, but also, first and foremost, a way of thinking about the market and the enterprise, its role and tasks that ensure the survival and further development of entrepreneurial structures.

Since the mid-1990s, scientific activity in marketing studies has experienced a revival in Ukraine. It is worth noting that marketing as a science in Ukraine began to develop only after the collapse of the command-administrative system. The shift in ideas and concepts in domestic economic theory occurred precisely under the influence of the country's development of market economic relations.

The main feature of the development of domestic marketing thought was the separation of functional, geographical, and commodity aspects in marketing. Domestic scientists such as G. O. Andrusenko [39], L. V. Balabanova [40], A. V. Voychak [41], O. V. Gavrilets [42], V. G. Gerasymchuk [43], O. V. Deyneha [44], and others have expanded the traditional theoretical aspects of marketing with practical applications for different markets, specific segments, and specific target audiences.

At the end of the 20th century, some Ukrainian scholars researched the theoretical basis of marketing (concepts, functions, principles, and ideas) from the perspective of the American approach. In general, the formation of the domestic school of marketing occurred over a quarter of a century, beginning in 1992. One of the key figures in this process in Ukraine was A.V. Voychak [16]. It should be noted that the scientist's main contributions to the development of marketing theory were the identification of eleven programs and types of activities on which the process of internal marketing management is based.

The scientist presented his own classification of approaches to studying marketing concepts and also distinguished between internal marketing, depending on the internal market of the enterprise. Based on an analysis of literary sources, A. V. Voychak also identified different approaches to understanding the essence of marketing: from the point of view of management as a conceptual basis for activity, as a functional apparatus, from the point of view of a product as an element of behavioral economics, as well as in terms of national and institutional levels. He also studied internal communications in enterprises.

Other equally well-known scholars, L. A. Moroz and N. I. Chukhrai, interpreted marketing as an activity aimed at shaping demand and achieving set goals by maximally satisfying consumer needs [29].

A. O. Starostina considers marketing primarily through the prism of organizational and managerial decision-making. She views it as the foundation for developing business strategies and determining a business entity's market position (positioning). A. Starostina pays particular attention to identifying the impact of the

environment on marketing and its relationship with the achievement of the main interests of enterprises.

Summarizing the research of the Ukrainian school of marketing, it can be argued that domestic marketing scientists have gradually developed their own views on the theoretical basis and key issues in the field of marketing, which in turn have become the basis for implementing practical marketing provisions in Ukraine. The research conducted by representatives of the domestic marketing school primarily focuses on theoretical issues and marketing problems. Undoubtedly, their fundamental theoretical approaches will form the basis for the implementation and introduction of practical foundations of domestic internal marketing. Therefore, in the future, scientists should focus on consolidating the implementation and adaptation of the developed marketing tools in the domestic market.

Having examined numerous views on the very nature of the category of "marketing" in domestic and foreign scientific literature, it can be argued that a common feature of many definitions is the establishment of a link between marketing and the needs and expectations of buyers, as well as production and commercial activities subordinated to buyer orientation. That is why marketing has become the foundation for the operations of entrepreneurs, whose activities are focused on understanding consumer needs and identifying the most effective ways to satisfy them through innovation and high-quality products.

In general, all the variety of interpretations of marketing can be reduced to four positions, considering this concept as a process, as management, as an activity, and as a business philosophy. All of them are summarized, along with references to the scientists who supported and developed each of these positions, as shown in Fig. 1. One can agree with all of the above approaches to interpreting the term "marketing." However, it should be noted that they are somewhat isolated, do not reveal, and do not take into account the whole essence of the concept of "marketing." Therefore, there was a need to justify an integrated approach to interpreting the nature of marketing.

Synthesizing the views and interpretations of foreign and domestic scholars, we

consider it appropriate to understand the concept of “marketing” as a mechanism for implementing the key idea of a business by intensifying the entire process of enterprise management, ensuring the continuity of its activities aimed at fulfilling its key mission and making a profit, based on identifying and satisfying consumer needs.

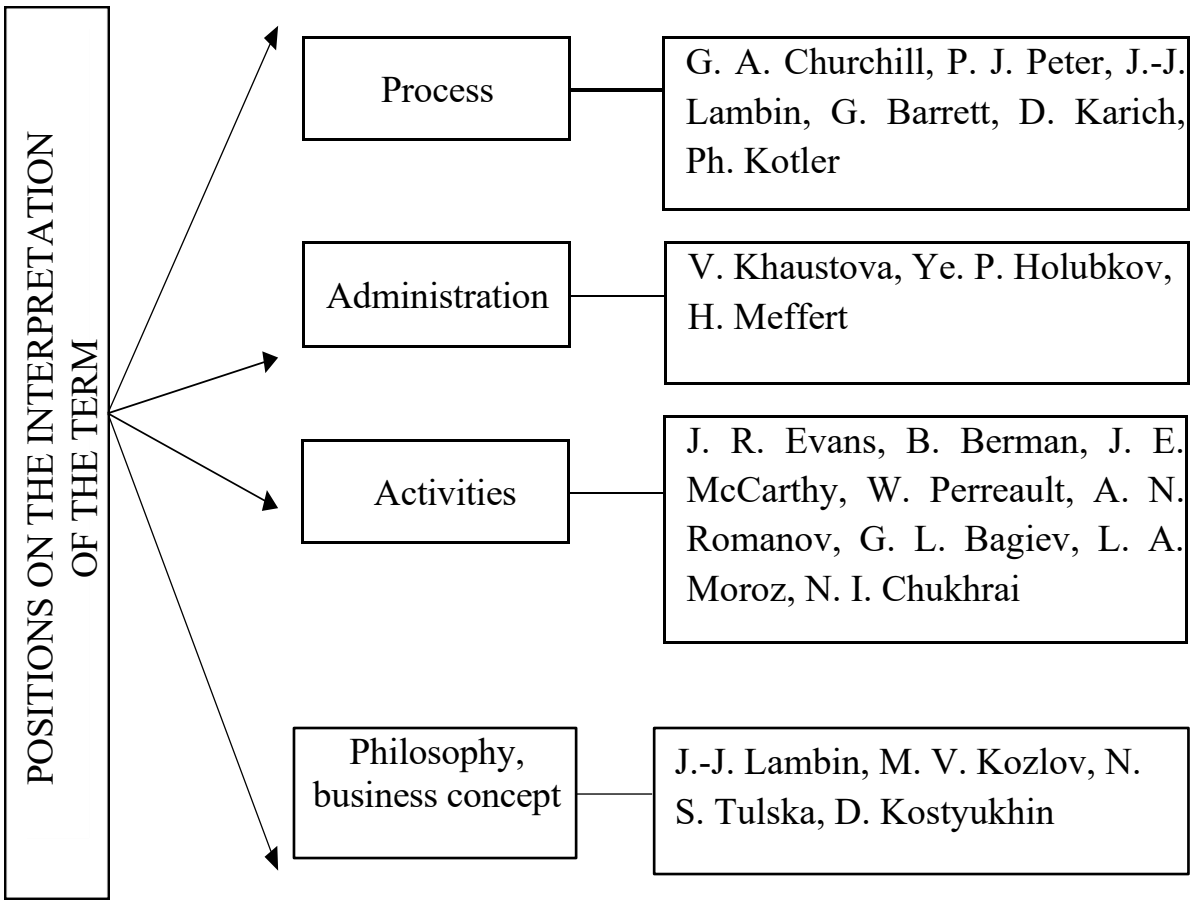

Figure - 1. Systematization of approaches to defining the essence of the concept of “marketing” in scientific literature

Source: systematized by the author

Modern marketing concepts are based on satisfying customer needs. Therefore, the success of marketing and, in general, the activities of any economic entity should be measured by two key parameters: the size of the customer base and the degree of satisfaction of their requirements. With this in mind, the primary goal of a seller in the market is to attract customers, expand their customer base, and ensure complete satisfaction with the quality, price, and other characteristics of the goods they purchase.

In essence, marketing becomes a system-forming factor for success in the market. It forces manufacturers and sellers of goods (those who shape supply) to focus on buyers (those who shape demand) by constantly researching the latter's needs, developing products that best meet the existing, hidden, and stimulated requirements and expectations of consumers, as well as by providing buyers with timely information about market offers, places of access to goods, pricing policies, etc.

Based on the study and generalization of literary sources in the process of dissertation research, the main tasks of marketing management at an enterprise were identified and grouped as follows:

- terminating the key mission of the business entity by identifying and analyzing the needs, tastes, and preferences of consumers;

- formulating a system of activity goals (including primary and secondary goals of various orders) by structuring activities, establishing a range of products that meet consumer needs, and forming an implementation plan based on marketing research and interpretation of consumer needs;

- justifying the principles of positioning the enterprise and its products on the market, based on informing consumers about the product and its properties;

- forming a production plan – to fulfil the sales plan as fully as possible, fully meeting demand while preventing the accumulation of unsold stock of products that are not in demand;

- developing a financial plan – by drawing up a forecast estimate of production and sales costs and ensuring the economic entity's stable position in the market, maintaining its image among consumers, developing sustainable competitive advantages, etc.

Interpreting the above marketing management tasks as a holistic system, marketing begins and ends with the consumer, their needs, expectations, requirements, tastes, and preferences. That is why a company that wants to operate successfully in the market needs to conduct regular marketing research. Based on such research, the company obtains information about the structure and other characteristics of consumption. This information, in turn, serves as the basis for forming a production

plan, including its quantitative and qualitative parameters, as well as the foundation for a sales plan. This plan encompasses the formation of a pricing policy, determining the optimal channels for promoting products to consumers, and developing approaches to advertising goods, among other aspects.

The role of marketing research in the effective functioning of an enterprise in a market environment cannot be overstated. After all, to ensure the effective management of marketing activities, the information obtained from marketing research results must be processed, systematized, and summarized in a specific report. Based on this report, the enterprise's management can forecast financial and production costs for manufacturing products, determine the necessary market costs, etc. Ultimately, this approach enables the creation of a layout, the development of a design, and the actual production of products. In other words, marketing research lays the foundation for a company's market operations.

Along with marketing research, marketing communication tools are also necessary, as they enable sellers to inform their target audience and convey messages about a product or service. In the context of active marketing communications, the buyer can make an informed decision about whether to purchase or refuse to purchase a product or service. The interaction of basic marketing concepts is schematically illustrated in Fig. 2.

Despite differences in products and buyers, the basic principles, rules, and methods of marketing remain unchanged. In the course of the study, the main rules were summarized, covering the following provisions:

- the most valuable thing is the availability of information about the market and buyer needs based on systematic marketing research;
- buyer needs determine the main orientation of the entrepreneur-manufacturer and seller;
- production and sales are integrated links in the organizational structure of each production activity, and the degree of compliance of decisions with economic feasibility is formed in the market in the process of conducting operations;
- the marketing strategy is based on the expected product turnover cycle in the

relevant market segment;

- production cycle planning is a dynamic process that changes over time, starting with the decision to produce and sell products and ending with the actual sale, focused on achieving the set business goals;

- the success of every entrepreneur's business depends on the skilled selection and effective use of marketing tools and methods for communicating with buyers in the process of production and sales.

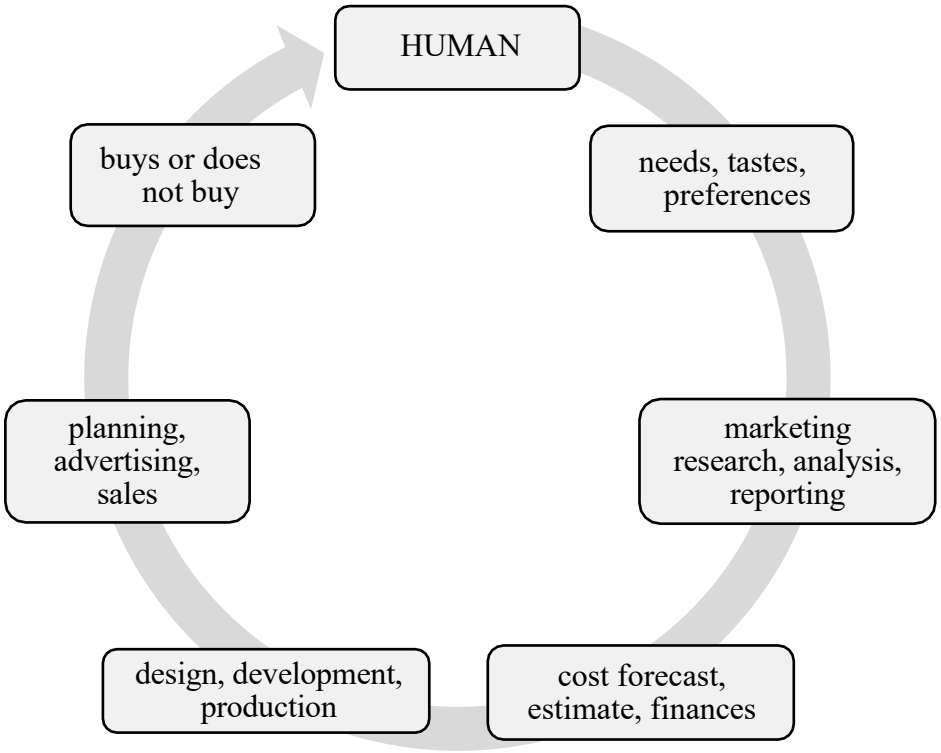

Figure - 2. Interaction of basic marketing concepts

Source: developed by the author

As theoretical research has shown, since the mid-19th century, marketing has been considered one of the most crucial management functions, not only for commercial enterprises but also for agricultural and industrial ones. In modern conditions, any enterprise, including agricultural ones, can hardly operate without using marketing tools. It is well known that people's needs are constantly changing. In such a situation, only those enterprises that can anticipate changes in consumer tastes, requirements, and expectations will survive in the market.

In general, theoretical and practical approaches to marketing implementation in agriculture have developed rapidly. After all, marketing was primarily seen as an effective tool for managing economic activity as a whole, as a mechanism for transitioning from a narrow product range policy to a broader one, but most importantly, as a method for identifying and satisfying the needs and preferences of potential consumers. The importance of agricultural marketing has increased amid intensifying and tougher competition in the agricultural products market, as well as the growing influence of these products on the functioning of various sectors of the economy.

It is pretty tricky for Ukrainian agricultural enterprises to operate in market conditions. Farmers constantly face several problems, including: state support that does not meet the needs of commodity producers in terms of direction and volume, high interest rates on loans, an imperfect management system, problems with pricing, difficulties in forecasting and identifying consumer tastes and preferences, complications in organizing communication and product policy, and determining effective distribution channels. Research has shown that agromarketing, as an effective management system, can offer a balanced mechanism for interaction between market participants at both the macro and micro levels, particularly by reconciling consumer needs on the one hand and the capabilities of agricultural enterprises to meet those needs on the other. It is the need for such balancing that makes it necessary to study the agricultural product market, research its conditions, forecast trends, and identify and assess demand for these products.

In developed market conditions, marketing functions in agricultural enterprises are typically performed by a specialized marketing service or department. At the same time, the formation of short-term and long-term goals, mission, and strategy of the enterprise is based on specific forecasts, recommendations, or calculations of such a department or service. Failure to comply with their prescriptions often leads to negative consequences, and sometimes to bankruptcy. That is why economic entities recognize the importance of the work of the marketing department or service.

Moreover, as competition in agricultural markets intensifies, agrarian enterprises

are increasing their spending on marketing management systems. For example, in the US, approximately $500 billion is spent annually for this purpose. It should be noted that almost half of these resources are allocated to pay marketers.

However, in the reality of Ukrainian agricultural enterprises, agromarketing has not yet reached the level of development at which domestic agricultural producers could actively use all the levers of marketing influence. It is for this reason that the competitiveness of domestic enterprises is often lower than that of foreign producers of similar products. Even with Ukrainian producers gradually entering international markets for plant and animal products, increasing exports, and boosting profitability, the competitiveness of domestic agricultural businesses remains limited.

Currently, scientific literature offers a wide range of views on the interpretation of marketing in agriculture. Still, the most commonly used terms are "agromarketing," "marketing in the agro-industrial sector," and "marketing in agriculture." The concept of "agribusiness marketing" was first introduced by J. N. Davis, who interpreted it as "marketing operations from the first buyer to the end consumer."

Thus, V. A. Klyukach proposed considering agricultural marketing as a complex of commercial, financial, technical, and organizational functions of any enterprise that maximally satisfy the needs of consumers for agricultural products.

In turn, American scientists R. L. Coles and J. N. Ul defined the term "agromarketing" as a type of activity that is included in the process of direct distribution of agricultural products, beginning at the production stage and ending with the purchase by end consumers.

Agro-marketing has a long history of development in Ukrainian science. Even in the early days of the Soviet Union, scientific research on the development of entrepreneurship in agriculture, initiated in the 19th century by N. Kondratiev, N. Makarov, A. Radishchev, A. Chayanov, and others, was devoted to its study.

These authors agreed that the use of marketing tools is an effective lever in coordinating the activities of agricultural enterprises in a market economy.

In turn, another domestic scientist, P. I. Ostrovsky, argues that agromarketing is part of the agribusiness system, noting: "The agribusiness system functions as a result

of the combination of processes of agricultural production, processing, storage, transportation, and delivery to the consumer. Various entrepreneurial structures that contribute to this combination form a complex of economic relations called agrarian marketing. "N. M. Kozub believes that" agromarketing is a holistic phenomenon of a socio-economic nature, the modern content of which reflects the evolution of the market for agricultural products and goods of their industrial processing, consistently combining the processes of market research, agricultural production and processing of its products, commodity circulation, demand formation, and sales promotion."

According to L. Soroka, agricultural marketing should be understood as a comprehensive set of economic activities carried out to bring agricultural products to market and deliver them to consumers, thereby fulfilling the goals and objectives of agricultural producers.

On the other hand, V. V. Pysarenko believes that agromarketing encompasses a set of functions within an enterprise, including organizational, technical, financial, and commercial aspects. At the same time, these functions should ensure a more complete and timely satisfaction of the existing demand for agricultural products and food [39]. In domestic literature, the concepts of agromarketing and agricultural marketing are often equated. However, it should be noted that, unlike Ukrainian scientists, their foreign colleagues, in particular R. E. Branson and D. G. Norwell, clearly distinguish between the concepts of "agricultural marketing" and "agromarketing." The former has a specific expression in the activities of producers aimed at meeting consumer needs. At the same time, agromarketing encompasses all activities related to the production and sale of agricultural products, including production, transportation, storage, processing, and delivery to the end consumer, as well as motivating the consumer and influencing their behavior [46]. This distinction between the interpretations of the concepts is quite reasonable and methodologically correct. In the future, we will proceed from the assumption that marketing in agriculture is a narrower concept. At the same time, agromarketing is much broader, encompassing processes such as production cycle planning, direct food production, and the organization of distribution channels at all levels of the agricultural sector.

We share the authors' opinion on the distinction between the concepts of marketing in agriculture and agromarketing. Based on the above, in our opinion, agromarketing is a large-scale activity that includes planning, forecasting consumer demand for agricultural products based on market conditions, implementing effective policies for processing, production, and storage of products, determining effective pricing, promotional activities, and product sales to ensure the profitability of the agricultural sector.

In our work, we will employ the narrower concept of "agricultural enterprise marketing," which we define as business activities that directly impact the flow of products from producers to consumers, thereby satisfying consumer needs while ensuring that agricultural enterprises achieve their primary economic objectives and generate a profit.

Marketing of agricultural enterprises, or marketing in agriculture, is unique and deserves considerable attention, primarily because of the sector's importance to a country's economy. Most agricultural products are basic foodstuffs, and their price and movement are considered strategic objectives of the country's government.

In market conditions, the market is the motivator and catalyst for any activity. However, in most countries, the state regulates and controls markets in general, and to some extent, the marketing of agricultural products. Marketing activities in agriculture are crucial, as they enable new agricultural enterprises to establish themselves in the market. Ultimately, their success is determined by effective participation in markets, not by an increase in production volumes.

The successful introduction and implementation of agricultural product marketing depends on conditions, organization, and the provision of resources and services. At the same time, the conditions for marketing activities are those that support all commercial transactions and exchanges. In our opinion, the main conditions include:

1) regulatory and legal support for production, economic, commercial, sales, and marketing activities;

2) financial and credit support for agricultural activities, availability of

monetary and credit resources for commodity producers;

3) a pricing system, in particular regarding the validity of product prices, the prevention of price disparities, and significant fluctuations in the price environment;

4) the system of organization and control of production, economic, and commercial activities, in particular regarding the organization of production processes, ensuring compliance with established standards and requirements, quality control, etc.

Additionally, to utilize marketing effectively in agricultural enterprises, several issues related to its implementation must be addressed.

The main ones include: The main ones include:

- the need to study the efficiency and flexibility of the production processes of various types of products, their processing after harvesting, storage, transportation, primary processing, and deep processing, etc., to determine and evaluate the ability of various areas of activity of agricultural enterprises and types of products to respond quickly to market changes;

- the need to analyze entrepreneurial and technical skills in all aspects of the marketing process for relevant products, including the ability to choose between different products, types, seasons, markets, and processing options, etc., to maximize agricultural income;

- the advisability of identifying and expanding various marketing channels, including storage, processing, transportation, packaging, and the development of retail infrastructure;

- the importance of providing public and private services that producers need to sell their products, such as marketing, finance, information dissemination, market research, forecasting and assessment, and dispute resolution;

- the need to develop information and communication capabilities relating to products, location, time, types, quantity, quality, prices, and any other information necessary for producers and consumers to make informed management and consumer decisions.

Marketing in agricultural enterprises begins when a farmer, entrepreneur, or enterprise decides what to produce, including which crops or products to grow, and

when and how to do it. To operate successfully in the market and maximize profits, agricultural enterprise management must make informed management decisions. Although the means for production are created by agricultural land, financial, human, and technological resources, it is the agricultural market that makes the incentives for production. In other words, it is the market that determines what products to produce, in what quantities, of what quality, what distribution channels to use to get the products to the buyer, and so on. That is why agricultural producers cannot do without knowledge of the market, its segments, consumer demands, and goods, i.e., without knowledge and the use of marketing.

Only when the state undertakes to purchase agricultural products or the producer knows the buyer of their products in advance do they not have to worry about marketing. In all other cases, marketing must become a central part of management activities.

The activities of an agricultural enterprise based on marketing principles include, in particular, the optimal movement of products to the end consumer in the right place, at the right time, with the right marketing communication policy tools, and at the optimal price. In turn, marketing management at an enterprise should focus on its ability to produce the correct goods, advertise, and sell, among other tasks. Therefore, the use of marketing management is associated with practical analysis, planning, implementation, and control over achieving set goals and objectives. It is an art of combining production technologies, pricing policies, distribution of goods, product promotion, and sales into a single mechanism that functions taking into account economic, social, psychological, and other factors.

To sum up, marketing is a complex and multifaceted concept in business. Competition forces sellers to take specific measures that would meet the market expectations of consumers in accordance with established trends. Only those agricultural enterprises that develop a specific marketing strategy and adapt their product portfolio to meet market requirements can compete effectively, grow, generate a profit, and achieve their economic objectives.

2.2 Specifics and directions of marketing activities of agricultural enterprises

Over the years of our country's independence, the transformation of the economic system and the development of market principles of financial management through agrarian reforms have not formed a mechanism that ensures the stable functioning of agricultural enterprises. In the face of fierce competition in the agricultural market, enterprises seeking to improve their position must search for conditions that ensure stable profits and market share. This issue has become particularly relevant in the context of Ukraine's accession to the WTO. After all, such membership, along with many positive aspects, has led to complications in specific segments, including the implementation of commercial operations and ensuring effective state regulation.

Therefore, marketing tools as components of the overall management system have become particularly important for the development of agricultural enterprises in an imperfect market environment. However, the introduction of marketing tools into the practice of Ukrainian agricultural enterprises is proceeding very slowly, especially among small commodity producers. In particular, enterprises often overlook the unique characteristics of the agricultural product market and, consequently, the specific marketing policies applicable to this market.

The importance of the agricultural product market cannot be overestimated, as it is this market that shapes and ensures the food security of each country.

Typically, the agricultural products market, including its functioning, saturation, and supply and demand ratio, is considered from the perspective of ensuring an adequate level of food security for the state. According to the Law of Ukraine "On the Fundamentals of National Security," food security is considered to be "the protection of the vital interests of individuals and citizens, society, and the state, whereby the state guarantees the physical and economic accessibility and quality of vital food products to the population in accordance with scientifically based food sets, maintains the stability of food supply to the population, and ensures food independence" [27].

According to agricultural scientists, "the key characteristics of food security are

accessibility, availability, sustainability, and utilization of food, which largely depend not only on the growth of agricultural production, but also on trade policy and the development of trade relations in agricultural markets, which can strengthen these characteristics to a positive level". Thus, awareness of the importance and principles of food security is the starting point for understanding the significance of marketing in the agricultural sector.

Summarizing the work of researchers on food security issues, it can be argued that Ukraine has not yet achieved the necessary level of food security, as it does not yet correspond to that of developed countries. At the same time, the level of development of the domestic food market does not align with the country's socio-economic development, and the low income of the population, combined with a systematic increase in prices for consumer goods, poses a threat to Ukraine's food security. Although there have been some positive developments in the agricultural goods market in recent years, ensuring relative stability and enabling increased exports, these changes are not yet sufficient. To determine the paths for further necessary transformations, it is advisable to study the nature of agricultural markets and identify the characteristics of marketing activities undertaken by agricultural enterprises within them.

The classical economists laid down the theoretical basis for interpreting the market. In various literary sources, the concept of "market" is defined in different ways, in particular as: "any interaction that people enter into to trade with each other"; "a mechanism that brings together supply and demand for a particular commodity"; "a meeting place for supply and demand." At the same time, the following definitions have become most widespread in economic literature: "agricultural market," "market for agricultural products," "market for agricultural goods," and "agricultural market," among others.

These definitions are ambiguous, as the authors' opinions do not always coincide, and there are certain discrepancies or inaccuracies in the interpretation of the above concepts. Many works by domestic scientists are devoted to defining and interpreting the relevant concepts. Among them, the works of V. Andriychuk, Yu.

Bilyk, Yu. Kovalenko, Yu. Lupenko and M. Malik are noteworthy [28-37].

We share the opinion of scholars who, in substantiating the concept of the agricultural market, draw attention to the fact that such a market includes not only agricultural products and food, but also means of production, services, results of scientific developments and innovations, etc.

Y. Bilyk shares this opinion, emphasizing the interaction of market participants, in the process of which production is ensured and the free movement of agricultural products, processed products (foodstuffs), as well as technologies, means of production, and services for the effective functioning of the agro-industrial complex, based on the formation of agricultural scientific and technical products [14].

On the other hand, T. Ostashko interprets the economic essence of the agricultural market as the interaction of sellers and buyers connected by a system of commodity-money exchange relations, encompassing producers, consumers of agricultural goods, and intermediaries as representatives of the market infrastructure [39]. Agricultural scientists P. Sabluk, M. Malik, O. Shpykulyak, Y. Lupenko, and others believe that the market is a system of institutions that brings together sellers and buyers of specific goods or services [32, 33, 40, 41].

Y. Kovalenko also applied a systematic approach to the interpretation of the agricultural market, substantiating its essence as:

- a system of institutions, methods, and resources, where the main task is to coordinate and manage the country's agro-industrial production based on exchange processes to satisfy consumer needs, noting its purpose as a system for controlling the specified production, the functioning of which contributes to the satisfaction of citizens' consumer needs, with exchange processes serving as the means;
- relations between agriculture and industrial enterprises and other consumers of its products, as well as the totality of exchange transactions between agricultural producers themselves [34].

The structure of the agricultural market comprises specialized markets, including the agricultural products market, the land market, and the market for agricultural means of production. At the same time, there has been a recent trend in scientific thought to

distinguish between the concepts of “agricultural market” and “agricultural products market.” For these reasons, it is advisable to study the essence and components of the agricultural products market in more detail.

Since the ultimate purpose of consumer goods is consumption, it is natural that the market serves as the connecting link between the buyer and the seller. It is the market that performs the function of exchange and distribution of all goods and other material values, and it is here that all the laws of material production are realized. In the simplest sense, the market is a meeting place for sellers and buyers, where some offer goods and others form demand for these goods, negotiate, and offer a price acceptable to both parties.

Thus, V. G. Andriychuk believes that the agricultural market should be studied in terms of qualitative and quantitative characteristics, based on the fact that agricultural production and the formation of supply are carried out by a large number of enterprises in completely different sectors of the economy [24].

According to Yu. O. Lupenko, the formation of an agricultural market is a prerequisite for ensuring food security in Ukraine, and its condition is the starting point for forecasting supply and demand in the agricultural market [24, p. 20].

However, it should be noted that some authors equate the concepts of agrarian and agricultural markets. Thus, in the dictionary of foreign words, the term “agrarian” is borrowed from the Latin word ‘agrarius’ and means “land”. According to the definition in the explanatory dictionary of the Ukrainian language, the word “agrarian” is interpreted as referring to land and its use [11, pp. 17, 20]. In this case, the agrarian and agricultural markets are equated.

However, V. O. Rybalkina and V. G. Bodrova believe that the agricultural product market is a set of economic relations concerning the organization and sale of agricultural products [27, p. 366], while A. O. Pavlenchik, in turn, notes that the agricultural product market can be interpreted as a system of economic relations formed with the participation of various institutions, which ensures and regulates the production of agricultural sector products and the movement of goods to consumers in the sphere of exchange [28, p. 5].

To sum up, it can be argued that the variety of interpretations of the concept of “agricultural market” and related categories is due to different approaches among scientists. After all, the methodological basis for interpretations is the consideration of other activities and different goods traded on this market.

A crucial prerequisite for the development of agriculture in Ukraine is the organization and implementation of marketing activities, taking into account the industry's unique characteristics. In this regard, according to Yu. B. and I. Yu. Skorbiny, the tasks of marketing in agriculture are: selecting goods and determining their consumer properties; establishing quality parameters for production; monitoring compliance with current environmental and methodological requirements; justifying the volumes and terms of the agricultural output; calculating the need to attract additional financial resources with an indication of their sources; forming requirements for product packaging; developing a business plan and conditions for commercial operations, etc. [29]. The tasks of marketing activities of agricultural enterprises are described in detail in the works of many modern scientists.

Marketing is a key element in the management of any enterprise, including agricultural enterprises. It determines the upward position of the economic entity, its mission, and strategy. Thus, A. L. Dichenko substantiated the structural and logical combination of the mission and strategy of an agricultural enterprise through the interconnection of the enterprise's overall goals and its specific marketing activities, as well as the goals and objectives of commodity policy. In general, a significant number of scientific studies are devoted to developing an effective marketing strategy for agricultural enterprises. Thus, Yu. G. Berezhna points to the connection between a well-thought-out strategy and the effectiveness of an agricultural enterprise [31], while O. S. Yevseytseva, P. S. Volkovynska [22], I. G. Kadyrus and co-authors [35], and K. O. Latyshev, V. G. Tyagun focus on the formation and maintenance of an appropriate level of competitiveness. I. A. Gogol [15] and G. Ya. Levkiv [16] focus their research on improving methodological approaches to strategy formation and the definition of strategic guidelines.

Research by I. A. Kravchuk [27], L. V. Tarasovich [28], and T. V. Ustik [29] is

aimed at developing approaches to the formation and implementation of marketing strategies for agricultural enterprises, while scientific studies by R. V. Logosha and O. L. Poleva [30], S. I. Poperechny and T. Yu. Kudla [31] and A. A. Postol [22] aim to identify their fundamental characteristics.

The works of L. O. Kustrich [23], O. O. Levchenko [24], S. I. Poperechny [25], and A. V. Tarasyuk [26] reveal the internal and external factors of forming marketing strategies for agricultural enterprises, analyze the most optimal principles for evaluating alternatives, identify methods for implementing strategies, propose ways to optimize them in the future, etc.

A summary of the results of the analysis of literary sources, as well as a rethinking of the essence and significance of the formation of marketing strategies in the activities of agricultural enterprises, gives reason to assert that a marketing strategy is a methodological way of preparing and conducting market activities aimed at achieving a set goal in certain conditions, i.e., a specific time, place, and market segment.

In view of the above, it can be stated that a marketing strategy should mainly include:

- market analysis, which allows determining what products, of what quality, in what price range, and in what quantity are needed by existing and potential consumers in the market;

- approaches to streamlining the production and sales structure of agricultural enterprises, determining the optimal size and specialization of an agricultural enterprise;

- strengthening the specialization of an agricultural enterprise or diversifying its activities depending on market requirements, territorial, geographical, natural and climatic characteristics, and regional specifics;

- optimization of the structure and number of the employed population against the backdrop of increased mechanization and automation of the main production processes, as well as the collection, storage, transportation of crops, their primary processing, etc.;

- changes in the production profile of agricultural enterprises, primarily of the farming type, to produce more modern crops and breed animals and poultry, which is due to scientific and technological progress in agriculture, the spread of new knowledge about technologies, genetics, engineering, etc.;

- intensification of the production of cash crops and livestock products.

Scientific thought is actively developing certain areas related to the formation of strategies for agricultural enterprises, particularly in the context of greening production. Marketing strategies are being developed as a comprehensive marketing system in individual product markets, such as grain, milk, meat, and vegetables, or in specific organizational and legal forms of economic activity in rural areas.

Numerous marketing analysis tools are used in the marketing process, the most important of which are the SWOT analysis (an assessment of a company's resources, strengths, and weaknesses) and portfolio methods (used to assess a company's development opportunities and analyze competitors). Currently, agricultural markets are experiencing active competition with a real struggle for customers. Therefore, a company that lacks a specific strategy and fails to adapt its product portfolio to market requirements will eventually lose its competitive position, consumers, and market share. On the other hand, only an agricultural enterprise that knows its position in the market and the positions of its competitors can take the leading position.

In this regard, the scientific literature currently devotes considerable attention to studying the entire range of marketing tools, including those based on digital technologies, mass psychology, and the specifics of human perception, among others. Scientists are also paying considerable attention to the study and improvement of communication channels, which is particularly important for agriculture due to its unique nature.

The sale of agricultural products requires knowledge of many conditions that influence buyer behavior related to the selection and purchase of products. Agricultural producers and marketers have no influence over a significant proportion of these conditions. However, one of the most effective ways to influence the remaining conditions that directly affect the sales and economic performance of agricultural

enterprises is marketing. After all, marketing is a market activity carried out to sell goods and services with the maximum possible effect.

Most agricultural enterprises on the market are production-oriented, as evidenced by their efforts to meet necessary product quality standards while minimizing production costs. At the same time, the determination of product quality standards and parameters, as well as the organization of their sale, are often carried out by processing enterprises and intermediaries, which, unlike agricultural producers, mostly have market-oriented rather than production-oriented approaches in their activities.

At the same time, the needs for developing marketing activities in agricultural enterprises vary considerably depending on their organizational and legal forms of management and size. Thus, due to dynamic development, the availability of new technologies, investments in science and innovation, large agricultural enterprises require a special reorganization of their structure through the creation or expansion of marketing departments. This reorganization is necessary to maintain their market positions. Such producers require a significant marketing budget and strive to improve the quality of their products or services, etc. They are increasingly investing in market research to gather information about their customers' needs and preferences. Therefore, their awareness is gradually increasing, which leads to the creation of a positive image. The primary challenge for large agricultural enterprises in developing marketing activities remains attracting highly qualified personnel and rationalizing the marketing organization.

However, for small businesses, this approach to separating and developing marketing departments is complicated and sometimes impossible. For medium and small agricultural businesses, the primary challenge in developing marketing activities is the limited availability of resources. Therefore, new approaches to marketing organizations that are more adaptable to local market requirements need to be developed.

In general, the use of the marketing concept in all types of agricultural enterprises will ensure:

- obtaining realistic information about the market, consumer needs, purchase frequency, preferences for certain goods, etc.;

- the creation of organizational, economic, and technical conditions in which this information will form the basis for rational management decisions at both the micro and macroeconomic levels;

- the creation of effective marketing strategies aimed at intermediate and end buyers, which will allow producers to adapt to consumer needs, strengthen their competitive advantages, and effectively stimulate purchase intentions through appropriate advertising.

When planning marketing activities, it is crucial to consider the unique characteristics of agricultural production. Compared to other sectors of the economy, the agricultural production structure in Ukraine is characterized by a large number of agricultural enterprises of varying sizes. At the same time, a significant proportion of them produce and sell small batches of goods. Therefore, the fragmented structure of agricultural enterprises has several limitations for marketing activities, namely:

- the low financial capacity of enterprises does not allow the use of a range of marketing tools and limits the ability to obtain information that is important for marketing;

- the lack of knowledge and marketing skills among people engaged in agricultural production complicates the use of complex marketing programs;

- the unsatisfactory production capacity of individual farms does not allow for high efficiency of marketing activities in cooperation with large consumers of agricultural products.

In each of the above cases, the position of agricultural producers improves when they act as a group, as the group, with its collective offer, responds more effectively to the recipient's needs and meets market requirements. It is precisely such approaches to group marketing activities based on the principles of agricultural cooperation that should be developed for small and medium-sized agricultural enterprises, including farmers, private entrepreneurs, and other stakeholders.

At the same time, for the introduction and further development of marketing

activities in agricultural enterprises of all types, sizes, and organizational and legal forms of management, it is necessary to take into account that agricultural production is distinguished by several specific features that can significantly affect the creation of marketing communications, change the scope of marketing tools, require special approaches to marketing organization and market promotion mechanisms, etc. These features are summarized in Table 1.

Table - 1. Peculiarities of Marketing Activities of Agricultural Enterprises

№	Essence of the peculiarity	Factors that caused the peculiarity	Risks and advantages of the peculiarities
A	B	C	D
1	Dependence on soil, natural climatic conditions, and geographical location	- Natural and climatic conditions, in particular the length of the growing season, temperature regime, and amount of precipitation; - Soil condition and fertility; - Territorial location of production facilities	Risks: possibility of reduced or lost harvests; loss of feed base for livestock; climatic and soil restrictions on product range; deterioration of sales due to imperfect logistics of geographically remote production facilities. Advantages: opportunities for the production of unique and environmentally friendly products; logistical advantages of geographically close production facilities; competitive price advantages for producers with comparatively better operating conditions; opportunities to increase production capacity through rationalization of land use
2	The importance of agricultural products for the consumer market and related sectors of the economy	- Agricultural products are foodstuffs and essential goods; - They are directly related to the food and national security of the state; - These products serve as raw materials for the processing industry, so their sale is regulated by the level of its development.	Risks: a significant proportion of products are perishable goods; a wide range of products requires significant differentiation marketing strategies; consumption of certain goods is limited by age, gender, religious beliefs, national traditions, and consumer health; there is a significant dependence of the price situation on the effective demand of the population and the financial and economic condition of processors. Advantages: relative market stability due to the impossibility of completely abandoning the industry's products; daily demand for products; need for a wide range of products; ability to significantly influence demand through socio-psychological influences on consumers.
3	Dependence on biological factors	- The use of living organisms, plants, and animals as means and objects of labor	Risks: uncontrollability or relative controllability of the processes of biological growth and development of living organisms; significant duration of the production cycle and its dependence on biological processes; risk of epizootics and the spread of plant diseases, the likelihood of financial losses as a result; difficulty in ensuring product uniformity. Advantages: opportunities to increase production and sales volumes and improve product quality as a result of intensification of activities and the use of more productive organisms; renewability of production resources.

Continuation of table 1

A	B	C	D
4	Cyclical nature of activities and pronounced seasonality of production	- Seasonality and cyclicality in animal and plant cultivation	Risks: seasonal fluctuations in market conditions; losses and complications in the rational use of resources due to mismatches between production and financial cycles; prolonged production periods; inability to respond quickly to market changes. Advantages: the possibility of gaining competitive advantages due to territorial differences in production seasons; strengthening of competitive advantages through the experience effect; predictability.
5	The existence of complexity in organizational and legal forms of economic activity	- Coexistence of commodity producers varying in size, form of ownership, form of business organization, specialization, cooperation, and integration.	Risks: the emergence of multifaceted competition; increased costs for various forms, methods, and tactics of marketing activities. Advantages: opportunities for a differentiated approach in the specialization of various commodity producers; the development of healthy competition with a positive impact on the quality and other characteristics of goods.
6	Inertia of commodity producers, insufficient level of integration and cooperation	- Commitment to traditions, which sometimes leads to low maneuverability; - Negative attitude towards the development of the cooperative movement and integration due to unsatisfactory experience of the “collective farm past”.	Risks: intensification of unhealthy competition; loss of market positions compared to progressive, including foreign, businesses; low propensity to spread the cooperative movement; inability to quickly adapt to changing market conditions and transformations in consumer tastes, preferences, and demands. Advantages: opportunities for diversifying marketing strategies; gaining competitive advantages as a result of a progressive attitude and development; strengthening competitive positions as a result of overcoming inertia.
7	Significant variability in the organization of marketing activities	- Diversity of approaches to organizing production and sales activities; - Different financial, human, and material resources of commodity producers; - Differences in specialization and work in different markets.	Risks: loss or failure to achieve strong competitive positions due to insufficient funding for marketing activities among small and medium-sized producers; lack of connection between production and sales processes due to lack of market knowledge; absence or shortage of marketing department employees; low level of marketing activity organization. Advantages: the possibility of significant differentiation of sales policy in different markets and among different commodity producers; differentiation of commodity and pricing policy, which allows for balancing food security; increase in sales channels; development of market mechanisms.

Continuation of table 1

A	B	C	D
8	High sensitivity of agromarketing	- Susceptibility to various typesof influences; - Ability to adapt, self-organize, and self-manage the agricultural marketing system.	Risks: high level of competition due to the uniformity of goods; likelihood of chain reactions in the event of a crisis and its spread/ Advantages: flexible response to changes in market conditions; ability to create and develop new forms of market promotion, form atypical channels and means of organization (e.g., such as public procurement associations); possibility of state support through market intervention mechanisms, etc.
9	Specifics of regulatory and legal regulation	- High dependence of agriculture on state influence; - Traditional state support for the industry even in market conditions; - Differences in the regulation of economic processes and phenomena from other sectors of the economy.	Risks: lack of an updated program or concept for new transformations in agriculture; lack of state support during times of crisis; lack of/low activity (lack of initiative) in organizing marketing activities at the macro level. Advantages: creation of additional mechanisms to protect and support commodity producers; mitigation of the negative effects of specific features of agriculture; support for the competitiveness of domestic commodity producers in domestic and foreign markets; additional opportunities for the formation of agricultural market infrastructure; price stabilization; reduction or prevention of price disparities.
10	Features of human resource capacity building	- Combining production with rural lifestyle.	Risks: trained personnel refusing to work in rural areas; inertia in terms of staff training compared to other sectors; resistance to new forms and methods of market promotion due to traditions and habits. Advantages: employee loyalty; combination of work and property management (in cases where the owner or co-owner of an agricultural enterprise is also an employee).

Source: developed by the author

Dependence on soil, natural climatic conditions, and geographical location directly affects the financial and economic results of activities. Agricultural production depends on the fertility, quality, and intensity of land use. The rational use of chemical pesticides and the application of environmentally friendly technologies enable the production of organic products. At the same time, irrational land cultivation hurts crop productivity. Additionally, there is a close connection between the use of land resources and the livestock sector. This link determines the quality, quantity, and range of products. All these conditions ultimately determine the specifics of the marketing activities of agricultural enterprises.

Agromarketing specialists deal with essential goods for the population. Therefore, they must satisfy the demand for agricultural products, taking into account the age, gender, national preferences, and health status of the population, while also ensuring sufficient quantity and quality. If these are perishable goods, specialists must promptly organize their delivery and ensure that it is accompanied by safe packaging. In addition, most of the products sold are raw materials for the buyer, who processes them into final products and brings them to market; this leads to agricultural producers responding to the needs of intermediaries rather than end consumers. It is also worth noting that the primary source of agricultural production is land. Its fertility and quality should determine the commodity policy of the enterprise.

Crop production is typically obtained once or twice a year, whereas the production process is designed to operate throughout the year. The same cyclicality is also characteristic of livestock production to a certain extent. In this regard, marketers must respond flexibly to market conditions, trends, and changes in consumer demand.

The peculiarity of marketing research of sales markets and product promotion is related to the seasonality of production and product receipt. Currently, there is a need for marketing activities related to the direct processing of products by producers, as the buyer may also be the end consumer. The state of product processing, service, and competitiveness with agricultural products imported from abroad does not currently meet all buyer requirements. The following reasons explain this:

a) many agricultural producers do not have sufficient financial and material

resources in their organizations;

b) there is a lack of sufficient experience in organizing and conducting marketing activities.

Various forms of ownership of land, means of production, and products lead to multifaceted competition, which is directly driven by demand for products and their satisfaction. It is this feature that determines the variety and diversification of marketing strategies, forms, methods, and tactics of agromarketing.

Agro-marketing systems are formed based on organizational forms of ownership and management. They may differ in terms of organization, management, and functioning, but they are undoubtedly aimed at realizing the interests of buyers. A diverse range of organizational and economic forms, including economic associations, private enterprises, cooperatives, farms, state-owned enterprises, and other forms of financial management, characterizes the agricultural sector. Hence, the variety of marketing forms ranges from marketing strategy planning to performance measurement. Therefore, the primary task of agromarketing is to establish a comprehensive system of marketing principles at the national level that ensures optimal conditions for the reproduction of each agromarketing entity's capabilities.

Different levels of marketing activity impact the entire agribusiness marketing system, encompassing production, processing, and sales. An insufficient level of marketing activities at one level can ultimately lead to unsatisfactory marketing as a whole. As a result, this significantly reduces the efficiency of agribusiness.

The higher sensitivity, receptivity, adaptability, self-organization, and self-management of the agromarketing system compared to other types of marketing are primarily attributed to the existence of high competition due to the uniformity of goods. Therefore, this system must be more flexible in adapting to policy decisions at the state level, given the diversity of organizational and legal forms.

The imperfect regulatory and legal framework for all agricultural activities has a negative impact, primarily on the development of agricultural marketing. In turn, uncertainty, constant changes, and amendments to legislation and regulations at the state level make its evolutionary development impossible.

The peculiarity of human resource development lies primarily in the fact that employees of agricultural enterprises must be mainly rural residents, who, due to the territorial dispersion of land areas, must live near the enterprise itself. This complicates management's ability to attract qualified specialists.

It should be noted that the level of education of personnel engaged in marketing activities of agricultural enterprises is unsatisfactory. Specialists often lack the necessary knowledge, and according to a study by S. G. Turchina, only 15.6% of marketers plan to find employment in the agricultural sector [30]. Marketing has been widely introduced into the field of education [31, 22], and there is an urgent need for its implementation in agricultural education.

Under these conditions, there is a need to introduce several measures to support the development of human resource capacity in agricultural enterprises, as well as state and regional programs that support agriculture and the farm sector as a whole. Currently, Ukraine has a State Target Program for the Development of the Agricultural Sector of the Economy, covering the period up to 2025, and a Concept for the Development of Farms and Agricultural Cooperation for 2025-2030. According to these documents, it is expected that appropriate measures at the state level will enable the potential of agricultural enterprises to be realized, create opportunities for rural area development, and facilitate an increase in the cultivation of agricultural products with higher added value [23].

State support for farms in Ukraine will also contribute directly and indirectly to the development of marketing activities in agricultural enterprises, reducing interest rates on loans, providing preferential loans, financial support for the development of livestock farming, viticulture, horticulture, processing of agricultural products, support for the cooperative movement, and other state measures.

Marketing activities in an agricultural enterprise should begin with the formulation of a marketing strategy, as it justifies the market orientation of the enterprise. In doing so, the peculiarities of the agricultural market should be taken into account, in particular, the fact that some types of agricultural products have common characteristics; most types of products are harvested once a year and consumed

unevenly throughout the year, which causes fluctuations in demand and, accordingly, seasonal price fluctuations; the presence of a large number of producers of similar products generates a level of competition and high price cyclicality in the demand for agricultural products [24]. In addition, the system of marketing tools is influenced by changes in the behavior of potential consumers, as safety and environmental friendliness indicators have become priorities in product selection, alongside quality and other factors. For instance, consumers may engage with products online, offline, or simultaneously in both settings.

Summarizing the above regarding the peculiarities of marketing activities of agricultural enterprises, the marketing management system should include key components such as cultivation, harvesting, storage, delivery, product processing, and direct trade. For a significant number of producers of similar products, this requires the implementation and improvement of each marketing element, leveraging specific innovations and technological advancements.

Given the constant changes in the marketing macroenvironment, it is essential to organize agricultural enterprises' activities on a marketing basis, taking into account all the characteristics of the agricultural sector. Since Ukraine is a member of the WTO and is undergoing constant market globalization, long-term marketing principles must be implemented. The profitability of agricultural producers can be ensured through the availability of market information, systematic demand research, flexible product and pricing policies, and effective communication policies, as well as the formation and annual allocation of a marketing budget that provides strategic direction for planning, organizing, and controlling activities.

2.3 Methodology for evaluating the effectiveness of marketing activities in agriculture

Any agricultural enterprise sets and strives to achieve specific strategic goals throughout its activities, directing its existing production resources accordingly. Achieving commercial success in the market requires an agricultural enterprise to meet the needs of buyers for high-quality and safe products at relatively low costs, while

also conducting environmentally safe production activities, making rational use of resources, and implementing the principles of socially responsible business. Competition for key market positions forces each enterprise to justify its marketing activities, which aim to improve its market position and help maintain its previously achieved position, thereby ensuring the implementation of the enterprise's strategic goals. Therefore, marketing orientation should play a key role in the management of modern agricultural enterprises, and marketing strategies and goals should become an integral part of the development plan.

To date, there is no universal approach in the scientific literature for analyzing the marketing activities of different types of organizations, enterprises, and business entities. The impact of marketing activities on the overall production and economic activities of an enterprise can be determined at various levels: at the state level (meeting market demand for quality goods), at the level of individual agricultural enterprises, as well as at the level of individual consumers and households, agribusiness partners, and rural areas.

Thus, V. I. Baklanova believes that the following indicators should be used to assess the effectiveness of marketing activities of agricultural enterprises:

- profitability of agricultural product sales;
- marketability of agricultural products;
- labor intensity of agricultural production;
- wage intensity of agricultural production

In turn, many scientists believe that improving sales policy has a direct impact on the effectiveness of an enterprise's marketing activities.

At the same time, L. V. Balabanova and other domestic scientists have proposed studying marketing activities using such integrated indicators as buyers, adequacy of information, and overall marketing integration [23]. However, this approach lacks a precise algorithm for determining the overall assessment indicator, which complicates its practical application.

N. K. Moiseeva and M. V. Konysheva characterize marketing activities according to their functions, including market research, product policy, distribution policy, and

communication policy, and evaluate them using general indicators of profitability and return on investment. However, the disadvantage of this approach is that it does not allow for calculating an integral indicator to characterize the marketing policy of an enterprise [24].

G. Assel's opinion is reasonable, who believes that the effectiveness of marketing activities is assessed by the effectiveness of marketing costs [22]. Using statistical methods, the scientist proposes to study the relationship between marketing costs and the final result, i.e., the enterprise's profit or loss. A similar approach is often taken by marketing practitioners, who believe that an effective marketing policy of an enterprise consists of increasing sales and, consequently, profits [25].

Scientific literature distinguishes four groups of methods for evaluating marketing activities:

- quantitative – based on identifying and comparing marketing performance indicators with marketing costs, may include the following criteria: return on investment in marketing activities, brand position in the market, assessment of the company's market success in the competitive environment;

- sociological – based on the use of sociological tools, in particular sociological surveys, sociological research, etc.;

- expert (subjective) – involves the use of relevant knowledge, intuition, and experience of experts or specialists to formulate general conclusions about the state and characteristics of the enterprise's marketing activities, mainly in the form of numerical indicators;

- qualitative methods – based on conducting a marketing audit, analyzing the external and internal operating environment, goals, strategies, and means of implementing marketing activities for the enterprise as a whole or for its individual structural units. Such an assessment is carried out by the enterprise's own management or by independent third-party experts engaged by the enterprise.

Therefore, conducting a balanced and objective assessment of marketing activities is significantly complicated by the ambiguity of approaches and the lack of a single algorithm for performing such analysis and calculating coefficients. The

methodology for analyzing marketing activities includes quantitative and qualitative methods, which complement each other in the research process and are reinforced by expert and sociological assessments. This group of methods includes marketing audits of agricultural enterprises, the identification of strengths and weaknesses, opportunities and threats, as well as marketing research using focus groups, in-depth interviews, expert questionnaires, and other techniques. Qualitative research methods are employed using sociological methods and assessment techniques to confirm or refute the effectiveness of marketing policies by directly obtaining information from consumers.

Currently, research on the application of various marketing research methods and their effectiveness has become particularly widespread.

A comprehensive approach is evident in the work of R. Dudyak, I. Bilsky, and S. Bugil, who propose evaluating the marketing activities of agricultural enterprises by examining their product, pricing, sales, and communication policies. This approach is entirely justified. Still, it would be advisable to slightly expand the list of specific assessment segments for each of the identified areas (Fig. 3). This approach will allow for a more comprehensive and diverse study of the marketing activities of agricultural enterprises and the development of practical strategies for their improvement in the future [21].

The results of agricultural enterprises and management decisions depend to a large extent on the level of marketing development and the implementation of marketing tools in their activities. Decisions on the production of new products, expansion of the product range, setting prices for goods, developing a system of price discounts, optimizing distribution channels, and communicating information about goods or services to consumers are all within the competence of marketing policy. Making the right management decisions is impossible without knowledge of the market, the needs of potential consumers, information about competitors and suppliers, and effective means of communication with the target audience. It is the marketing research system that is responsible for implementing these management decisions within the enterprise.

In Ukraine, marketing technologies for market research began to be used in the 1980s and 1990s, following the collapse of the Soviet Union and the onset of perestroika, when advanced and effective foreign technologies became available. However, experience has shown that the use of predetermined “templates” has not justified itself. Most of the marketing literature did not take into account the specific conditions and state of the Ukrainian economy at the time of the research. Gradually, it became clear that marketing research should be conducted as closely as possible to the specifics of each enterprise, market, and consumer.

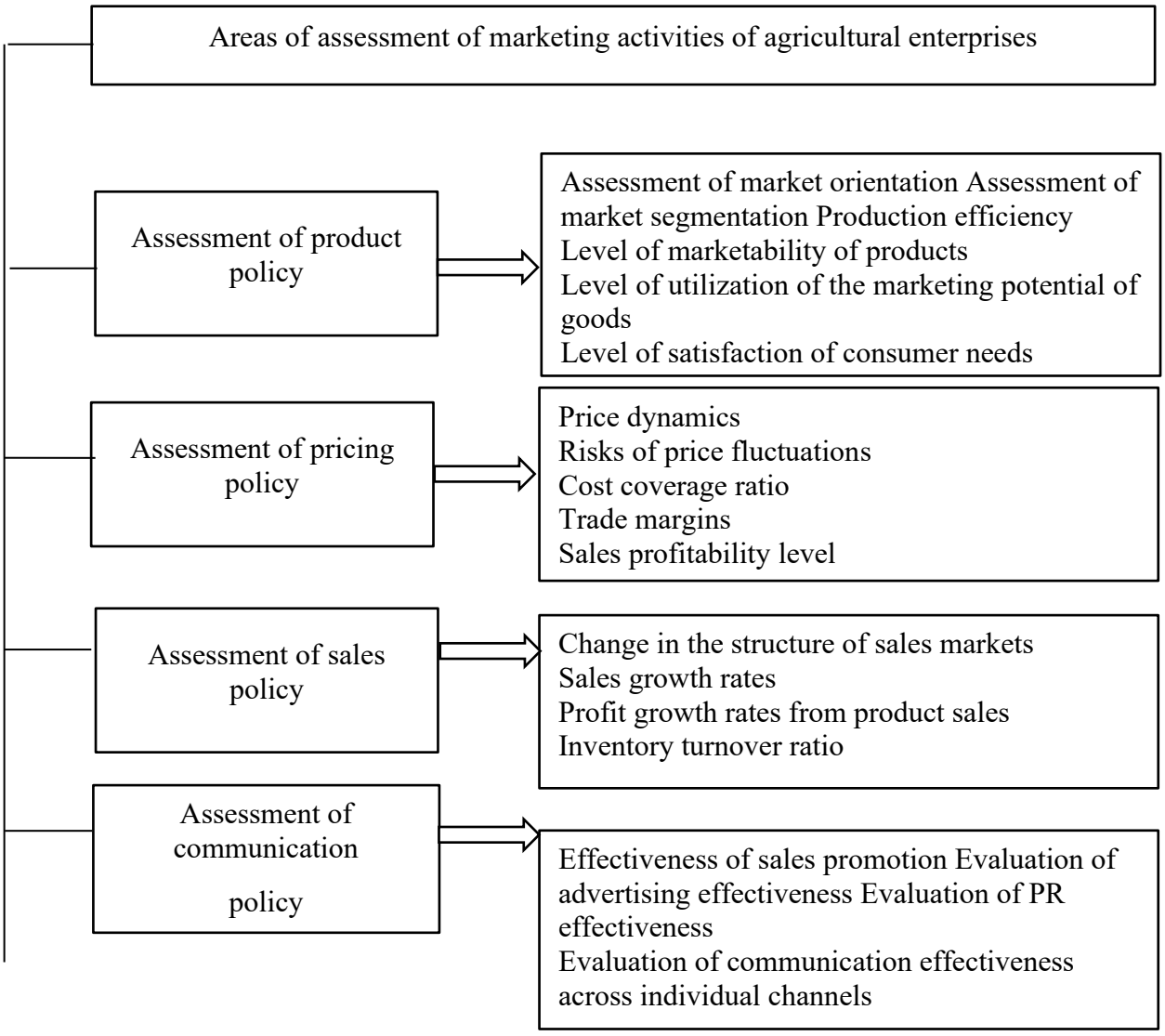

Figure - 3. Areas of assessment of marketing activities of agricultural enterprises

Source: revised by the author based on the work of R. Dudyak et al. [21]

The marketing research system comprises a set of practical tools, techniques, and methods for gathering primary and exclusive information necessary to address specific issues and problems faced by an enterprise.

The activities of any agricultural enterprise require constant improvement of the system of planning, organization, management, and control of production and economic activities, the development of new methods, as well as the solution of such important tasks as adaptation to the needs and preferences of consumers, expanding the product range, maintaining flexibility and increasing production efficiency, improving the system for delivering products from the manufacturer to the end consumer, improving sales promotion, and improving pricing policy. This is precisely what marketing activities are designed to do. It is no coincidence that, in today's successful companies, marketing is central to the management system, as it influences the decisions made by managers.

Marketing is a function that determines the policy, style, and nature of management. The implementation of the marketing concept in the practice of agricultural enterprises enables the formation of rational strategic programs, a flexible response to changes in market conditions, and orientation in complex market conditions, as well as addressing other market-specific problems and peculiarities.

Over an extended period, the marketing approach has undergone significant changes. According to American scientists, marketing now accounts for about 80% of total activity. Therefore, marketing requires substantial capital investment.

Marketing as a management tool is always considered a highly costly means of overcoming competition, as well as the only means of developing the market in crisis conditions. Accordingly, its application is necessary in the current conditions in Ukraine.

The American Marketing Association interprets marketing research as a function that connects buyers and society with marketing specialists through information used to identify marketing opportunities and problems, collect, select, and evaluate marketing activities and processes, monitor marketing effectiveness, and improve the perception of marketing as a process.

J.-J. Lamben argues that “marketing research involves diagnosing information needs and selecting relevant interrelated variables for which reliable information is collected, recorded, and analyzed” [20].

According to many scholars, marketing research is primarily the systematic collection, analysis, and reflection of data related to marketing goods and services.

In turn, F. Kotler believes that “marketing research is, in essence, the systematic identification of the data needed in connection with the marketing situation facing the firm, its collection, analysis, and reporting of results” [18]. P. Hagg notes that market research helps in making the right marketing decisions and improves them [19].

Marketing research is one of the most critical components of the enterprise's management decision support system. It is a systematic process of planning, collecting, analyzing, and presenting market information, the purpose of which is to reconcile the interests of manufacturers and consumers. E. P. Golubkov, on the other hand, considers marketing research to be a function that connects marketers with the market, consumers, competitors, and all elements of the marketing environment through the exchange of information. They are related to decision-making in all aspects of marketing activities [17]. In turn, I. Berezin understands marketing research as the systematic determination of the range of data necessary in connection with the marketing task set before the company, including their collection, analysis, and reporting on the information obtained, as well as the conclusions and recommendations [18].

Many marketing scientists consider marketing research to be the collection of information, and they believe that the collection and processing of information in enterprises is provided by a marketing information system (MIS). At the same time, S. S. Garkavenko believes that marketing research involves the systematic collection, processing, and analysis of data to inform marketing decisions [16].

Summarizing the above definitions of the concept of “marketing research,” it can be argued that the definition of the latter has quite different interpretations. Typically, the primary objective of such research is to mitigate or eliminate the market risk inherent in management decisions. This is primarily due to the relatively volatile

and sometimes unpredictable external marketing environment in which agricultural enterprises operate.

Summarizing and rethinking the findings of scientists, it can be argued that the main principles of marketing research should be:

— systematicity: logic, consistency, periodicity;

— comprehensiveness: consideration and analysis of all elements and factors in their interrelationship and dynamics;

— purposefulness: focus on solving relevant, clearly defined, purely marketing problems;

— objectivity: independence from subjective assessments and influences;

— reliability: informational and methodological support, accuracy of the data obtained;

— cost-effectiveness: the benefits of implementing the conclusions and recommendations obtained exceed the costs associated with conducting marketing research;

— effectiveness: the availability of interim and final results that will help solve marketing problems;

— compliance with the principles of fair competition.

When considering marketing research in agriculture, it is essential to note that it involves a labor-intensive process that requires specific resources, identification of the main stages of implementation, and both theoretical and practical experience.

Marketing research can be organized in the following ways:

— The first option assumes that all departments of the enterprise whose responsibilities include marketing are responsible for collecting and analyzing information. In other words, there is no marketing department.

— The second option involves the existence of a localized marketing department within the enterprise. Each department is responsible for collecting and analyzing information within its competence, and the manager evaluates the conclusions and recommendations.

— The third option involves the existence of a separate marketing research

department within the marketing department. This is due to the large volume of research work.

— The fourth option: research is conducted by specialized consulting firms.

— The fifth option involves combined research, in which, depending on the specifics of the problem, employees study, for example, the profitability of the distribution system, the state of sales, and forms of product promotion, while a specialized firm studies

— market capacity, the external marketing environment, etc.

The purpose of marketing research is to collect and analyze data that will subsequently serve as the basis for making management decisions regarding the organization and optimization of marketing activities of agricultural enterprises.

Regardless of the nature of the industry in which the enterprise operates, accurate information and its proper use are prerequisites for effective and successful decision-making. The existence of marketing problems necessitates the constant collection and processing of information. One way to obtain accurate and reliable information is to conduct market research.

To understand the structure of marketing research for agricultural enterprises, it is advisable to use the proposed structural-logical research scheme (Fig. 1.4).

In the process of marketing research of producers, the questionnaire included questions about the primary type of activity, the organizational and legal form of business, the size of the enterprise, the management's need for marketing tools, the marketing tools used by the business entity, the persons engaged in marketing activities and their knowledge of the subject, the impact of marketing on the performance of the enterprise, and the resources for ensuring marketing activities.

The structure of sales markets by territorial affiliation, market orientation, sources of sufficient market information, the size of the budget for marketing activities and the willingness to increase it, the structure of production and sales of agricultural products, and sales channels were also studied. Additionally, attitudes toward government regulatory measures and priorities in various areas of activity were examined.

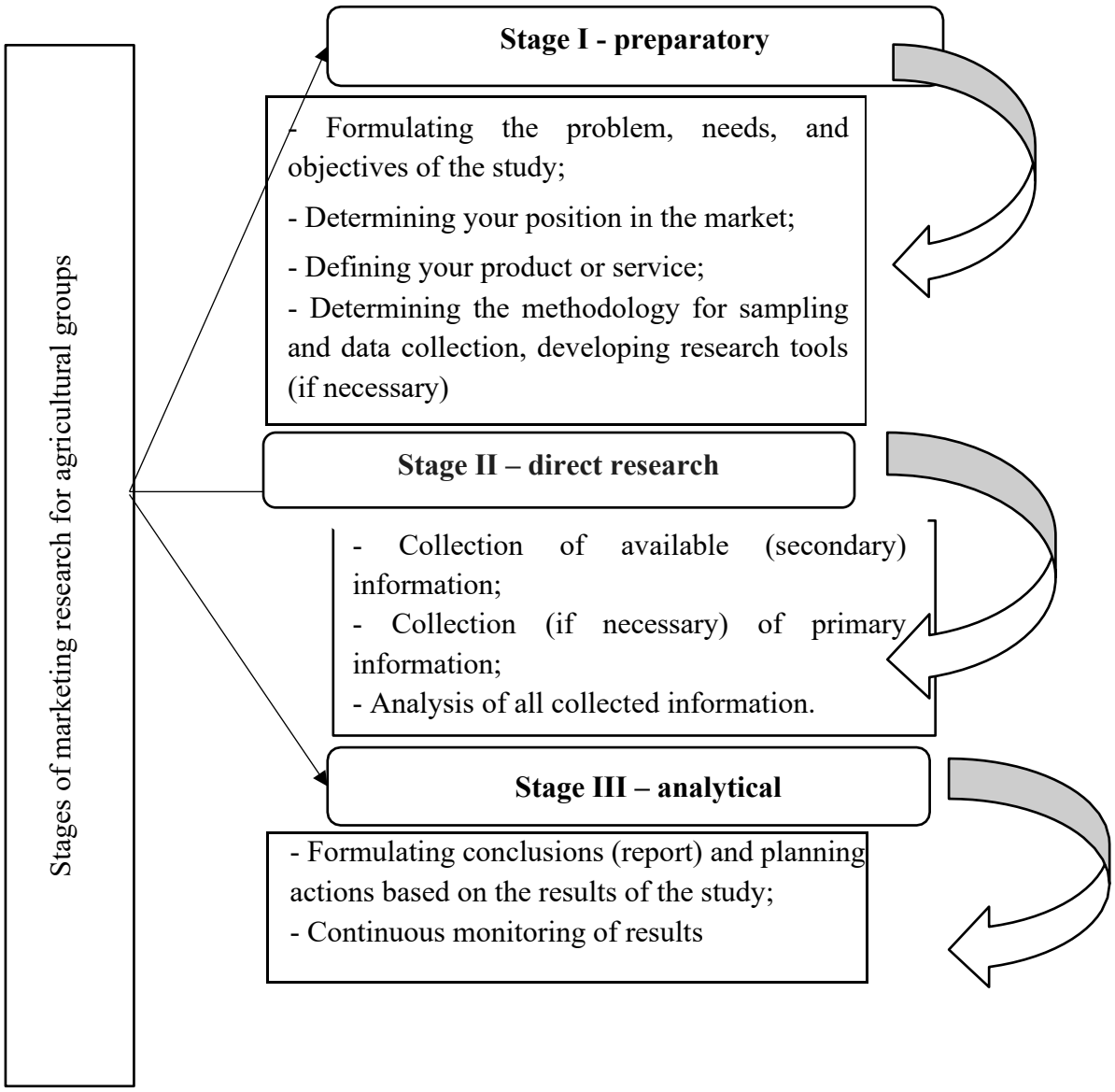

Figure - 4. Structural and logical diagram of conducting marketing research of agricultural enterprises

Source: proposed by the author

The consumer questionnaire includes questions about age, gender, average income per family member, main places of purchase of agricultural products, number of family members for whom agrarian products are purchased, frequency of purchases, criteria used when purchasing agricultural products, the level of influence of marketing tools when buying goods, taste preferences, and the distribution of the total budget for the purchase of various types of agricultural products.

The purpose of marketing research using the proposed approaches is to determine the state of development and level of use and implementation of marketing tools in the activities of agricultural enterprises, farms, and private households, as well as to determine the level of influence of marketing activities on product consumers. It should be noted that private households need to be studied for two main reasons: first, they are a key reserve and foundation for the creation of new agricultural enterprises in the future, primarily through the establishment of farming activities; secondly, agricultural production in these households is a mechanism of self-sufficiency, which significantly affects the structure of sales and consumption in the region and is therefore essential.

The main objectives achieved in the course of the marketing research are:

1) to study the agricultural products market in a regional context, the number of producers, their organizational and legal form, overall development dynamics, scope of activity, and financial and economic performance indicators;

2) using questionnaires and in-depth interviews, find out about the state of development and implementation of marketing activities by agricultural entities, what tools they use, what budget is projected and spent on marketing activities, who is directly involved in marketing issues at the enterprise, identify product distribution channels; to investigate the role of intermediaries in bringing products to the end consumer, to investigate the costs associated with product sales;

3) to investigate consumer behavior by filling out questionnaires, namely: analyze the structure of agricultural product consumption, the frequency of purchases, the average amount of money spent by consumers, what needs and activities motivate them to buy, what criteria or impulses lead to a purchase, and identify the places where consumers most often buy products.

The study proposes using in-depth interviews when working with agricultural producers and surveys when working with product consumers. In sociology and psychology, the in-depth interview method has become widely used, and therefore, it is also used in marketing research.

The study also proposes using expert interviews to obtain in-depth information

about the opinions, views, and experiences of experts in the field of agricultural activity. The interview method shares some features in common with certain types of surveys; however, expert interviews are a form of free discussion, where new questions arise during the conversation and the topic of conversation can take unexpected turns. It is this approach that has proven to be the most effective and efficient in studies conducted in collaboration with experts in the Zakarpattia region.

In the study of consumer behavior, the questionnaire survey method is proposed for use, as it is the most common approach in practice. A survey is a method of collecting primary information from consumers on a predetermined topic. Surveys are a flexible and, at the same time, quite effective method. In the proposed methodological approaches to our scientific research, the survey is standardized.

The selection of experts in the field of production and sale of agricultural products was preceded by the process of forming its criteria. We included the following criteria: level of awareness in the field of marketing activities of agricultural enterprises, work and experience in this field, relevant education, and objectivity in expressing opinions. The study revealed that the best experts in this field are the managers of agricultural enterprises, farms, and heads of private farms who have experience in selling agricultural products, working in markets for plant and animal products, understand all the issues involved in carrying out activities, and are knowledgeable about the issues under study.

For consumer research, it should be conducted in various locations, primarily in markets, supermarkets, and agricultural fairs. Respondents should be people of different ages, genders, social statuses, and levels of material and financial security, which contributes to the impartiality and reliability of the collection and analysis of the entire spectrum of primary information.

The main stages of the study are:

1) preparatory – defining the purpose and objectives of the study, the target audience, the means and tools for conducting it, searching for secondary information on the subject under study;

2) direct questioning – involves conducting in-depth interviews with industry

experts and surveying consumers of agricultural products;

3) analytical – involves grouping data, analyzing and processing the results of the marketing research, summarizing and generalizing.

The topics covered by the questionnaires differ for consumers of agricultural products and their producers.

Thus, when surveying producers to obtain useful information, clear questions were formulated and all possible alternative answers were considered.

With a certain degree of convention, the questionnaire is divided into several sections, including:

- general – which provides information about the agricultural enterprise's field of activity, its size, and its organizational and legal form of management;
- "marketing" – which contains information on the enterprise's marketing needs, the level of use of marketing tools, data on the person (persons) responsible for marketing activities, and whether they have the relevant professional education, experience, competencies, and skills;
- Sales – containing information about product distribution channels, characteristics of consumers and markets targeted by the enterprise, data on the lack of information in the process of bringing products from the manufacturer to the end consumer;
- financial – contains questions, the answers to which give an idea of the amount of funds that enterprises are willing to spend on marketing activities, the percentage of the enterprise's profits that the enterprise's management is willing to allocate to pay for marketing activities, as well as the resources that the enterprise has at its disposal to organize and conduct marketing activities;
- Production and sales – includes data on the volume of agricultural production, its cost price, total sales expenses, etc.

To study consumers of agricultural products, the questionnaire included a wide range of questions covering a broad analytical spectrum. In particular, it is advisable to group respondents by gender, age, and income level. In particular, five age groups of consumers should be identified, as age-related values and views vary significantly

and require detailed study and comparison with the overall results.

An important aspect of the study is to determine the number of people for whom agricultural products are purchased, as well as the number of family members. Strategically important questions in the questionnaire concern the criteria that buyers use when purchasing goods. Therefore, it is advisable to offer respondents a scale of importance to enable them to rank these criteria in order of importance.

The main criteria are: price, product quality, organic and environmental friendliness of products, packaging, shelf life, and other factors.

Equally important in the questionnaire are questions about understanding the role and impact of marketing tools on purchasing decisions. The criteria that need to be distinguished in this context are: various types of price discounts, increased product volume for the same price, in-store tastings, preference for domestic or imported products, preference for traditional products or environmentally friendly and select products, the influence of packaging, and other factors.

Another important issue is the purchase of different types of agricultural products at different times of the year, namely: vegetables, fruits, milk and dairy products, meat and meat products, eggs, and food industry products. It is also advisable to examine the percentage distribution of agricultural product purchases (by type) in the overall expenditure budget.

After collecting the initial information, it is necessary to ensure a comprehensive process of its processing and analysis. At this stage, the information needs to be grouped according to certain criteria, compared, and analyzed. This qualitative analysis provides extremely valuable information, which will subsequently form the basis for conclusions regarding the marketing research conducted.

Based on the survey results, a report should be prepared containing the following information:

1) description of the main stages of the marketing research;
2) methodology;
3) obstacles, difficulties, and problems that arose during the marketing research;

4) proposals and recommendations based on the research results, which will subsequently form the basis for marketing decisions.

The proposed methodological approaches to conducting marketing research will enable you to collect information on the use or non-use of marketing in the activities of agricultural enterprises in the region. They will help investigate the primary problems and obstacles to marketing development within the overall activities. The research will help identify and assess the impact of marketing activities on buyer behavior, as well as the main criteria that guide buyers when making purchasing decisions. Such research enables the evaluation of an enterprise's marketing activities based on the involvement of all participants in its operating environment, the development of strategies for modernizing these activities' tools, and the proposal of a series of measures for their improvement.

Conclusions

Essentially, marketing is a mechanism for implementing a key business idea by intensifying the entire process of enterprise management, ensuring the continuity of its activities aimed at fulfilling its key mission and generating profit, based on identifying and satisfying consumer needs. Agromarketing is a comprehensive activity that encompasses planning, forecasting consumer demand for agricultural products based on market conditions, implementing effective policies for processing, production, and storage of products, determining optimal pricing, promotional activities, and product sales to ensure the profitability of the agricultural sector.

The marketing of agricultural enterprises is part of agromarketing, a business activity that directly influences the flow of products from producers to consumers, satisfying consumer needs while achieving the primary economic goals of agricultural enterprises and generating profits for them. The basic rules of marketing should be: recognition of the value of information about the market and consumer needs; orientation of the producer and seller towards consumer needs; economic justification of decisions based on the integration of production and sales links; basing the marketing strategy on the expected product turnover cycle in the relevant market

segment; planning the production cycle based on marketing research; skilled selection and effective use of marketing tools and communication methods.

The conditions for effective marketing activities of agricultural enterprises are: regulatory and legal support for production, economic, commercial, and sales activities; financial and credit support; a rational pricing system; and an effective system for organizing and controlling production, economic, and commercial activities. Marketing research on the sale of agricultural enterprises' products should be carried out based on a questionnaire survey of producers and consumers according to the proposed structural-logical scheme in three stages: preparatory, in which the purpose and objectives of the research, the target audience, and the means and instruments of implementation are determined; questionnaires, where secondary information on the research topic is obtained, and direct questionnaires are conducted using in-depth interviews with industry experts and consumers of agricultural products; analytical, during which data is grouped, the results of the marketing research are analyzed and processed, conclusions are drawn, and generalizations are made.

For marketing research, it is advisable to use the two proposed questionnaires, which are designed for in-depth research of producers and consumers, allowing for the study of the agricultural market in a regional context, the identification and assessment of the state of development and implementation of marketing activities by agricultural enterprises, the tools they use, budgets, communication channels, etc., as well as to study consumer behavior, the structure of agricultural product consumption, the frequency and criteria for making purchases, and the amount of expenditure.

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3. Organization of marketing research: theoretical and practical aspects

3.1 The essence, functions and objectives of marketing research

In modern conditions, considerable attention is paid to the need for timely adoption of sound management decisions that concern elements of the marketing complex and other aspects of the enterprise's activities. Therefore, marketing research is considered one of the most important components of the activities of enterprises that are interested in dynamic development and achieving high positive results. Marketing research allows you to determine purchasing needs and expenses, directions of sales development, advertising expenses and the trend of their changes, measures for product promotion, market expansion opportunities, a more accurate description of buyers (in particular, age, family composition, income level, education, etc.), motivation for purchase, communication, sales, etc. The results of marketing research are used in developing the strategy of enterprises, their production, assortment, sales and communication policies. The fact that the market is prone to constant changes means that it gives impetus to the implementation of marketing research.

The need for marketing research is quite obvious. It proceeds from the fact that the management of any enterprise, when making marketing decisions, must choose the most effective of them, combining the maximum possible levels of efficiency and risk. The manager's duties include making management decisions. By receiving information in advance, you can avoid potentially costly mistakes, respond in time to the efforts of competitors, remove unpromising goods from production, and others. Therefore, the importance of making effective management decisions determines the conduct of marketing research to obtain quality information.

Marketing research helps to form an information base at the enterprise for making effective management decisions and effective enterprise management. According to many scientists, marketing research is a function of marketing activities and effective enterprise management. Conceptually, the relationship between important processes of making managerial decisions, performing marketing functions and the functioning of marketing research is shown in Figure 1. Sometimes marketing

research is considered separately from the functioning of marketing management of an enterprise, only emphasizing their connection with making managerial decisions, although this is not entirely true [69, p. 7].

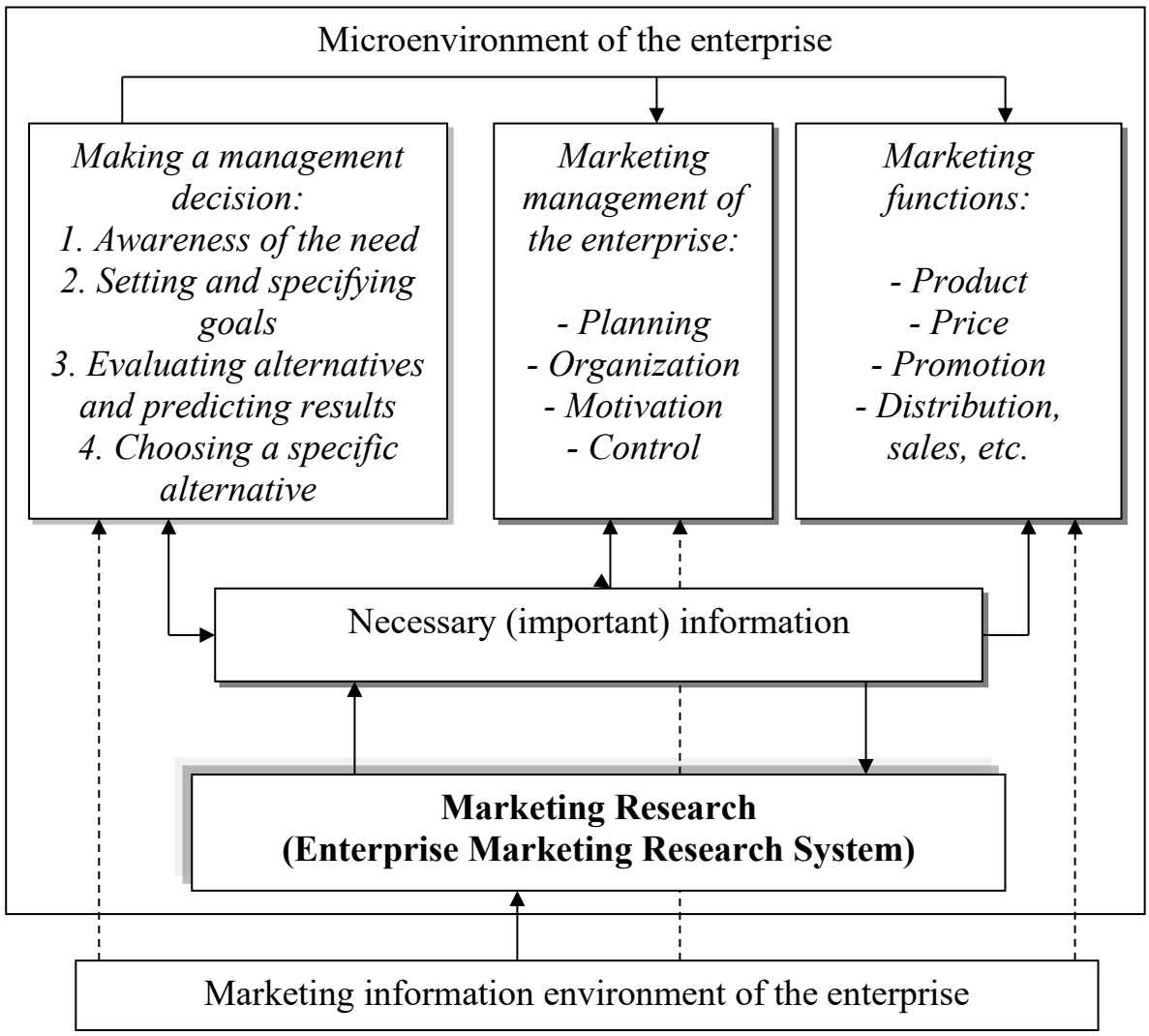

Figure 1. Interaction of marketing research with management decision-making processes at the enterprise

Source: formed by the author based on literary sources [69, pp. 8]

It should be noted that marketing research is often considered in isolation from the functioning of marketing management of the enterprise, only declaring their connection with the adoption of managerial decisions, although this is somewhat incorrect [69, p. 8]. First, managerial decision-making should be understood in a broad sense, including all functional areas of the enterprise without exception. That is why they cover all business processes of its activity without exception. However, to simplify

the analysis, the diagram presents two main components of the management system: the areas of marketing management and marketing [69, p. 8]. Secondly, managerial decisions are not always made based on the results of marketing research (the upper part of the diagram), which gives grounds to speak of the intuitive nature of making some of these decisions. However, we believe that intuition is a consideration of previous experience in making various managerial decisions, multiplied by a deep knowledge of market processes [69, p. 9]. Thirdly, as a consequence of the previous remark, individual components of the microenvironment of the enterprise are always in a certain information field. Depending on the specific functional content, individual components of such an information field will relate to either specific aspects of the micro- or macroenvironmental factors of the enterprise's activities (such an influence is depicted by a dotted line in the diagram). Fourthly, to improve the understanding of the enterprise's marketing management of the importance of full-fledged marketing research, in particular its results, for making informed management decisions, a clear specification of the information required for this is required. This is especially important at the stage of planning future marketing research [69, p. 9]. Fifthly, the previous thesis logically entails the need to create and bring into a separate direction of the enterprise's marketing research activities. Moreover, since in each separate period of time the marketing management of the enterprise may need diverse information about different aspects of the action of micro- or macro-environmental factors, the final “consumers” of such information may be different divisions of the enterprise. This, in turn, makes it possible to defend the thesis that ideally marketing research should be guided not by the marketing department, but by the top management of the enterprise. Thus, a certain understanding of the importance of marketing research is achieved together with the integration of the marketing component into the activities of various structural divisions of the enterprise [69, p. 9]. Sixth, the specified clear specification of the necessary information allows marketing research to select from the information field exactly the information that the enterprise management needs most to make a specific management decision. Seventh, as a result of collecting the necessary information and making the appropriate management marketing decision, it

is necessary to indicate information about the results of such a decision. This will make it possible to quickly replenish the corporate marketing information system in this way for subsequent analysis of the cause-and-effect relationships that caused the success or failure of such a management decision [69, p. 9].

Under marketing research often understand the orderly, systematic process of collecting, processing, analyzing and forming objective information in order to make specific effective management decisions. However, in the scientific literature there is a significant number of definitions and interpretations of the essence of the concept of marketing research, which conceptually do not differ from each other, but have certain specific features. Let us present and consider the most common of them in more detail. According to the ESOMAR guidelines, published under the auspices of the Ukrainian Marketing Association, marketing research is «a key element in the holistic field of marketing information. It unites the consumer, client, society and marketer through information that is used to identify and determine marketing opportunities and problems, develop, detail and evaluate marketing actions, improve understanding of marketing as a process and means of increasing the effectiveness of specific types of marketing activities. Marketing research determines the necessary information, develops methods for collecting information, manages and carries out the data collection process, analyzes the results and reports on the results, their significance» [56, p . 17]. One of the founders of the marketing concept, the American scientist F. Kotler, defines marketing research as “the systematic determination of the range of data required in connection with the marketing situation facing the company, their collection, analysis and reporting of the results». Another definition of marketing research is given by the American Marketing Association, whose experts understand the term “marketing research” as “the objective collection, registration and analysis of all facts on the problem of selling and moving goods and services from the producer to the consumer or industrial buyer». French scientists A. Diane and F. Buquerel, as well as German scientists E. Dichtl and H. Herschgen consider marketing research “as an integral part of the functions of the marketing management process, as if “dissolving” it into specific strategic and operational actions». Proponents of this

approach practically reduce the issues of marketing research to marketing, talking not about collecting information about the market, which will allow determining its capacity and potential demand, but about determining demand in the process of marketing research.

A well-known marketing research scientist, Neres Malhorta, considers marketing research as follows: “Marketing research is the systematic and objective discovery, collection, analysis, dissemination and use of information to increase the effectiveness of identifying and solving marketing problems (opportunities)” [65, p. 33]. According to this definition, marketing research is characterized as systematic, which means the need for logical, strictly sequential planning of actions at all stages of the marketing research process. The procedures accompanying each stage must be methodologically sound, well documented and planned to the greatest extent possible. In addition, marketing research uses the scientific method of cognition, which involves the collection and analysis of data to verify previously put forward ideas and hypotheses. The tasks of marketing research are presenting accurate, objective information that reflects the actual state of affairs [63, p. 33].

Another well-known scientist in the field of marketing research, Gilbert Churchill, considers marketing research as «a function that connects the organization with consumers through information. Such information is necessary for identifying and defining marketing opportunities and problems; developing, refining, evaluating and controlling the implementation of marketing activities; improving the understanding of marketing as a process». This definition indicates that in the course of marketing research, the enterprise receives information for its use, at least in one of four areas: developing possible marketing activities, including identifying marketing problems; evaluating these activities; assessing the effectiveness of their implementation; improving the general understanding of marketing as a phenomenon and process. In addition, marketing research is an integral part of all stages of the information management process, including: determining the necessary information, collecting and analyzing information, processing information.

According to the Ukrainian scientist V.A. Poltorak, marketing research is “a scientific study aimed at the systematic collection, reflection and analysis of factual information regarding consumers, opinions, motivations, attitudes, behavior of individuals and organizations related to marketing, that is, all aspects of promoting certain goods and services to the market, as well as preparing this information for making marketing decisions” [68, p. 3]. Based on the essential aspect of marketing research and its role in market regulation and enterprise management, other Ukrainian scientists, in particular O.V. Zozulyov and S.O. Solntsev, consider marketing research as “a systematic process of planning, collecting, analyzing and presenting market information necessary for making management decisions regarding the product and market strategy of the enterprise, the purpose of which is the most complete coordination of the interests of the producer and the consumer. Domestic scientists Belyavtseva M.I. and Ivanenko L.M. believe that marketing research is «a systematic collection and analysis of data on problems related to the marketing of goods and services» [51, p. 46]. According to Vasyutkina N.V., marketing research is «the process of systematic collection, processing and analysis of information about the state of the internal and external business macro- and microenvironment of the organization, which is the information foundation for making strategic and tactical marketing decisions» [53, p. 60]. Domestic scientists E.V. Krykavsky, N.S. Kosar, O.B. Mnykh, O.A. Soroka believe that "marketing research is a type of activity that, using information, connects the consumer, buyer and the public with marketing; the information obtained is used to identify and define marketing opportunities and problems. At enterprises, the collection and processing of information is provided by the marketing information system (MIS)" [59, p. 34].

Domestic scientist A.V. Voichak suggests considering marketing research as "systematic collection and analysis of data related to the current situation regarding the marketing activities of an enterprise or organization" [54, p. 38]. Another domestic scientist, namely S.S. Garkavenko, gives the following definition: “Marketing research is the systematic collection, processing and analysis of data in order to make informed marketing decisions.” [55, p. 61]. Their main task is to avoid inaccurate estimates,

risks, and unjustified costs - monetary efforts, time when making marketing decisions. Important aspects related to marketing research of Ukrainian goods and markets are highlighted in the works of A.O. Starostina. According to the scientist, marketing research is “a systematic process of collecting and analyzing objective information in order to make specific management decisions” [71]. The systematization of the marketing research process means that this process must be carefully planned and must also be carried out in accordance with certain aspects. Compliance with this is one of the factors in obtaining reliable information. Objectivity is the most essential feature of research, which ensures the reliability of information by identifying possible research errors, choosing a research method, calculating the sample size, and choosing a data analysis technique [71, p. 89].

Having considered the most common definitions of marketing research, it can be argued that most often marketing research is considered as “the process of collecting, processing and analyzing informative data about the market situation to reduce the risk of entrepreneurial activity and make appropriate informed marketing decisions” or as “a set of measures to collect, systematize and analyze information in order to facilitate the process of making correct (effective) management decisions. The degree of importance of this information is determined by the degree of risk associated with making a decision. Therefore, we propose to consider marketing research as follows: “Marketing research is the collection, processing, interpretation and analysis of data in order to reduce uncertainty and risk when making management marketing decisions.” The purpose of marketing research is to provide enterprises with reliable and accurate information about the market, the structure and dynamics of demand, the tastes and desires of consumers, and to create an assortment that meets market requirements and satisfies demand better than a competitor's product. The starting point of marketing research is the analysis of the enterprise's market opportunities and the identification of the most suitable ones.

Systematic marketing research allows to form an information base for effective management of enterprises. Accordingly, the need for information determines the implementation of marketing research, the main task of which is to avoid inaccurate

assessments, risks and unjustified costs - monetary efforts, time when making management decisions [57]. Accordingly, the conducted marketing research provides an opportunity to gain competitive advantages, reduce commercial, economic and financial risks of entrepreneurial activity, determine the perception of the enterprise's products by consumers, improve the strategic and tactical activities of the enterprise, increase the effectiveness of communication policy, determine the optimal market segments for product positioning [70].

In the process of studying the macroenvironment, changes and the influence of factors of this environment (economic, natural, scientific and technical, political and legal, socio-cultural) on the formation and selection of relevant markets are established. The study of the microenvironment involves the study of the market, consumers, competitors and partners in the development of entrepreneurship. The study of the internal environment includes a comprehensive assessment of the enterprise's activities with the development of a strategy and tactics of its behavior, taking into account changes in the macro- and microenvironment. Enterprises should focus on studying and satisfying the needs consumers in order to improve the economic situation and saturate the market with goods and services.

It should be noted that marketing research should be conducted when making decisions about entering new markets for products, promoting a new product, determining the price of goods, channels and methods of promoting goods, forming a sales policy and methods of stimulating sales. The experience of leading enterprises in the world shows that neglecting marketing research or its episodic implementation leads to significant expenditure of resources (financial, material, labor) and failure of the enterprise to achieve its goals. Marketing research allows you to find the most promising target markets, optimize the range of goods and services, adapt them in a timely manner to the rapidly changing requirements of the market (consumer), and adjust the marketing programs of the enterprise. All this leads to increased efficiency and strengthening the competitive position of the enterprise [64, p. 134-135].

Marketing research is subject to elements of the external and internal environment of the enterprise. Such data allow for a more in-depth and thorough

disclosure of the state of individual elements of any market and the marketing activities of the enterprise. Thus, marketing research allows for the investigation of two groups of factors:

- factors on which targeted action can be taken in order to change the market situation in a direction favorable to the enterprise;
- factors that cannot be directly corrected. The ability to influence market factors allows the company's management to develop and implement an active marketing strategy, but the presence of uncontrolled factors makes the company's marketing policy uncertain, requiring it to adapt to circumstances rather than create them.

The results of marketing research can be used in the following areas of activity:

- when developing a product manufacturer's assortment policy: it allows you to assess supply and demand on the market, the nature of demand changes when the price of products increases or decreases, the nature of changes in product sales volume when factors affecting it change (price, packaging, etc.);

- when determining product promotion channels on the market: they allow you to estimate product sales volumes in regions, time of purchasing saturation; differences in the sales structure and product promotion channels of a given enterprise and competitors; possible forms of improving sales channels and attracting customers through each channel;

- when forming a pricing policy: the product cost structure, the "quality-price" ratio, and the optimal price segment are determined;

- when developing a marketing communications complex for an enterprise: the structure of the elements of the marketing communications complex, tactical and strategic communication measures, the effectiveness of advertising measures, and the level of correlation between the volume of advertising investments and the purchase return expressed in the purchase of products are determined.

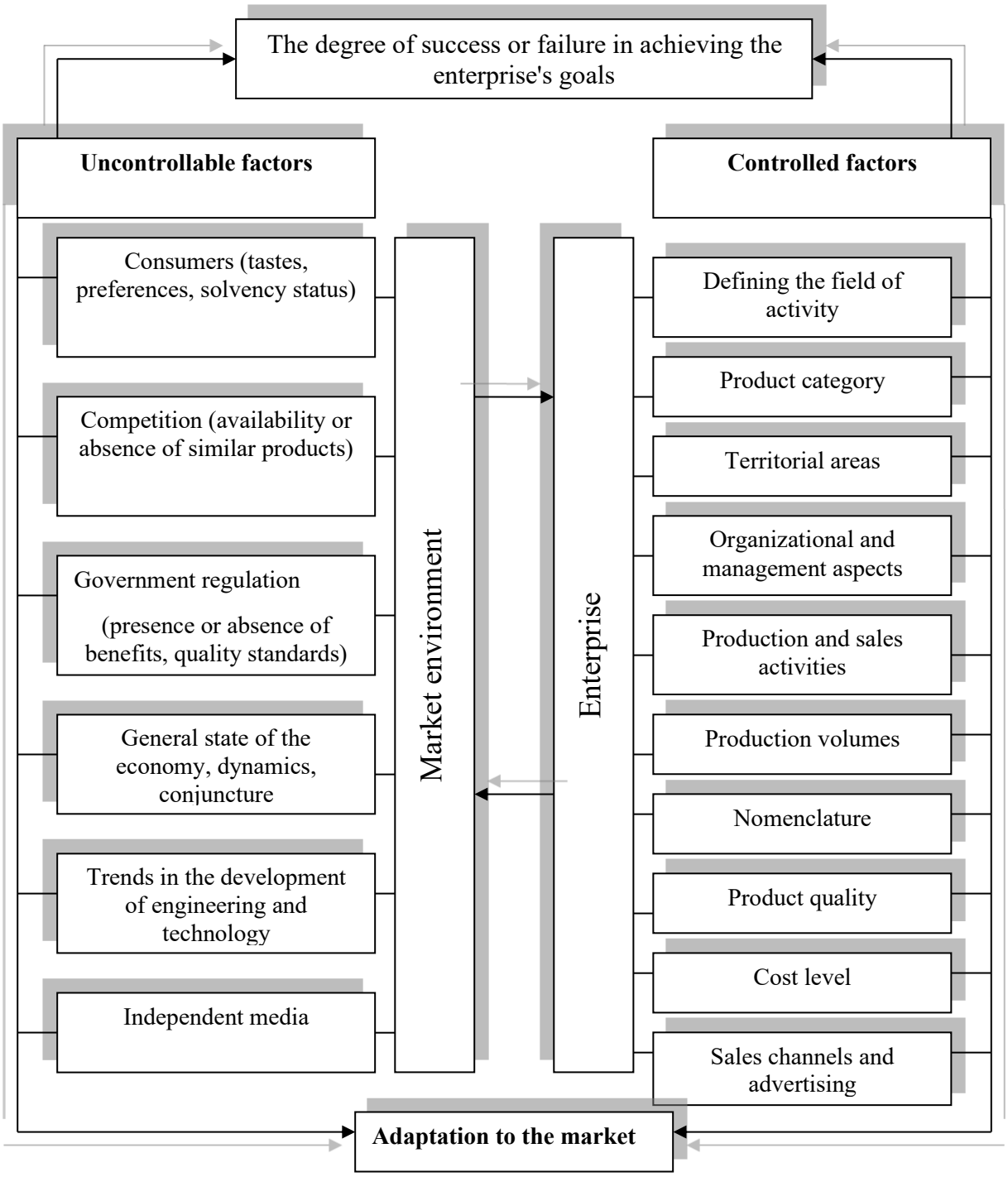

Figure 2. The mechanism of interaction of market success factors that are subject to and not subject to the control of the enterprise

Source: compiled by the author based on literary sources [52]

The role of marketing research is to take into account and assess the needs, requests and demand of consumers, to create a specific program to satisfy them, taking into account the current situation in the market, the capabilities of the enterprise and

its potential. We suggest considering the mechanism of influence of controlling and non-controlling factors on the market success of an enterprise, which should be taken into account by management and responsible marketers, in Figure 2.

When conducting marketing research at an enterprise, the following most important functions should be implemented:

- collection of various marketing information about the market, consumers, and products, which is aimed at meeting the information and analytical needs of marketing;
- analysis and evaluation of the collected information, transfer of necessary information to the marketing information system of the enterprise;
- preparation of collected information for making marketing decisions, creation of an information and analytical basis for marketing plans or strategies on its basis [52].

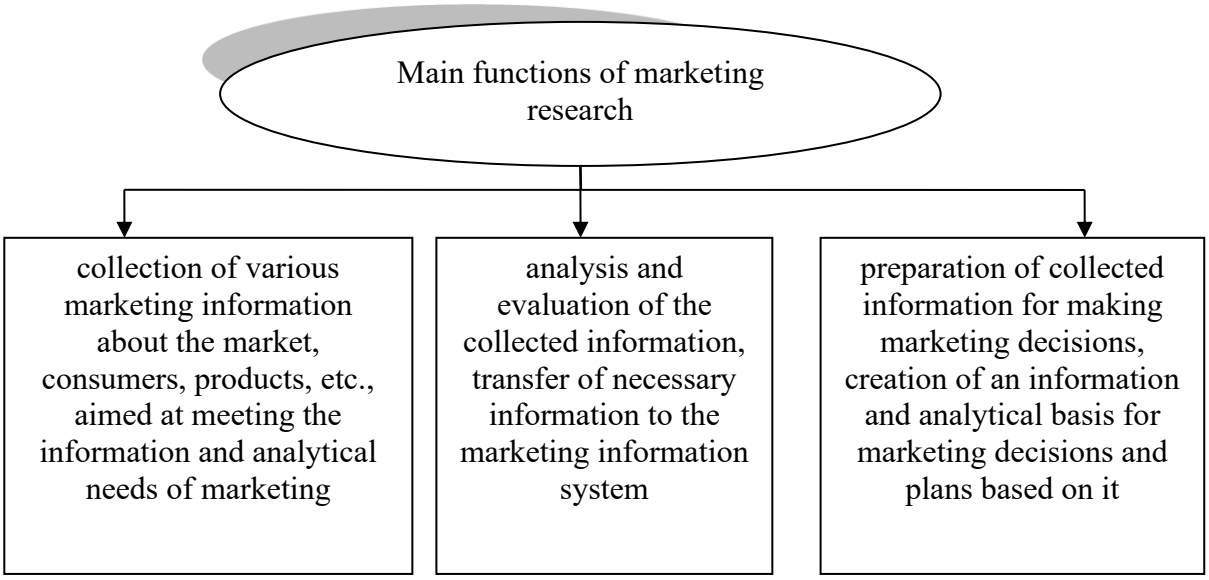

Figure 3. Main functions of marketing research

Source: compiled by the author based on literary sources

Marketing research usually performs three main functions: descriptive, diagnostic and predictive. The descriptive function involves collecting and presenting statements about a certain fact. The diagnostic function involves explaining certain data or actions. The predictive function is to provide an opportunity to predict the results of

a planned marketing decision. The three main functions of marketing research are shown in Figure 3.

Marketing research is an integral part of the effective functioning of an enterprise and doing business. After all, it is research aimed at studying the needs and requests of consumers and using the collected information, contributing to the rational use of resources for the production of demanded goods and services. Marketing research helps to solve a significant number of quite different tasks (Figure 4).

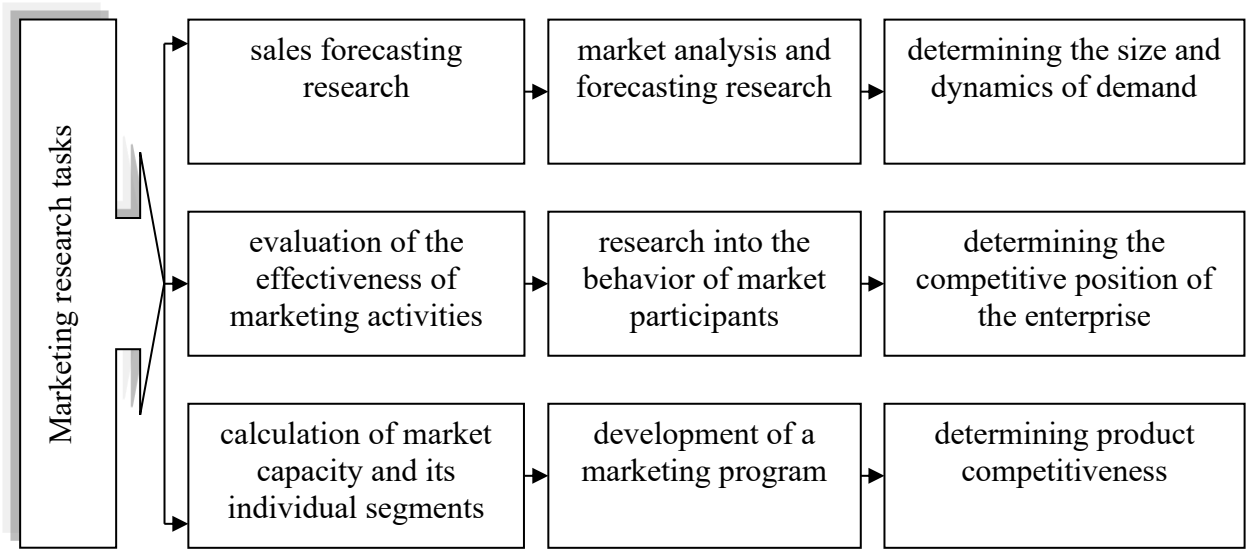

Figure 4. Main tasks of marketing research

Source: generated by the author

Important tasks also include the following:

✓ research of the market and its main actors, i.e. the behavior of consumers, competitors, suppliers, intermediaries, contact audiences, analysis and forecasting of market conditions;

✓ assessment of the competitive position of the enterprise and its products on the market and development of recommendations for its improvement based on this;

✓ development of recommendations for the formation of the enterprise's product, pricing, sales and communication policy based on market research;

✓ forecasting sales of the company's products.

Marketing research is also aimed at: searching for potential buyers; detailed analysis of the needs of existing buyers; calculation of the ratio of demand and supply; research into the behavior and motivations of buyers; determination of the competitiveness of goods and services; orientation of production to the "necessary" goods for both buyers and the manufacturing company; selection of a target (special, effective) market for the sale of its own goods for its gradual capture. Thus, the goal of marketing research is to identify the opportunities of the enterprise to master competitive positions in a particular market, reduce the level of uncertainty and commercial risk, and increase the probability of success of the enterprise's marketing activities in the market. The subject of marketing research There is an existing marketing problem regarding the circumstances of internal and external origin, available resources, criteria for success or failure, time constraints, and the level of possible risk.

The result of marketing research is a well-founded planning of the enterprise's marketing activities, identification of marketing opportunities and threats, as well as the formation of a flexible system of response to changes in external factors. In other words, as a result of the research conducted, managers and marketing specialists of the enterprise receive information that allows them:

- to obtain advantages in relation to a specific product and sales market;
- reduce financial risk;
- determine the attitudes of existing and potential buyers;
- observe and respond to changes in the external environment;
- coordinate market and product strategies;
- evaluate one's own entrepreneurial activity;
- strengthen predictive intuition and improve market performance.

Marketing research involves obtaining external data using sales research tools, collecting and processing production information. The concept of "marketing research" has a broader meaning than the concept of "market research", since it studies the sales system of the enterprise's products, and also takes into account the results of research on marketing and internal production activities [63, p. 88]. In order for the results of

marketing research to be suitable for solving management problems, they must meet the requirements of necessity and sufficiency. The necessary requirements include adequacy, objectivity, representativeness and consistency. To ensure sufficiency, the data must satisfy the requirement of completeness [58]. The main principles of marketing research are shown in Figure 5.

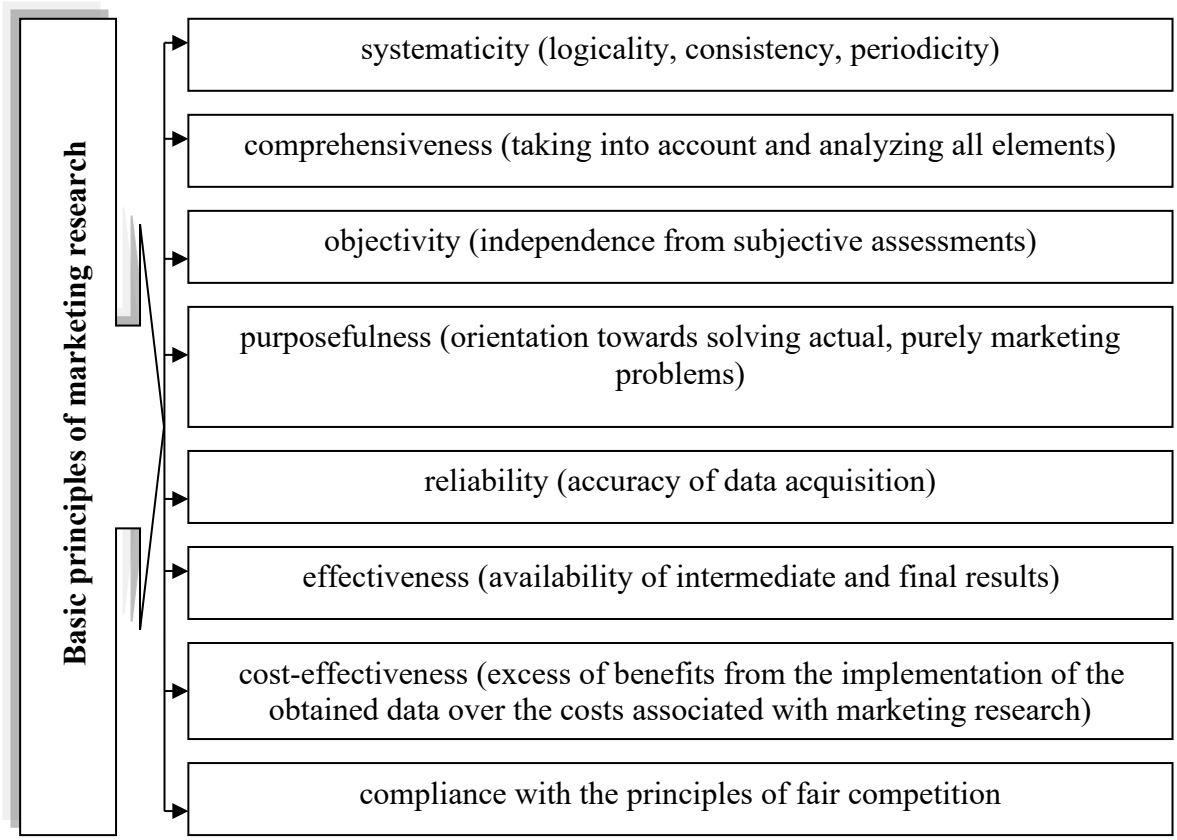

Figure 5. Basic principles of marketing research

Source: formed by the author based on literary sources [62, p. 347, 51, p. 46]

Traditionally, two forms of marketing research are distinguished according to the criterion of the subject of research: - research performed by internal marketing departments; - research conducted by external service firms. The ratio of the volume of work performed by internal and external services is determined by the ratio of economic rationality for the enterprise in each specific case. The factors that determine the internal organization of marketing research at the enterprise include the following: the size of the enterprise; the organizational structure of the enterprise; the scale and complexity of the necessary research activities; the philosophy of the enterprise (the

relationship of marketing research with the process of making managerial decisions); the importance attached to marketing research at the enterprise. The divisions whose responsibilities include conducting marketing research should include analysts (planning, implementation and control of marketing research), statisticians responsible for statistical processing of information, technical specialists and the head of the division responsible for organizing marketing research and its results. The types of organization of research activities at the enterprise can be the following: a) centralized (at the highest level of management, one department is created that serves all production areas of activity); b) decentralized (each production area of the enterprise has a marketing research department or group); c) mixed (a combination of centralized and decentralized forms).

The types of external market research performers are the following: specialized organizations that provide marketing research services (full or limited set of services); advertising agencies; independent consultants (specialists in certain fields of knowledge); information brokers and others. The criteria for selecting an external market research performer should include: 1) correspondence of the performer's specialization to the problem that needs to be solved and the technique that needs to be applied; 2) experience in solving similar tasks; 3) qualifications of the staff and those who will perform the task; 4) former clients and their assessments of the contractor; 5) availability of the necessary technical, technological and personnel base; 6) speed of order fulfillment; 7) cost of marketing research; 8) personal qualities of market research performers.

Thus, marketing research is a complex concept that includes all types of research activities related to marketing management. Generalization and systematization of scientific sources on the researched issues allow us to conclude that for an enterprise to achieve success in a highly competitive market, conducting marketing research is extremely important, since it is impossible to make effective management decisions without conducting comprehensive market research. The results of marketing research help to develop and sell goods, provide services, and implement a strategy based on the requirements of consumers in particular and society as a whole.

3.2 Areas and types of marketing research

From the point of view of the object of study, marketing research is a complex study, since it is very difficult to separate from each other such areas of research as market research, consumer research, and competitor research. Marketing research makes it possible to study the areas of influence of the external environment on the management of the enterprise and on the functioning of the enterprise as a whole, to determine the level of interconnection with the mesolevel; monitoring of the competitive environment - to determine the competitive position of the enterprise in comparison with competing enterprises; marketing audit - to identify internal problems of the enterprise, to assess the degree of compliance of the enterprise's potential with its internal needs and needs outside its borders. The market is unthinkable without competition, consumers form their behavior in a certain market environment. From this point of view, it is possible to distinguish such objects (directions) of marketing research as the external business environment, market, products, consumers and competitors (Figure 6).

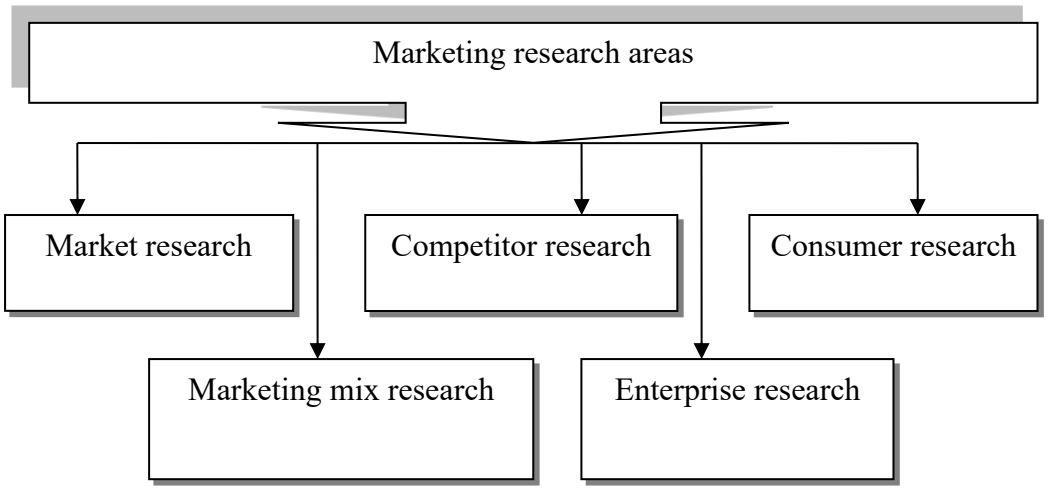

Figure 6. Main areas of marketing research

Source: formed by the author based on literary sources [50, p. 15]

Market research – is the most common direction of marketing research. The objects of market research are [50, p. 15]: trends and processes of market development and factors that influence it, in particular, analysis of changes in economic, scientific

and technical, demographic, environmental, legislative and other factors, as well as the structure and geography of the market, market demand and supply and the conditions of their optimal ratio, capacity and its dynamics, market barriers, the state of competition, market conditions, opportunities and risks. Based on market research, it is possible to obtain forecasts of its development, find out market trends, key factors of success; the most effective ways of conducting a competitive policy in the market and information about the possibilities of entering new markets; carry out market segmentation, justify the choice of target markets and market prices [50, p. 15].

Competitor research aimed at obtaining the necessary data for developing strategies for achieving competitive advantages, as well as for finding ways of cooperation and collaboration with possible competitors. Different types of competitors act as objects. At the same time, the strengths and weaknesses of competitors are analyzed, their potential, the organization of managerial activities, and possible strategies are studied. Based on such data and information, the enterprise chooses ways and means of achieving the most advantageous position in the market in relation to competitors, determines its competitive strategies [50, p. 15].

Consumer research allows you to identify and explore the entire complex of stimulating factors that consumers are guided by when choosing goods. Individual consumers, families, households, consumer organizations act as objects. The subject of the study is the motivation of consumer behavior in the market and the factors that determine it. Consumer research involves studying the structure of consumption, consumer supply of goods, trends in consumer demand, analysis of processes and conditions for satisfying the basic requirements of consumers [50, p. 15-16].

The next direction of marketing research is related to individual components of the marketing complex of enterprises . Product research aimed at determining the correspondence between technical and economic indicators, the quality of goods on the market and the requests and requirements of buyers, as well as analyzing their competitiveness. The objects of the study are the consumer qualities of similar goods of competitors, the reaction of consumers to new goods, the breadth and depth of the product range, packaging, level of service, etc. Price research is focused on determining

the level and ratio of prices that would allow to obtain the greatest profit at the lowest costs. The objects of research in this case are: costs of development, production and sale of goods; the ratio of consumer properties and prices for similar goods of competitors; behavior and reaction of consumers to prices of goods. Research on the distribution of goods aimed at finding the most effective ways and means of quickly delivering goods to consumers, their sale, determining the optimal number of warehouses, vehicles. The main objects of the study are distribution channels, intermediaries, forms and methods of sales. Research on the system of promotion of goods aims to identify the best means of promoting goods on the market, increasing the authority of the manufacturer. The objects of research are: the behavior of suppliers, intermediaries, buyers, the effectiveness of various advertising tools [50, p. 16].

of enterprise research is to analyze factors of the external and internal environment and determine their impact on marketing activities, analyze the competitiveness of the enterprise, its image, and assess the effectiveness of marketing activities [50, p. 16].

It should be noted that in the economic literature and in practice there is no single classification of marketing research directions. In addition, the relevance of individual marketing research directions depends on the existing problems and the situation at the enterprise. Domestic scientists M.I. Belyavtsev and L.M. Ivanenko in their scientific works distinguish the following objects (directions) of marketing research [51, p. 47]: 1) market research (analysis and forecasting of market conditions); 2) study of the firm structure of the market (competitors, intermediaries, suppliers and consumers); 3) product research; 4) price research; 5) study of the movement of goods and sales; 6) study of the sales and advertising incentive system; 7) study of the internal environment of the enterprise. According to other scientists, the main directions of marketing research are:

- macroenvironmental factors (demographic, economic, scientific and technical, natural, political and legal, cultural);
- microenvironmental factors (competitors, suppliers, intermediaries, consumers);

- marketing complex (product policy, pricing policy, distribution policy and marketing communications);

the enterprise itself (effectiveness of the organizational structure, production capabilities, professional qualifications of employees, etc.).

Depending on the information used and the methods of obtaining information, marketing research has its own specific functional structure (Figure 7) [54].

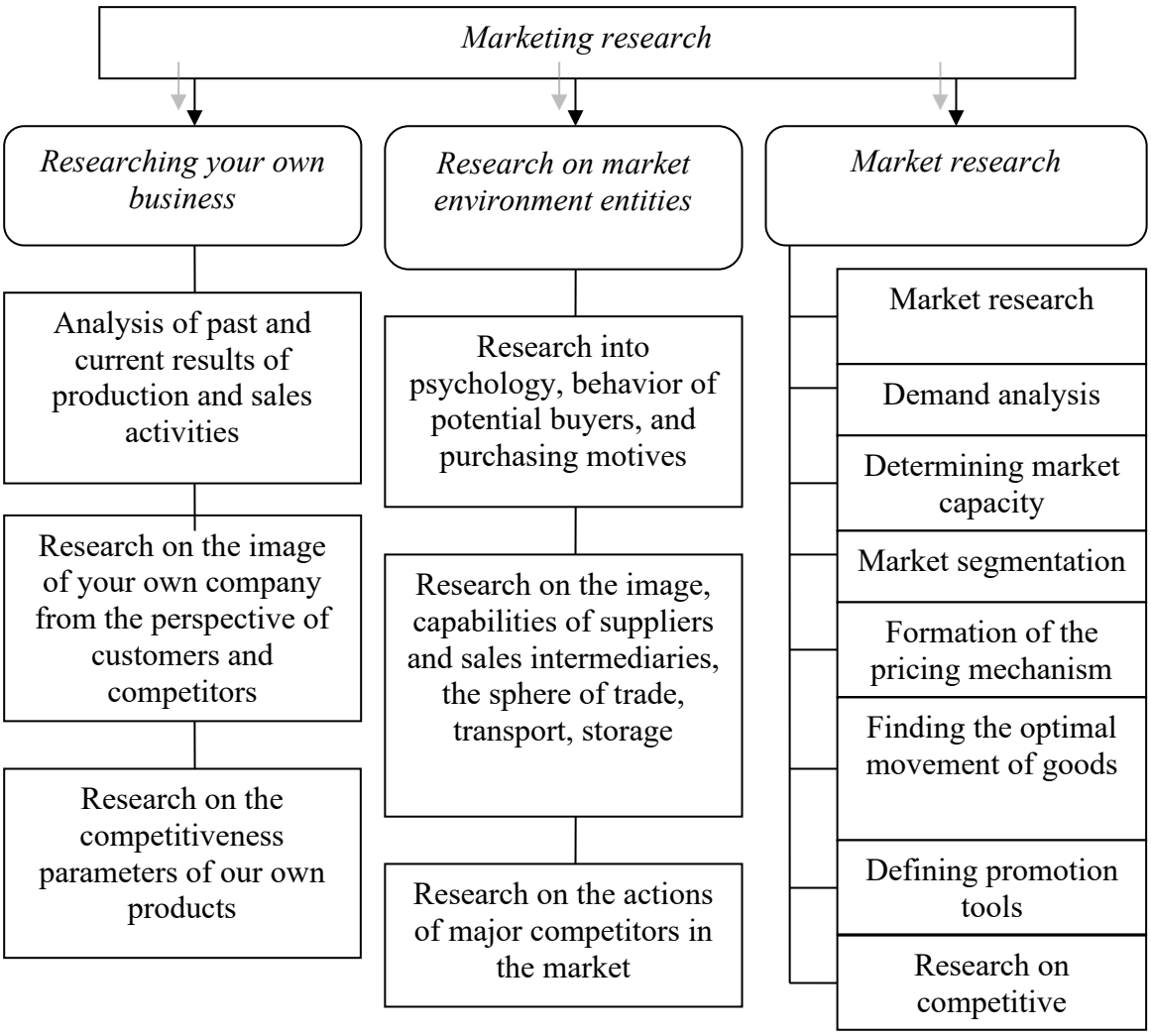

Figure 7. Functional structure of marketing research

Source: constructed by the author based on sources [54]

Research of the enterprise should be carried out in the following areas: analysis of the results of economic activity; research of the competitiveness of the enterprise's products as a whole; research of the enterprise and its products. Market research is a

more complex task for the enterprise, which requires: research of the market situation; study of general market conditions; analysis of demand and supply; determination of market capacity; market segmentation; forecast of market development; research of competitive competition and competitive conditions in the market [52].

About the object of marketing research can be any subject of the "enterprise-market-economy" system or their specific characteristics (Table 1) [49, p. 67].

Table 1

Objects and goals of marketing research

Research object	Research areas
1. Market	– market situation study market capacity assessment – determining the characteristics of the market and its segments – analysis of development trends forecast of sales volumes – obtaining information about existing and potential buyers – identifying the system of customer preferences, studying information about competitors.
2. Product (product)	– generation of ideas for new products – development of a product testing concept – product testing – organization of marketing of the products being tested – research and testing of various types of packaging
3. Price	– research into the relationship between the price of a good and demand – forecasting pricing policy at different stages of the life cycle
4. Product promotion	– research on the effectiveness of commodity activities – research into the effectiveness of various media – testing different advertising options – comprehensive comparative analysis of various means and methods of product promotion
5. Bringing the product to the consumer	– definition of warehouse, retail network, service services – research into their status and development prospects
6. Internal environment of the enterprise	– analysis of economic and financial activities – competitive analysis – development or adjustments to the development strategy

Source: formed by the author based on literary sources [54, 63, 68]

The direction and nature of marketing research are formed under the influence of the problems that the enterprise needs to solve in the process of conducting its economic activities in a competitive market. Certain requirements are imposed on the information that must be obtained during marketing research, in particular, it must reveal the effective demand, requests and needs of consumers, resources of the potential market from the point of view of buyers, sales volume, total sales value,

characteristics of potential needs, territorial location of the market, data on competitors, as well as general market conditions (taxes, laws, etc.). Thus, marketing research makes it possible to form an information base for effective management of enterprises.

An important feature of marketing research is that the information obtained during the research is necessary for making a specific management decision. This is what distinguishes applied research from fundamental marketing research, which is carried out to study certain aspects of market relations (Figure 8) [71, p. 89].

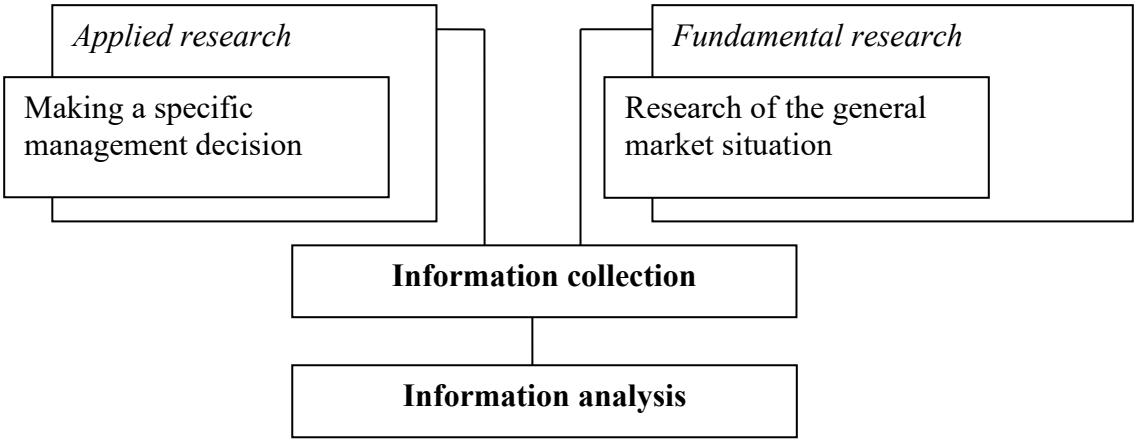

Figure 8. Types of marketing research

Source: [71, p. 89]

Fundamental marketing research is a study of the main market patterns and trends, macroeconomic indicators. The subject of such research is consumer price indices, socio-demographic structure of the population as a whole and by regions, structure of the average consumer basket, etc. [50, p. 10]. Applied marketing research is research conducted to meet the needs of enterprises in information necessary for making management decisions. Such research can be conducted by enterprises themselves or by third-party specialized firms [50, p. 10]. Applied marketing research, depending on the classification features, is divided into types shown in Figure 9.

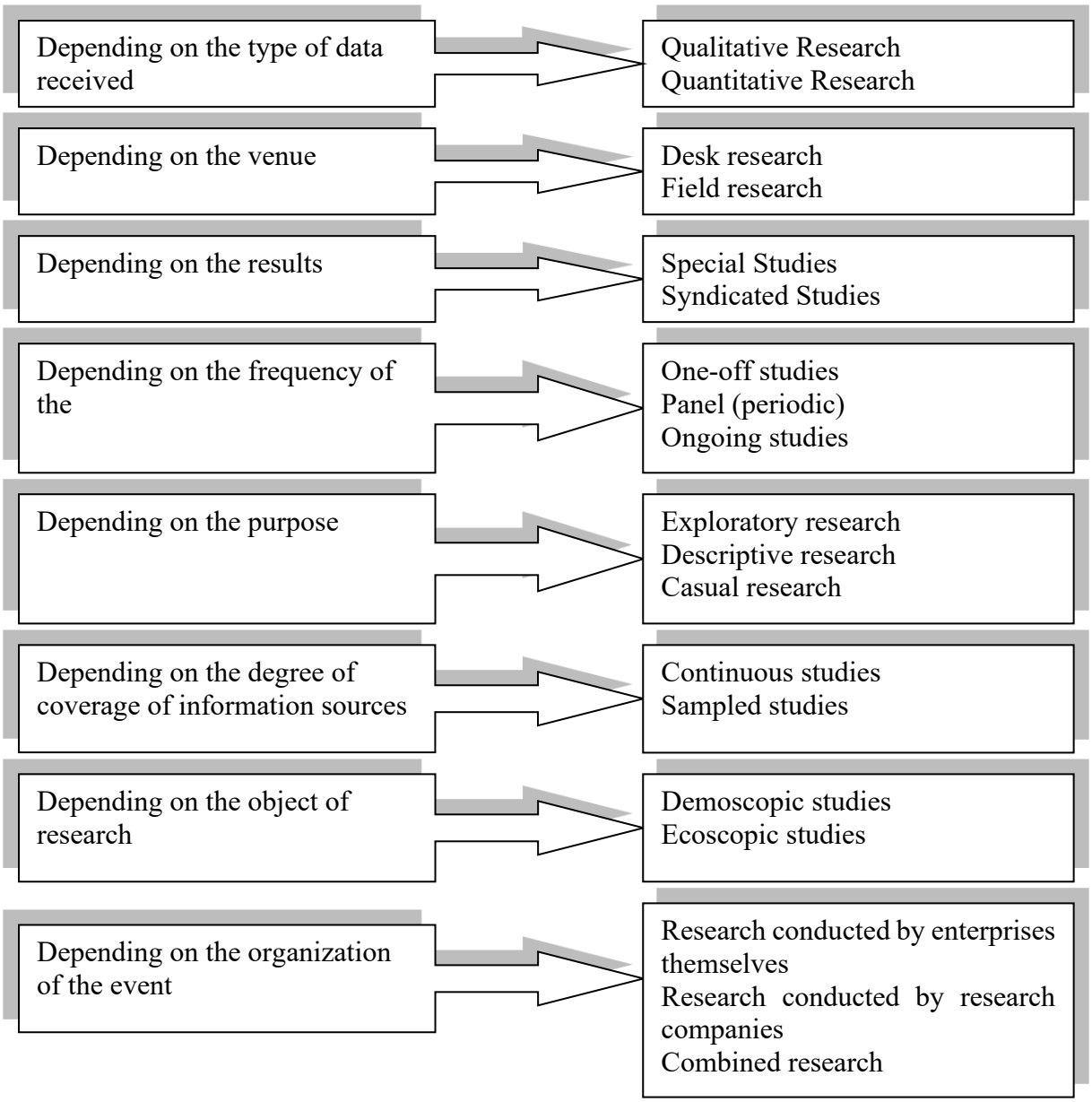

Figure 9. Applied marketing research

Source: compiled by the author based on sources [50, p. 10-13, 61, p. 36]

Let us consider in more detail some of the types of applied research shown in the figure. Qualitative research involves identifying certain trends or directions of development of certain events. Qualitative research data are not amenable to traditional processing by mathematical methods, are not representative and cannot be used to draw final conclusions. Qualitative research methods include observation, in-depth interview, focus group, protocol analysis, projection methods, expert methods [50, p. 10]. Quantitative Research is the basis of any marketing research. They can be desk-based (statistical analysis, economic and mathematical forecasting, etc.) and field-

based. It is quantitative research that can provide objective information on the basis of which marketing management decisions can be made [50, p. 11]. The differences between quantitative and qualitative research are given in Table 2. One of the principles of marketing research is the complementarity of qualitative and quantitative methods. This allows you to make informed hypotheses, understand the consumer more deeply, find hidden needs, and respond more effectively to market needs. The results of one type of study may confirm or refute the results of another.

Table 2

Characteristics of quantitative and qualitative marketing research

Characteristic	Quantitative research	Qualitative research
1. Purpose of the study	Obtain quantitative characteristics of the specified sample indicators and transfer the data to the general population	To obtain an initial general understanding of the causes of certain phenomena
2. Flexibility in conducting research	Low (availability of a structured, standard questionnaire: one-way communication)	High (personal interview, during which the interview plan may change)
3. Sample size	Big	Small
4. Selection of respondents	Representative sample	Experts on this issue
5. Information received from one respondent	Minor	Significant
6. Data analysis methods	Statistical	Subjective interpretation
7. Interviewer requirements	No special requirements	Availability of special knowledge on the problem under study
8. Time consumption	Large in the preparation stage and small in the analysis stage	Small in the preparation stage and significant in the analysis stage

Source: compiled by the author based on literary sources

The importance of marketing research lies in the fact that, ideally, it should align the resources of the enterprise with the changing operating environment (markets, consumers and clients) in such a way that the enterprise meets the expectations of the owners and employees of the enterprise itself, while at the same time ensuring high competitiveness of the enterprise, strengthening the enterprise's position in the market, and increasing the ability to survive in competitive conditions. The classification of marketing research is given in Table 3.

Table 3

Classification of marketing research

Classification features	Types
Depending on the objectives of the event	Fundamentals Applied
Depending on the role in the marketing system	Descriptive marketing research Diagnostic marketing research Predictive marketing research Exploratory marketing research Innovative marketing research
By target attribute	Quantitative Descriptive Causal research Prognostic
By research methods	Based on repeated sources Based on primary sources: surveys (panel and sporadic); observations; experiment Psychophysical Imitators Mathematical modeling Economic and statistical
By research objects	Market; Marketing environment: macro environment; microenvironment: factors of the immediate environment; marketing section of the internal environment
Depending on the purpose, methods of obtaining information and techniques of conducting	Office Field Pilot Panel Business contacts with representatives of other enterprises and organizations

Source: [50, 54, 55] .

Depending on the venue Marketing research is divided into desk and field research. Desk research is based, as a rule, on working with secondary information. The main types of desk research include [50, p. 11]: – traditional analysis of the market, competitors, consumers, etc.; – content analysis, which involves qualitative and quantitative analysis of publications; – economic and mathematical analysis, which allows obtaining new information by manipulating the original statistical data. Field Research is focused, first of all, on collecting primary marketing information in the process of contact with potential carriers of the information that interests researchers. These are mainly various types of surveys of target consumers, sellers, and experts [50,

p. 11]. Depending on the purpose, techniques for conducting it, and final results, other types of marketing research are also used (Table 4).

Table 4

Types of marketing research depending on the technique used

Types of research	Advantages	Disadvantages
Office	Speed of information collection, low cost, simplicity	Information may be outdated, incomplete
Field	Specificity, targeted nature, controllability of information collection	High cost and duration of the information collection process
Pilot	Researcher participation in marketing processes	High cost, subjectivity of expert judgments
Panel	Direct contact with the consumer	Subjectivity of consumer judgments
Business contacts	Direct contact with market participants	Possibility of receiving inaccurate information

Source: compiled by the author based on literary sources [54]

Pilot studies combine specific marketing actions (sales, advertising, prices) with the study of processes and their results on the principle of "trial and error" [66]. Panel studies are conducted on the basis of regular communication with a specific (always the same) group of consumers, which makes it possible to analyze the state and dynamics of their requests, motivations, etc. Business contacts as a type of marketing research involve communication with representatives of other enterprises or with consumers during exhibitions, fairs, presentations, etc. [54, 66].

Depending on the results Marketing research is divided into special and syndicated. Special research is research conducted in the interests of a particular enterprise based on the specifics of the problems it faces. Such research can be qualitative and quantitative, field and office. They are needed when participants in the marketing process face exceptional problems that go beyond current practice. Examples of such research include focus groups, product concept testing, store audit, etc. [50, p. 11]. Syndicated research involves conducting research, the results of which may be of interest to a group of enterprises. They are conducted by marketing firms at

their own expense and sold to subscribers or one-time buyers. Syndicated research includes [50, p. 11]: – omnibus; – panel; – monitoring.

One-off studies are carried out once, their purpose is to obtain a snapshot of the current market situation. [50, p. 11]. Panel (periodic) studies involve studies that are periodically repeated, conducted in a specific period at the request of the enterprise or its division; while the subject of the study remains unchanged [50, p. 11]. Permanent studies are monitoring of the information space, which is used to determine the position of the enterprise or product on the market, study the state and trends of the competitive environment, diagnose crisis situations, adjust marketing policy, etc. [58, p. 19].

Depending on the purpose and final results Marketing research is divided into exploratory, descriptive and causal. The essence, content and purpose of such research are shown in Figure 10.

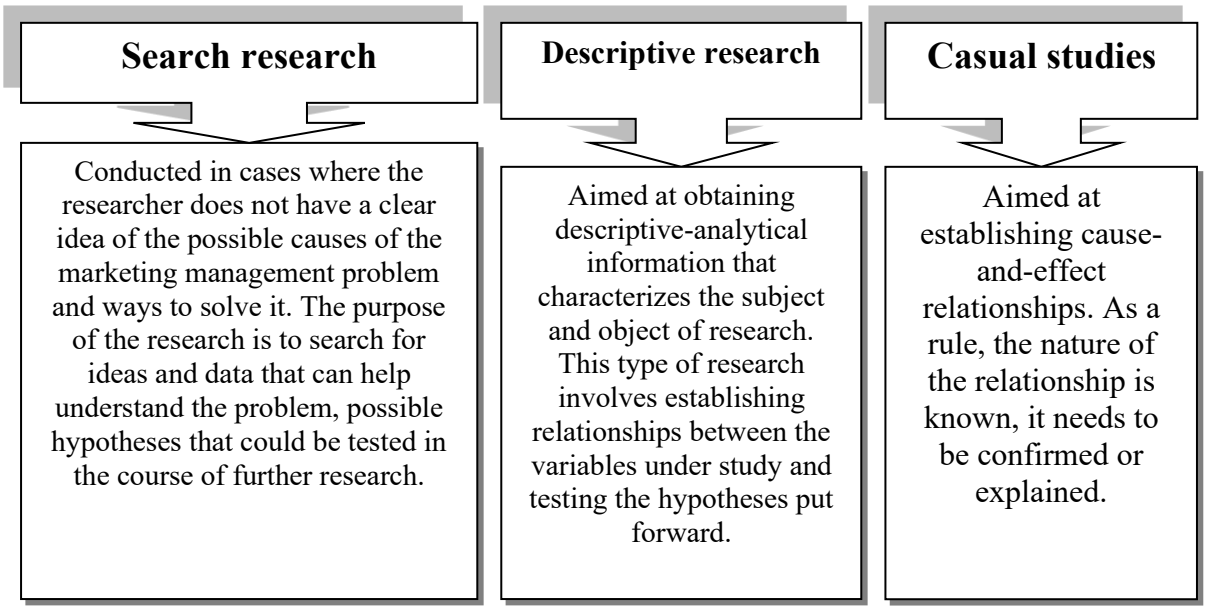

Figure 10. Classification of marketing research depending on the purpose

Source: compiled by the author based on sources [50, p. 12, 60, 61, p. 30]

Depending on the degree of coverage of information sources distinguish between continuous and selective marketing research. Continuous research covers all carriers of necessary information [50, p. 12]. Sample studies should ensure representativeness

of the sample, that is, the selected set of information carriers should have features that are inherent in a certain market segment [50, p. 12].

Depending on the object of research Marketing research is divided into demoscopic and ecoscopic. Demoscopic research involves studying the behavioral aspects of the marketing process [50, p. 12]. Ecoscopic The research aims to assess the economic aspects of sales.

Depending on the organization of the event distinguish marketing research conducted by the enterprise itself, specialized consulting firms and combined marketing research. Research conducted by the enterprise itself can be carried out by creating a special unit with specific functions at the enterprise or by creating a temporary team that unites specialists to solve certain urgent problems [50, p. 12-13]. A significant part of marketing research is carried out by specialists of consulting firms, advertising agencies. These firms are engaged in collecting information, or collect it and analyze it, or together with the client develop a research program, collect information and analyze it. Enterprises turn to third parties organizations for conducting research in the following cases [50, p. 13]: if accurate, reliable results are required; if special knowledge or skills are required for conducting marketing research; if, given the workload of the staff, it is more expedient to use the services of specialized firms, freeing up time to solve urgent problems. Combined research involves the participation of both employees of the enterprise and specialists of consulting groups in conducting marketing research.

3.3 The process and features of conducting marketing research

In scientific literature and practice, there are three approaches to conducting marketing research: systematic, reactive, and intuitive. The systematic approach is used by companies that are highly motivated to implement the marketing concept, for which conducting marketing research is the norm of corporate culture. As a rule, these are large companies that use a proactive or partnership approach to organizing strategic planning of their activities. With a reactive approach, marketing research is conducted periodically, as problems arise. As a rule, these are medium-sized, mainly developing

companies with an unstable organizational structure and corporate culture. Managers of companies that use an intuitive approach conduct research at an intuitive level, mainly analyzing spontaneously the information that comes to them.

Within the framework of the tasks set, it is possible to use different approaches and methods of marketing research, both traditional and new, in different variations, as well as their combination. The choice of methodology depends on the efforts and goals of each specific study, taking into account the specifics of the research product, target group, time, place and methods of its conduct. However, one of the principles and the most important prerequisite for achieving the goals of marketing research is to adhere to the logical sequence of its stages. Accordingly, the algorithm of the marketing research process includes a certain sequence of stages (Figure 11).

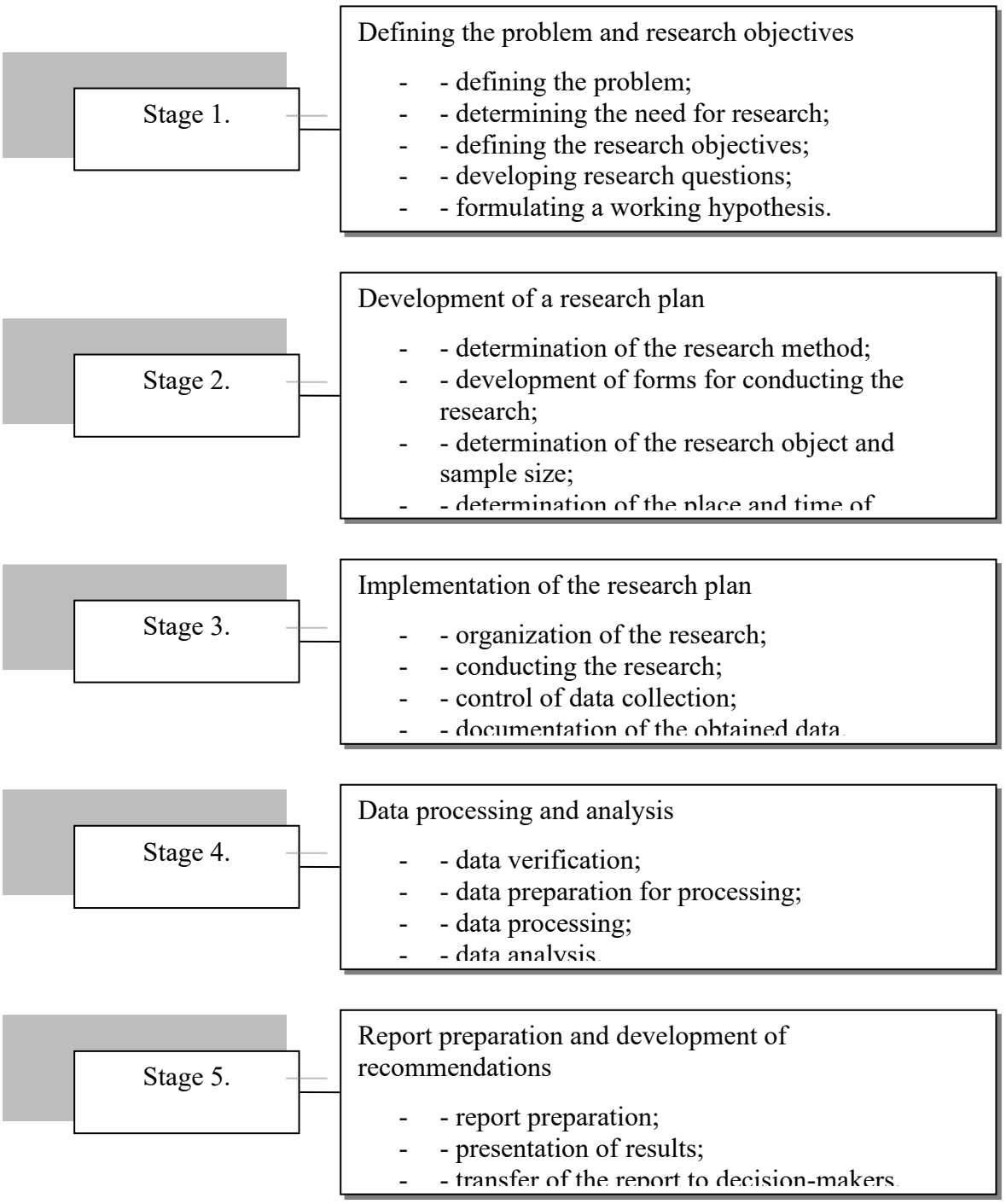

Figure 11. Stages of conducting marketing research

Source: formed by the author based on literary sources [55, p. 85].

Although, it should be noted that in the economic literature there is no single scheme for conducting research that would take into account the widest marketing tools, and the views of scientists on this issue somewhat diverge. This situation is explained by the significant dependence of the algorithm for conducting each individual specific marketing research on its goal and objectives, some simplification

of the marketing research planning scheme in the practical activities of enterprises, as well as the constant replenishment of techniques, methods and methods of conducting marketing research with innovations.

The initial stage of the marketing research process is the definition of the problem and the need for conducting marketing research. Such a problem can be negative symptoms: a decrease in the market share of the enterprise, profitability, profitability, etc. The causes of negative symptoms can be an unsuccessful marketing management system, unsatisfactory organization of marketing research, unfavorable state of the competitive environment, etc. To identify the problem, you can use data from the analysis of the results of the enterprise's production, economic and sales activities, observations of the implementation of marketing functions. It should be noted that the research problem is, on the one hand, a real contradiction that arises in the market and requires making management decisions, organizing targeted actions to eliminate it, choosing certain alternative solutions, on the other hand, a situation when the enterprise's management does not have or does not have enough knowledge and information to make the optimal decision regarding its functioning in the market. A situation when the information deficit cannot be filled in any other way and determines the need for conducting marketing research.

One of the most important stages of the marketing research process is to determine the purpose and objectives of the study. The purpose of marketing research should be clear, as specific and concise as possible with a clear indication of the boundaries. The purpose of marketing research can be any direction of marketing activity, in particular [65]: studying target market segments; determining the level of demand and consumer motives; studying the company's positions in relation to competitors; determining the most attractive suppliers; studying price elasticity, etc.

As a result of the analysis of literary sources and practical activities, we have established that the most common classification of research goals is the following: exploratory goals, descriptive goals, analytical and experimental goals. In the first case, the goal of the study is to collect preliminary information intended to more clearly define the problem of future descriptive research, interpret their concepts, and put

forward hypotheses. In the case of descriptive research, the goal is to describe specific aspects of the situation in a given market at the present time. As for analytical and experimental research, the goals pursued here are to identify cause-and-effect relationships, dependencies, in particular, between consumer motives and the sale of goods on the market; conducted advertising campaign and sales promotion. The determination of the volume of information that can be collected during the study depends on a clear definition of the goal and objectives [65]. The implementation of this operation focuses on the collection and analysis of specific information necessary for making a management decision, and the clear setting of adequate goals and objectives are necessary conditions for conducting effective marketing research.

After clearly defining the objectives of the study, it is necessary to outline a range of research questions that determine the amount of information that needs to be obtained during the study. The formulation of research questions requires a sufficiently long time and preliminary research work. For each research question, a possible source of information is determined and a hypothesis is developed when such an opportunity exists. A hypothesis is an assumption about the essence, content and possible ways to solve the problem. The role of a hypothesis is to find variables that can be used in the process. The development of a hypothesis also requires some information, the main sources of which are presented in Figure 12.

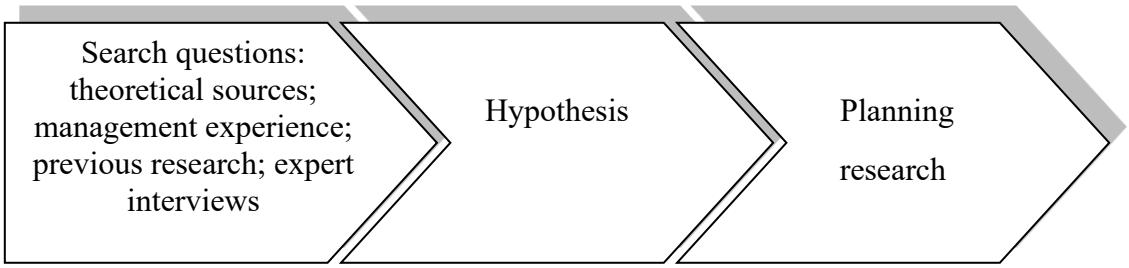

Figure 12. Sources of information for developing a hypothesis

Source: [65]

At the next stage, a research project (research plan) is developed: the object of the study, sources of information, methods of its collection, processing and analysis, as well as who, how and when will collect and interpret marketing information are

determined. Accordingly, marketing information collected in the process of marketing research is of two types: secondary and primary. Secondary information is information that already exists in a processed form, published or in the form of databases and which was collected earlier for purposes not related to the interest of individual enterprises in information for their specific management decisions [53, p. 63]. Primary information is data collected by the enterprise for the specific purpose of obtaining answers to the questions posed [53, p. 63]. The characteristics of primary and secondary information are shown in Figure 13.

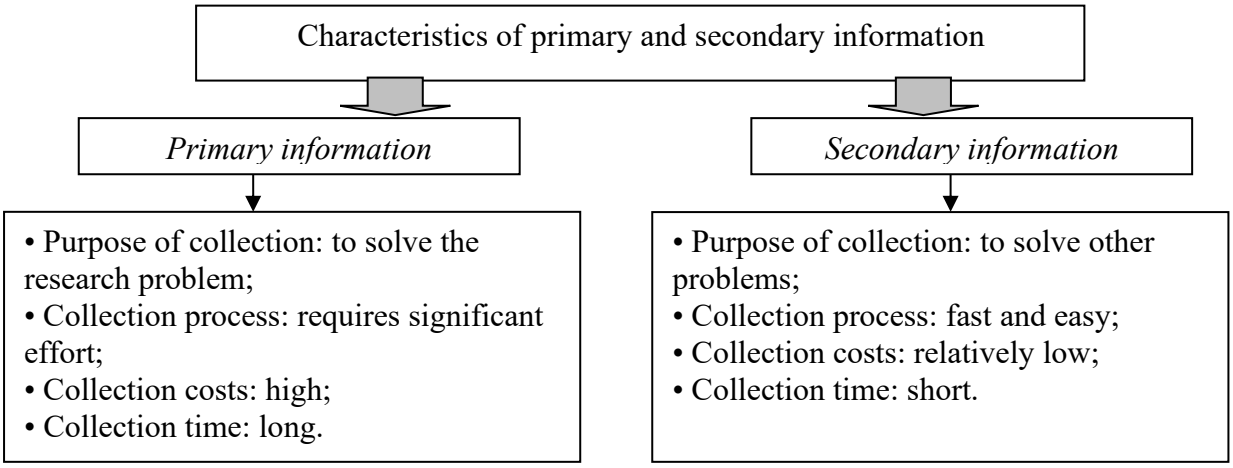

Figure 13. Characteristics of primary and secondary information

Source: formed by the author based on literary sources [53, 54, 55].

The advantages of secondary information are [65, p. 148]: economy in terms of labor, money and time; relatively easy access to information; this data cannot be obtained independently; helps to better understand the problem; allows you to specify the tasks before collecting data and get a comprehensive picture of the problem. The disadvantages of secondary information are the following: data may be outdated, not suitable for research purposes due to incompleteness or too general nature; data accuracy is not guaranteed; the possibility of contradictions; unknown methodological basis for data collection. When collecting secondary information, desk research methods are used. The structural diagram of desk research is presented in Figure 14.

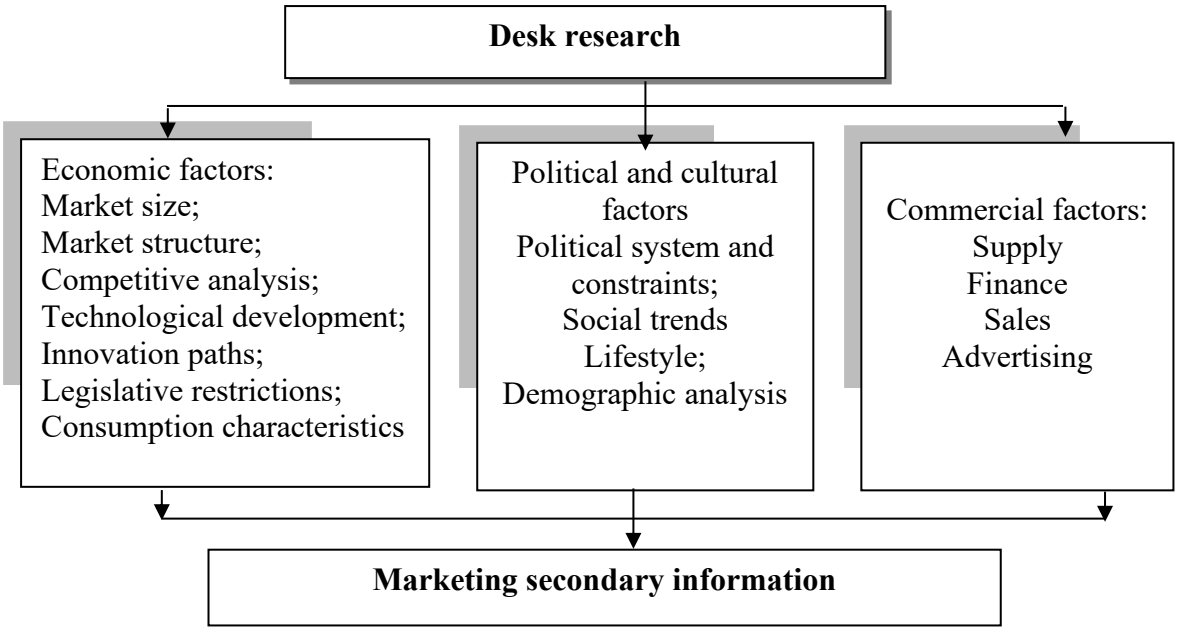

Figure 14. Flowchart of desk research

Source: compiled by the author based on literary sources [7, p . 125]

Desk research is the most accessible and cheap method of conducting marketing research. For small and medium-sized enterprises, it is practically the dominant method of obtaining marketing information. However, it should be noted that in a competitive market, secondary information alone is not enough for enterprises to make informed marketing decisions; they need primary information obtained through field research. Advantages of primary information: it is collected in accordance with the goals of the given research task (units of measurement and measure details correspond to the set goals); the collection methodology is known to the researcher and controlled; all results are known only to the customer, thus data confidentiality can be ensured for competitors; there are no contradictions in data from different sources; reliability can be determined and controlled. The disadvantages of primary information include [54, p. 27] : data collection can be time-consuming; possible large expenses; independent data collection cannot always be ensured. The study of scientific literature on marketing research allows us to note that the main methods of conducting field research are: survey, observation, experiment and simulation. Table 5 presents a description of the methods of field research.

Table 5

Field marketing research methods

Method	Definition	Forms	Advantages and problems
Observed no	Systematic coverage and perception of circumstances without influencing the object of observation	Field and laboratory, personal, with and without the participation of an observer	Often more objective and accurate than a survey. Many facts are unexplainable. High costs.
Poll	Survey of market participants and experts	Written, oral, telephone, free, standardized	Research on unperceived circumstances Interview reliability, interviewer influence, sample representativeness issues
Experiment	Study of the influence of one factor on another while simultaneously controlling for extraneous factors	Field, laboratory	Possibility of separate observation of the influence of variables. Situation control, realistic conditions. Time and money consumption

Source: formed by the author based on literary sources [12, p. 164, 6 , p . 63]

The next stage of the marketing research process is the collection and systematization of marketing information. This stage requires the greatest expenditure of time and money, is the source of the greatest number of errors. Due to the difficulties in establishing communications with respondents (incorrect answers, refusal to cooperate, the need for additional meetings, etc.), problems with information collectors (biased judgments, low qualifications, dishonesty, etc.) [66]. Organizing and conducting information collection is a rather responsible and laborious procedure.

The result of the above-mentioned stages of marketing research is the array of information that needs to be processed to make it suitable for making appropriate management decisions. Therefore, the next stage of the marketing research process is the analysis of the information obtained, the calculations of the relevant coefficients, indices, series of dynamics, etc.. The main methods of analyzing data obtained during marketing research are given in Table 6. [71, p. 36].

Table 6

Basic methods of data analysis (marketing information)

Analysis method	Problem being solved	Analysis function
Cluster	What consumer segments exist in a particular market?	Identifies distinct groups based on the variety of traits they share.
Correlational	Is the importance given to the product attribute sufficient to influence the consumer's decision to switch brands?	Tests for a linear relationship between two variables.
Added value/value analysis	What combination of properties should a new product have?	Calculates the value of each new property that is given to the product.
Discriminating (discriminatory)	What demographic characteristics distinguish consumers from non-consumers of a product/service?	Variables that affect the assignment of a product to a particular segment.
Factorial	What are the main characteristics/factors of a product that the consumer considers most important?	Defines a small number of links that connect a large set of interrelated variables.
Multidimensional scaling	How is a particular brand of product perceived compared to a competitor's brand and on what scale?	It reveals the hidden system of criteria on the basis of which respondents build their comparative analysis.

Source: compiled by the author based on literary sources [55, p. 67, 53, p. 80].

The next stage of the marketing research process is the preparation of the report and its defense, and after that - the final stage - making specific marketing decisions. As a rule, a report on the results of the study is prepared in two versions: detailed and abbreviated. The detailed version is a fully documented technical report intended for specialists in the marketing department of the enterprise. The abbreviated version of the report is intended for enterprise managers and contains a detailed presentation of the main research results, conclusions and developed recommendations. At the same time, it should not be oversaturated with information of a technical and methodological nature, primary documents. The criteria for the quality of writing a report are completeness, accuracy, clarity. Completeness means that the compiler of the report must constantly ask himself whether each topic set out in the initial task is reflected in the research program [53, p. 81]. Accuracy is a logical and informatively accurate argumentation of the report [53, p. 81]. Inaccuracies may occur in the research report due to insufficiently responsible data processing, illogical reasoning or inappropriate

construction of phrases. Clarity is the accuracy of the phraseology of the report. Violation of the criterion of quality of the report text occurs more often than any other [53, p. 81]. Clarity is achieved as a result of clear and logically consistent thinking, as well as the accuracy of the use of various generalizations [53, p. 81] . The content of the report, the main requirements for it can be previously agreed with the customer and therefore have certain specifics, but there are also general requirements for its content. The structure of the marketing research report is as follows [53, p. 82]:

1. Cover page.

2. Contents.

3. Summary.

4. Introduction (reveals the need and importance of the study, the essence of the problem, the history of the project, the purpose of the study and hypotheses).

5. The main part.

- methodology: description of research methods, justification of their use;
- results: a detailed presentation of the information obtained during the research process.

6. Conclusions and recommendations.

7. Appendices: copies of data collection forms; sample size calculations; large tables not included in the report; bibliography.

The procedure for conducting marketing research in industrial and consumer markets is the same and includes seven main stages. Nevertheless, industrial market research has its own specifics that must be taken into account when conducting the research. These specifics concern sample formation, respondent availability, respondent profile definition, cooperation with respondents, interviewer selection, and research cost [71, p. 119]. The main differences in conducting research in consumer and industrial markets are given in Table 7.

So, the features of consumer market research are: the need for significant resources, stimulating the activity of respondents, processing significant amounts of information received; contacting people, which due to the peculiarities of their behavior does not always make it possible to obtain objective information.

Table 7

Comparative characteristics of marketing research in consumer and industrial markets

Indicators	Consumer market	Industrial market
Sample size	The sample is significant, depends on the purpose, but is not limited	Insignificant, depends on the number of enterprises in the industry
Respondent availability	Easy accessibility, possibility of conducting interviews by phone and at home	There are difficulties: the survey is only possible during working hours, the surveyors are busy with production issues
Defining respondents	Segmentation is simpler (according to various criteria), the end seller is also a consumer of goods and services	Sometimes it's more complicated, the user and the decision maker are different in most cases
Cooperation with respondents	It turns out that over the years it gets more and more difficult, most people are not interested in anything at all	Due to the smaller sample size, less studied
Interviewers	It's easier to teach, they're consumers too	It is difficult to find an experienced interviewer, special training of interviewers is required
Cost of research	Depends on sample size and repeatability. Much more money is spent than in the industrial market	Much cheaper

The features of industrial market research include: the need to interview industry consumers or directly representatives of the enterprise, which requires understanding the relevant production terms; a small number of consumers; the need for informational contacts with decision-makers.

To provide the enterprise with information, research is conducted on specific objects and has a specific form. Table 8 presents data that characterize the goals of marketing research for individual areas and methods of their implementation. The table lists the main areas of marketing research, the objectives of the research according to the areas of research, and identifies the research methods that need to be applied.

To study and analyze the state of the market, quantitative and qualitative indicators are used, as well as various structural parameters of market objects.

Table 8

Content and methods of conducting certain types of marketing research

Research areas	Research objective	Methods of conducting
Market size	Show the limits of the organization's expansion in the market. Determine possible values of market potential growth	Desk research based on management data and press releases. Determining consumer purchasing habits. Determining the size of the competition. Conducting interviews to obtain complete information.
Market share	Identify competitive positions	Processing customer research data. Studying company turnover data. Conducting interviews to obtain complete information.
Market dynamics	Determine the sales policy in the market	A review of statistical data, which to some extent characterize the market. Analysis of changes in the turnover of competing companies. Conversations with experts, interviews with consumers.
Promotion channels	Identify effective means of bringing the product to market	Interviews with consumers, distributors. Obtaining data on competing companies in order to identify the volume of direct sales and sales through distributors.
Buyers' decisions	Discover how the decision to purchase a product was made to understand who to target with marketing activities	Interviews with consumers and intermediaries. Observation of changes in prices and product promotion tools by the amount of its sales volume.
Price	Determine competitive prices. This information is needed to determine the level of profitability of the market	Obtaining list prices. Interview with consumers, distributors, suppliers. Conducting experiments.
Product promotion	Determine how intermediaries promote products in this market, and how well-known the products themselves are in this market.	Viewing magazines, advertising posters, Visiting exhibitions. Asking buyers and intermediaries where they buy products.

Source: compiled by the author based on sources [50, 53, 54, 63]

Quantitative indicators that are necessary for analyzing the state of the market are [54, p. 47]: market potential; market capacity; share of competing firms in the market; market development dynamics. Qualitative indicators are [50, p. 47]: structure of needs, motives, dynamics and process of purchase, stabilization of needs, informatization. In addition to the above indicators, the following structural parameters of market objects are necessary for analyzing the state of the market [50, p. 47-48]:

competitive environment (volume of sales of products by competing firms; marketing and strategies; possibility of financial support), structure of buyers (types of buyers, dynamics of the number of buyers, regional peculiarities of consumption); industry structure (number of sellers of similar goods, types of sellers, level of production organization and workload of enterprises in the industry, potential capabilities of competing enterprises), distribution structure (geographical features, features of the sales network). It should be noted that the assessment of the market situation usually comes down to two stages. At the first stage - the evaluation stage - an analysis of the market situation is carried out: characteristics of the scale, typology, proportions, speed of change, main parameters, level of development stability [60, p. 180]. At the second stage, cause-and-effect relationships are identified that determine the market situation, the market situation is forecasted and conclusions are substantiated regarding the prospects for market development from a marketing point of view. It should also be taken into account that the study and analysis of the market cannot be carried out in isolation, but only in connection with other factors.

3.4 Information support for market research

In market conditions, effective management is impossible without appropriate and well-organized information and analytical support for the marketing activities of enterprises. After all, to determine market opportunities and solve marketing problems, enterprises need reliable, timely information. It is necessary to know the commercial situation, demand, market capacity, product positioning and its competitiveness, own market potential, positions and capabilities of competitors, etc. The presence of up-to-date information allows you to promptly monitor the state of the external environment and assess the internal situation of the enterprise, coordinate the activities of the enterprise taking into account changes, receive information support when making management decisions, which ultimately allows you to improve the performance of the enterprise.

Constant information support is gaining special importance. First of all, this is due to changes in the market situation, in particular the external marketing

environment. Information not received on time or its absence can become the basis for the collapse of not only planned activities, but even the enterprise, the consequences of which can be catastrophic [60, 61, p. 161]. In the process of analysis, planning and management, and control of marketing, information about customers, competitors, intermediaries and other market participants is constantly needed. Therefore, information can be considered the basis of marketing activities.

Marketing information is an important stage of marketing market research, which allows the enterprise in the market to gain competitive advantages, reduce the degree of risk, timely identify changes in the marketing environment, coordinate actions in the market strategy [60, 61, p. 160]. The information obtained as a result of marketing market research should be: high-quality, reliable, complete, accurate, relevant, operational, valuable and useful. It is this information that helps the enterprise to determine the attitude of consumers to the product and the enterprise, constantly monitor the external environment, coordinate the strategy and evaluate the activities, receive support in the decisions made, increase the efficiency of activities, etc.

The growing role of the availability of the appropriate volume and quality of information on the state of market development actualizes the problem of effective organization of the process of ensuring the information needs of business entities, which can be solved only under the conditions of building an effectively functioning subsystem for obtaining and analyzing marketing information. Management of marketing activities of enterprises is based on the use of diverse information necessary for decision-making. In turn, the quality of these decisions largely depends on the completeness and quality of information. The need for information at different stages of marketing management is generally reflected in Figure 15. At each stage, marketing specialists need specific input information, while at the same time the resulting output information is formed, which is used as input at other stages of management. The basic principles of information in marketing research are: relevance of information, reliability of information, relevance of information, completeness of information display, purposefulness of information, accessibility of information, coherence and information unity.

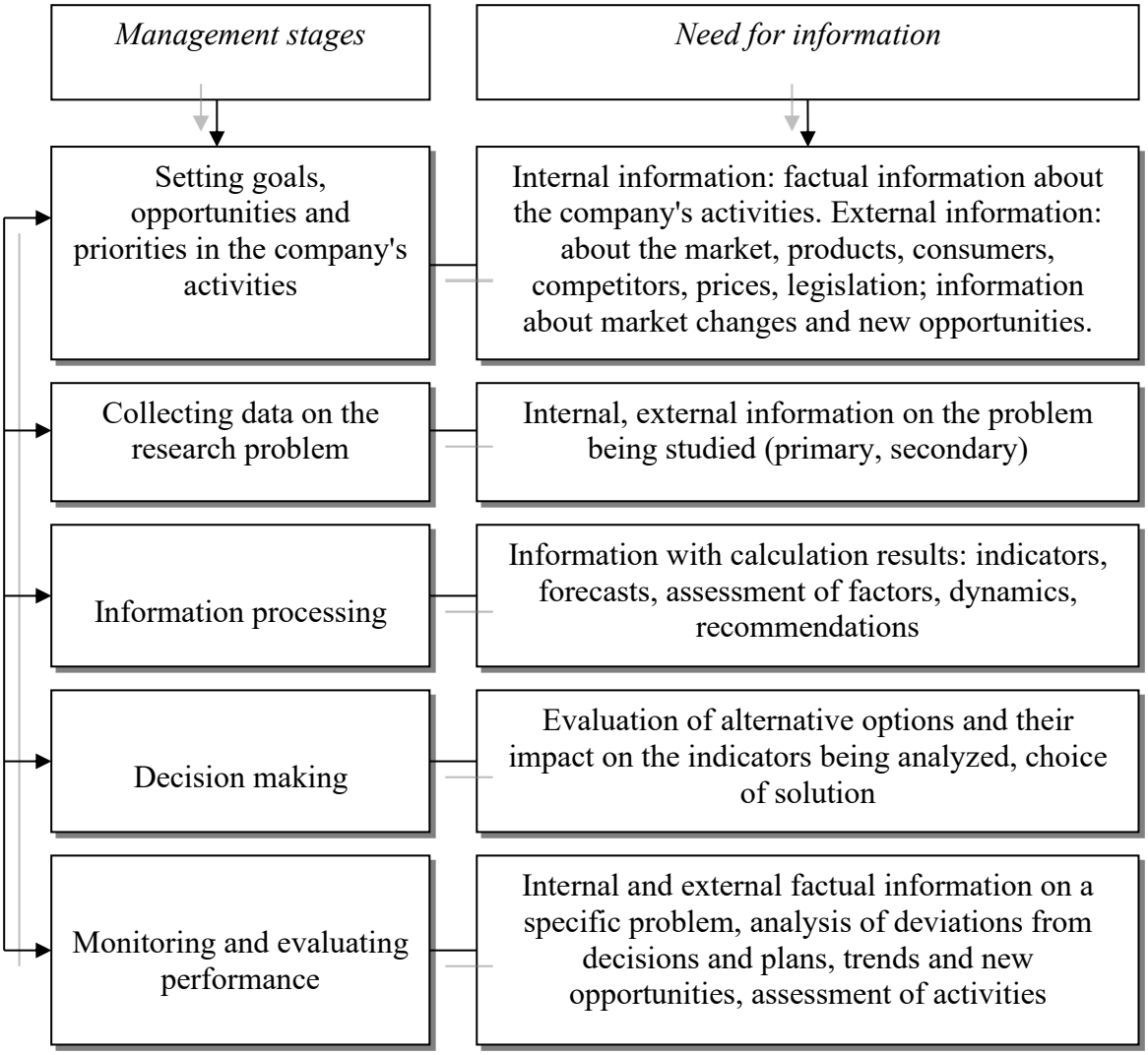

Figure 15. Information needs at different stages of marketing management

Source: formed by the author based on literary sources [67, p. 6]

Management decisions are made after determining the goals and priorities of the enterprise's activities, performing operations of collecting and processing information. To control the effectiveness of such decisions, it is necessary to implement and evaluate their impact on the object of activity. After this, the stages of the management process are repeated - a closed management loop is created. Such interaction of management stages is possible only if there is versatile, relevant, important and reliable information. At the same time, making management decisions is a process of constant transformation of information, and the management process itself is of an informational nature [67, p. 6].

According to the American marketing research scientist G. Churchill, the information used in marketing research is “a collection of information, messages about the economic (commercial) activities of enterprises and their external environment”. According to foreign scientist G.L. Bagiyev, marketing information is “information obtained in the course of studying the process of exchange of results of socially useful activities and interaction regarding such exchange of all subjects of the market system, which is used in all areas of the enterprise, in particular in marketing activities”. Domestic scientists A.V. Voichak and A.V. Fedorchenko believe that marketing information is “structured data collected in order to solve specific problems, which will contribute to achieving the marketing goals of the enterprise” [54, 69]. The information used in marketing research is a set of information, messages about the economic (commercial) activities of enterprises and their external environment.

Information reflects the indicators of the internal and external environment of the object, which are constantly changing, which causes the need for their updating, adjustment, replenishment. A huge amount of information, its accumulation and storage is required for the analysis of competitors, dynamics and forecasting of indicators of the state of the market, demand and need for goods, etc. Therefore , marketing information is a set of data, messages, information that characterize the internal and external marketing environment, objects, phenomena, processes, connections, etc. and which must be collected, transmitted, accumulated, processed and analyzed for making management decisions.

Information has unique properties, the most significant of which is that the absence of information about a product, object, process, phenomenon, etc. creates the illusion of the absence of these elements. If the manufacturer does not have reliable information about the state of the market, he will not be able to make the right marketing decision, and the lack of information can lead to serious financial and economic consequences for the enterprise. The presence of current information makes it possible to promptly monitor the state of the external environment and assess the internal situation, coordinate the marketing strategy taking into account changes, receive information support for decision-making, which ultimately makes it possible

to increase the performance of the enterprise [67, p. 8]. The necessary information for making management decisions is obtained by enterprises through marketing research. The classification of marketing information is shown in Figure 16.

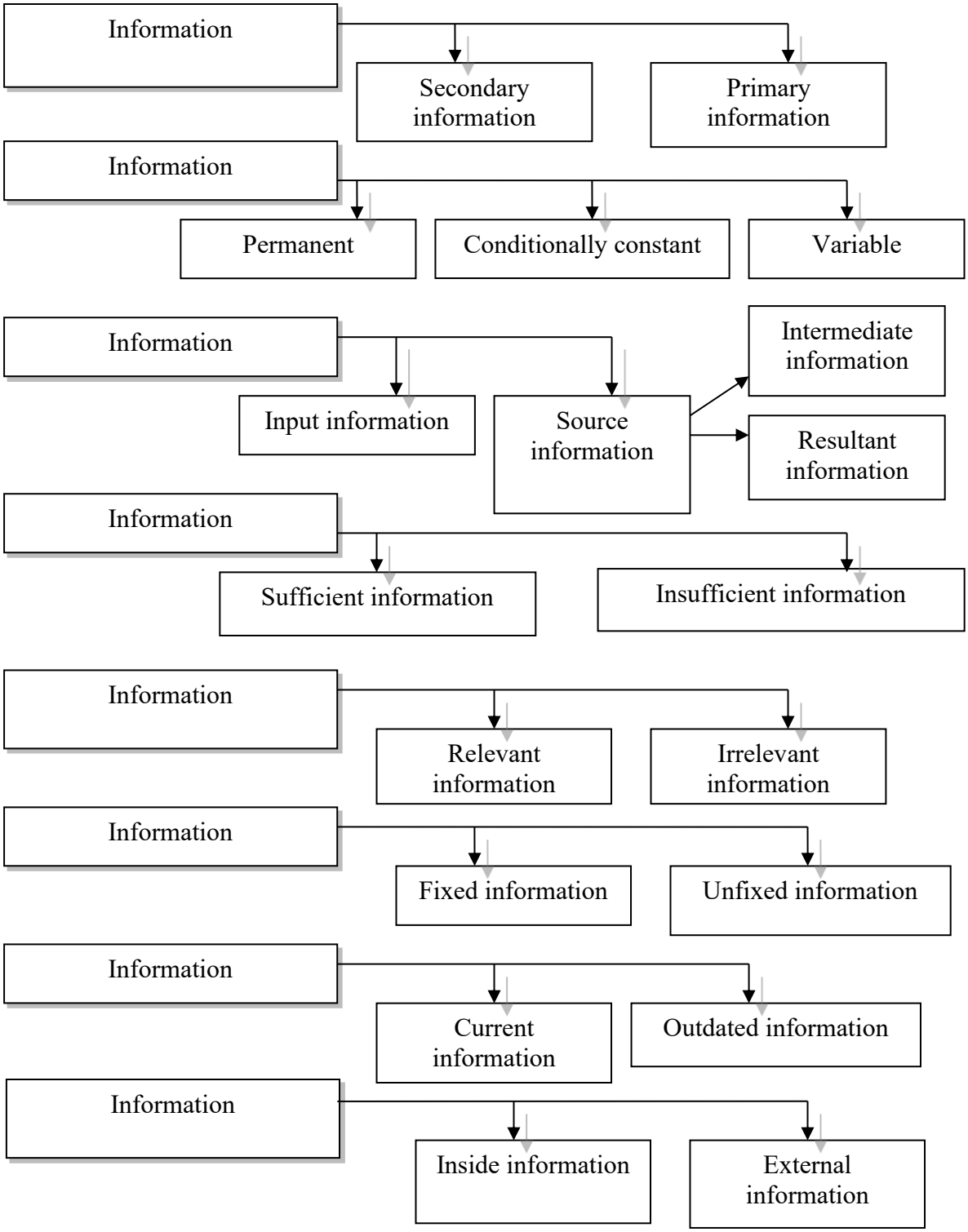

Figure 16. Classification of marketing information

Source: compiled by the author based on sources [67, p. 15, 65]

Secondary information, secondary data – information previously collected for other purposes unrelated to the problem of the current marketing market research [65, p. 148]. Secondary information – information that has already been collected earlier for another purpose [65, p. 134]. Primary information, primary data – information that the enterprise independently obtains specifically to solve the problem of marketing market research [65, p. 148]. Primary information – information that is collected for the first time to achieve a specific goal of this market research [65, p.134]. Comparative characteristics of primary and secondary marketing information are given in Table 9.

Table 9

Comparative characteristics of primary and secondary information

Indicator	Primary information	Secondary information
Relevance of the information received	+	
Availability of necessary information	+	
Novelty of information	+	
Reliability of information	+	
Time spent collecting information		+
Resource costs for information collection		+

Source: [53, p. 63].

Comparing the value of primary and secondary marketing information for an enterprise, it should be noted that primary information is more valuable for an enterprise from the point of view of its relevance to a specific marketing problem, a specific market situation. Primary information is characterized by a higher degree of novelty and, accordingly, it more objectively reflects the current state of the studied object, phenomenon or process (in particular, the market situation). In addition, primary marketing information about the market is more reliable and authentic, since the enterprise has the opportunity to control the collection of data in the process of marketing market research. However, primary information is more expensive for an enterprise in terms of time and resource costs for its acquisition [53, p. 64].

By stability Information is divided into permanent, conditionally permanent and variable. Permanent information retains its value for a long time without changes; the amount of such information is limited [67, p. 12]. A significant part of the information is conditionally permanent , which does not change for a certain time and is repeatedly used by one or more specialists to solve the relevant problems. Conditionally permanent information includes reference information (product directories, world markets, buyers, competitors, etc.), regulatory , planning and contractual, calculation (demand for goods, market share, production and sales plan of goods), etc. [67, p. 13]. The allocation of permanent and conditionally permanent information is important for data processing technology, since such information is entered into the database once and is adjusted taking into account its current changes in accordance with the rules for maintaining databases. Variable information is factual, accounting information that is constantly changing in qualitative and quantitative indicators [67, p. 14].

By stages of transformation Marketing information is divided into input and output. Input information is registered at the place of its collection or origin and is used without prior processing. It includes data on the actual costs of manufacturing goods and their sale, data from questionnaires during marketing market research, etc. Input primary information is the most detailed and is the basis for further data processing - logical and arithmetic. Output information is the result of data processing in the internal environment. It contains research results. The resulting data are archived and accumulated in a database for solving other interrelated tasks, for studying the dynamics of market indicators [67, p. 15] .

By saturation Marketing information can be sufficient, insufficient, excessive. To solve problems, information is needed that is sufficiently specific in content, takes into account all the factors characterizing the market situation, and is sufficient for making managerial marketing decisions. Insufficient information does not contain all the necessary data about the market, can lead to the impossibility of solving the problem or to obtaining a result with a low level of probability. Excessive information is data that is duplicated or not used in the processes of enterprise management.

According to the impact of information on marketing decisions, on changes in the market situation and indicators, the information that reflects them is divided into relevant and irrelevant. Relevant data includes data that can be changed as a result of making a marketing decision (in particular, data on production volumes, development of new products, setting prices for products of own production) [67, p. 15]. Irrelevant information cannot be changed based on the decisions of the facility's management personnel and does not depend on them (in particular, political instability, lack of a legal basis, the level of buyers' profits, the general economic situation, competitors' actions, market situation) [67, p. 15] . It should be noted that sometimes it is difficult to make a categorical division of information into relevant and irrelevant, since there is also partially relevant information . When forming databases, it is necessary to take this division into account and track changes in irrelevant information, pay more attention to relevant information and assess your capabilities to change it.

By recording information on media distinguish between fixed and unfixed information. Recording data on media is a necessary condition for further processing of information. This is the most labor-intensive process, which accounts for up to 95% of all errors in automated data processing [67, p. 16] . Accordingly, in modern enterprises, internal information is mainly fixed - recorded in the database, but some of it is contained in traditional documents, reports and, if necessary, is additionally formed in the database. However, external information is mostly unfixed and stored in printed form. By relevance Marketing information is divided into relevant and irrelevant. Relevant information provides a real reflection of the state, process, phenomenon and provides the decision-making process [67, p. 16] . Irrelevant information is not essential for decision-making, although it can be used in the future (in particular, data on sales volumes of goods can be used to study sales rates for several years and make decisions about production volumes).

By place of formation Marketing information is divided into internal and external. Internal information is a set of data that arise at the enterprise itself and characterize its activities [67, p. 14] . Such data are formed at the stage of design and technological preparation of production, in the current production of goods and during

their sale, operational, accounting and statistical accounting, etc. External information arises outside the enterprise and is directly related to the subject area under study [67, p. 14] . This is information about the state of the market, demand for products, about consumers and competitors, state regulation of market relations. Sources of external information are government publications and materials, state statistics, economic reviews; scientific and technical journals and newspapers, specialized magazines; the information services industry, which provides users with various data (Table 10).

Table 10

Main sources of marketing information

Inside information	External information
Accounting data and other mandatory reporting for the current and past periods	Laws, decrees, orders and other regulatory documents of the state level; regulatory acts of the sectoral, regional and local levels
Primary documents of accounting, trade and operational accounting.	Comments on the above-mentioned regulatory acts (press, other media, databases, Internet)
Orders and instructions of the head and managers of all levels of management.	Data on the state of the industry, market (State Statistics Service of Ukraine, media, Internet, results of commissioned research)
Internal document flow data (paper and electronic).	Data on the state of the world economy, the world market (State Statistics Service of Ukraine and foreign countries, media, databases, Internet)
Results of own analysis of financial and economic activities.	Advertising and information from partners and competitors (direct advertising, media, exhibitions, seminars and conferences, presentations, Internet)
Results of the survey of company employees	Conclusions of consultants and experts, results of external (commissioned) marketing research and audits
Other information and data, business plans	Information from customers

Source: [53, p. 64, 51, p. 51].

So, marketing information is objective (statistical data, press releases) and subjective (assessments, opinions, rumors) information necessary for studying and analyzing the marketing environment, market, enterprise, product, competitor, consumer for making marketing decisions, developing marketing plans. If the manufacturer does not have reliable information about the market, competitors, consumers, etc., he will not be able to make the right marketing decision, and the lack of information can lead to serious financial and economic consequences for the enterprise. Marketing information is collected, analyzed and distributed within the

marketing information system, which is part of the organization's management information system. The emergence of the concept of this system and its practical implementation date back to the early 1970s. American scientist F. Kotler believes that a marketing information system is specialists in collecting, classifying, analyzing, evaluating and distributing relevant and accurate information for making marketing decisions, as well as appropriate methodological techniques and equipment. This system is clearly presented in Figure 17.

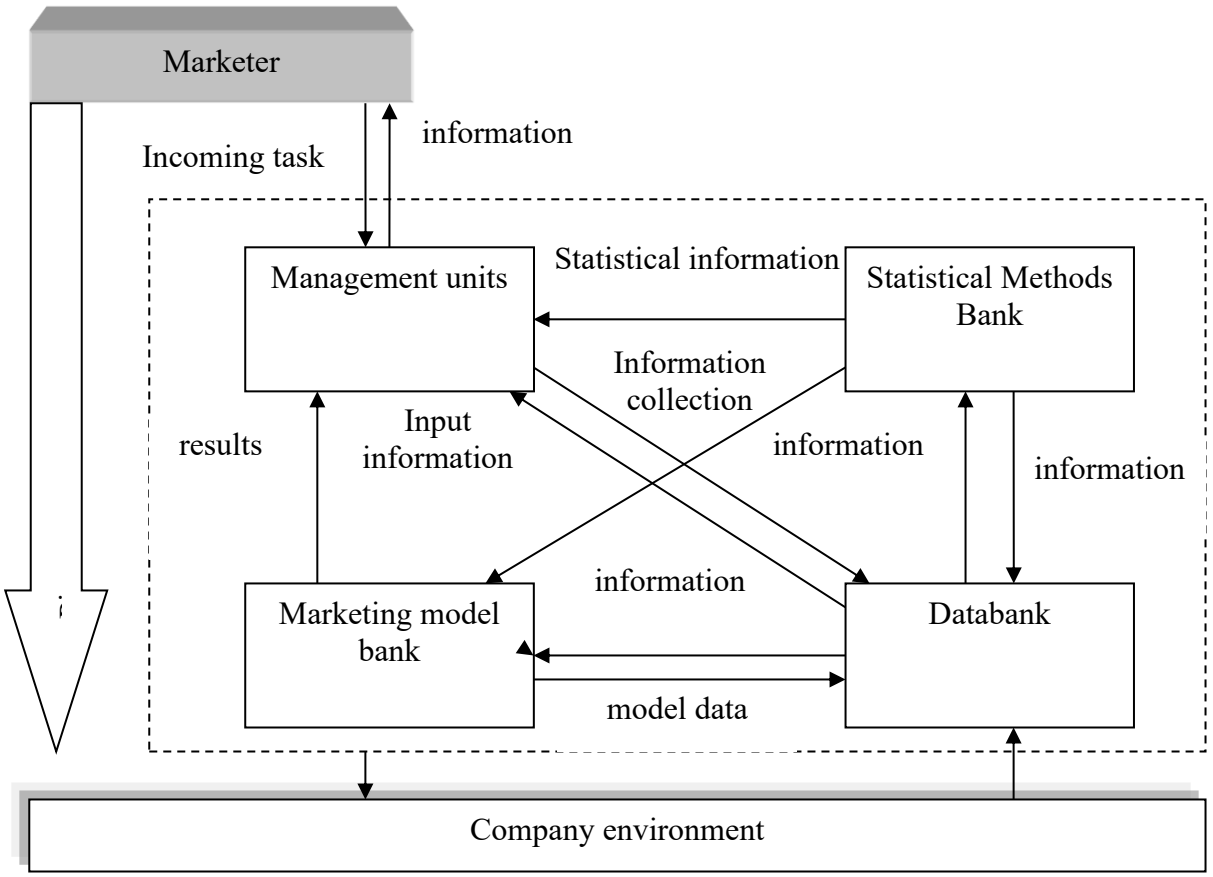

Figure 17. Diagram of the enterprise's marketing information system

Source: compiled by the author based on sources [60, 61, p. 169]

Domestic scientists L. Moroz and N. Chukhrai believe that a marketing information system is a continuously operating system designed to collect, process, analyze, evaluate and distribute information necessary for making decisions on marketing planning, implementing and monitoring the implementation of marketing activities [16, p. 30]. The concept of a marketing information system is shown in Figure 18. The marketing information system allows the enterprise to integrate information

from various sources and use it in further activities. In the structure of the marketing information system, four auxiliary subsystems are traditionally distinguished [64]:

- internal reporting system – allows you to monitor indicators that reflect the level of current sales, expenses, inventory levels, cash flow, data on receivables and payables, and other internal reporting indicators;
- a system for collecting current marketing information is a set of sources and procedures used to obtain daily information about various events occurring in the market;
- the marketing research system allows you to operate with information that would require a separate study to obtain;
- The analytical marketing system includes advanced tools for analyzing data and problem situations. It consists of a statistical bank and a model bank.

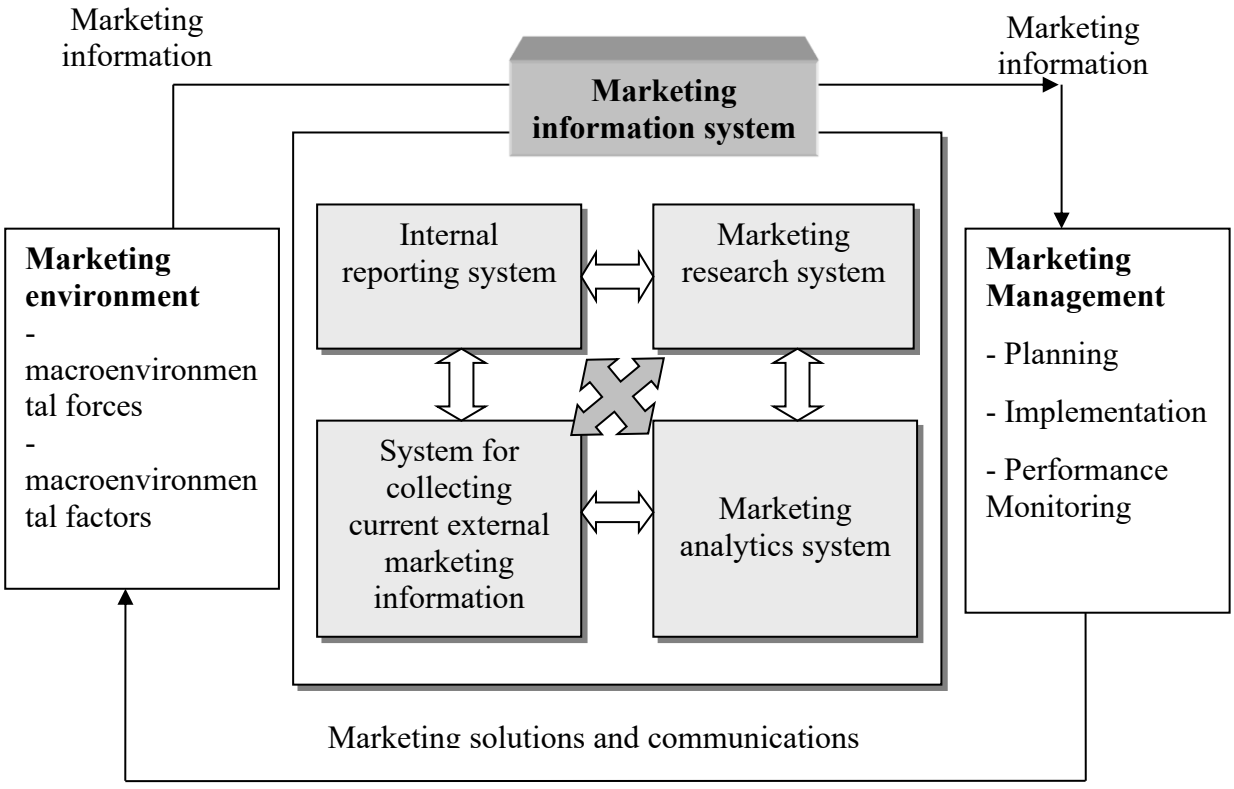

Figure 18. Marketing information system

Source: [64, p. 30].

Thus, a marketing information system is a constantly operating organizational system designed to collect, classify, analyze, evaluate and interpret information from various sources, as well as distribute information in a form suitable for decision-making for use in marketing management, which includes personnel, means, methods, rules and procedures for collecting, processing and storing marketing information. Thus, the purpose of a marketing information system is to collect within the enterprise and in the external environment the entire complex of information relating to the market and marketing, its effective analysis and processing for the purpose of maximum adaptation to management decision-making. The composition of the information collected by the marketing information system is given in Table 11.

Table 11

The composition of information collected by the marketing information system as a result of marketing research

Internal reporting	Macro environment	Market status and trends	Results of research on marketing mix elements	Market reaction
Accounting reports Sales data Stocks Design documentation, etc.	Economic trends Technological trends Legislation Social trends in society Demographic trends, etc.	Market capacity and trends Price dynamics Consumers, their preferences and intentions Way and style of life Competitors and their strategies Intermediaries etc.	Product competitiveness Testing of products, packaging, design Price sensitivity of demand Competitive price level Advertising effectiveness Distribution and sales system, etc.	Company sales volume Company market share Company image, etc.

Source: compiled by the author based on sources

Thus, the most important condition for the sustainable development of an enterprise is to provide its manager with the information necessary for making management decisions that reduce the uncertainty and risks of entrepreneurial activity. The formation of such information support includes the collection, processing and analysis of data about markets, consumers, competitors. Therefore, marketing information has significant value in many situations related to the activities of the enterprise, when implementing marketing and making marketing decisions. Marketing information is a part of an objectively existing and constantly functioning information

process. In modern conditions, the need for marketing information is constantly growing and there is often a lack or insufficiency of reliable, up-to-date data. Therefore, to solve problems at enterprises, a marketing information system should be created. It should provide feedback from the enterprise to consumers, from the consumer to the enterprise, and also provide the consumer with the opportunity to be a partner.

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4. Price aspects of an enterprise image formation

4.1 Theoretical foundations of an enterprise image

In today's fierce market competition between companies that provide the same products and services, the problems of attracting potential customers and successfully entering new markets are becoming increasingly important. One of the main tools for improving market conditions is building a positive company image. Thanks to this, enterprises strengthen their market positions, increase the market value of the company, expand the range of customers, i.e., gain economic benefits in the long term. Therefore, an important task of economic research is to identify opportunities for the formation of image activities, which affect the competitive position of the enterprise. Before proceeding to the study of image formation and its analysis, it is worth defining what it is.

In the modern scientific literature, there is no single approach to defining the concept of image of an enterprise. The term “image” is interpreted so broadly that some forms of its use often contradict each other, as scientists distinguish between different aspects of the described concept. The analysis of scientific works reflecting the content of the category under study allows us to conclude that there are four conceptual approaches to defining the essence of this concept: as a company's reputation and brand, as a visually significant phenomenon, as a symbolic state, paying attention to the impact of the image on human behavior. Most researchers define image through the concept of a mental image that is formed in the public consciousness.

The word “image” comes from the Latin language and is literally translated as “likeness, representation, symbol, icon, type, image”. This group of words shows that this concept is closely related to the visual aspect of perception.

Public relations expert D. Doty offered the following definition: "an image is everything and everyone who has anything to do with a company and the goods and services it offers. It is a work that is constantly being created both by words and images, which are bizarrely mixed and transformed into a single complex.“ American

economist, professor of international marketing – Philip Kotler uses the phrase ”image of the enterprise“ in his study of image and notes that ”image is the perception of a company or its products by society." Close to this is the definition of social psychologist Lidia Orban-Lembric, who defined image as “the impression that organization and its employees make on people and which is fixed in their consciousness in the form of certain emotionally colored stereotypical representations” [73].

Unfortunately, the issue of determining the image of an enterprise in terms of marketing activities has not received sufficient attention in domestic and foreign economic literature, as this activity is complex and subjective, as organizations use different ways to form image.

Corporate image is an important category in the strategic management and marketing system. In the broadest sense, an image is an image of an organization formed in the minds of the target audience based on information, experience of interaction, personal perceptions and values. There are many approaches to the interpretation of the concept of “corporate image” in scientific and practical literature, which demonstrates its versatility and complexity.

The well-known American marketer Philip Kotler defines image as a set of perceptions, opinions and impressions that a consumer has about a particular brand or enterprise. According to P. Drucker's approach, image is the perception of the external environment, which may coincide or diverge from the real state of affairs, but it is the key factor in consumer decision-making [73].

In the context of a food retailer, the image is of particular importance, as it is associated not only with product quality but also with safety, ethics, environmental friendliness and responsibility to society. That is why image is an important tool for building competitive advantages, strengthening customer loyalty and maintaining market stability.

Table 1

Basic definitions of the concept of "enterprise image"

Author / Source	Definition
Kotler F.	Image is a set of perceptions, opinions and impressions that consumers have about a brand.
Drucker P.	Image is the perception of the external environment that influences decision-making.
Marketing Encyclopedia	The image of an enterprise is its reputation formed in the market under the influence of marketing and communication activities.
G. Mintzberg	Image is a strategic asset that affects the long-term effectiveness of an organization.

Sourse: based on [73].

An image can be classified according to various criteria: the degree of objectivity (real and idealized), the level of coverage (product image, brand image, image of the company as a whole), and the target audience (image for consumers, partners, investors, employees). It is important to note that the image is not static - it changes over time under the influence of external and internal factors, such as changes in company policy, the external environment, competitors' behavior, etc.

It is difficult to overestimate the importance of image for a company. Firstly, the image is a factor in increasing competitiveness. Secondly, a positive image helps to build trust in the brand and reduce the cost of attracting new customers. Thirdly, a well-formed image supports the internal corporate culture and staff motivation, which ultimately increases the overall efficiency of the enterprise.

In today's environment, where competition in the market is extremely high, building a positive image of an enterprise is of strategic importance, which requires a strategic and global approach in the context of interaction with all representatives of the business environment. Therefore, image building is a continuous process and requires attention to detail. In addition, the growing importance of digital media and social networks has allowed many people to express their opinions about companies. Effective image management is therefore becoming increasingly complex and important.

To create an image of a company, firstly we should understand the main image objectives. Among them:

1. Increasing the prestige of the company, because the development of corporate identity indicates that the company pays attention not only to production issues.

2. Increasing the effectiveness of advertising and various product promotion activities.

3. Facilitating the introduction of new goods (services) to the market, since it is easier for a firm with a well-established image to bring goods to the market.

4. Increasing the competitiveness of the firm, because in the conditions of equal goods, competition is conducted at the level of firms' images.

It is better to entrust the artificial creation of an image to highly qualified professionals, so you should not save money on its creation. The image only partially “belongs” to the company - in the form of visual attributes of the corporate identity, the other part of it is created by PR and lives in the mass consciousness of the consumer. If the company does not take care of creating the right image, consumers can use their own imagination and come up with their own version of the image, which will not always be beneficial for the company.

Formation of the image of a trading company involves systematic work with many elements. Image components reflect the key aspects that shape the consumer's perception of the company. The main components of the image include the following:

1. Visual image (visual identity) is a set of external brand attributes: logo, color palette, font, packaging style, design of outlets, etc. It is the visual image that is often the first channel of consumer contact with the brand, so it should be clear, attractive and consistent.

2. Reputational image is formed on the basis of the company's social, economic, and ethical status. Customer reviews, expert opinions, media, and social networks play an important role.

3. Functional image is related to product quality, assortment, service level, and pricing policy. This is the most objective component of the image, reflecting the real advantages or disadvantages of the company.

4. Corporate culture is a system of values, norms, and traditions that are formed within the company and transmitted to the outside world. It has an impact on the behavior of employees, who often become the carriers of the company's image.

5. Communication image is how a company positions itself through communication channels: advertising, publications, participation in events, interaction with customers, etc.

Table 2

Key Components of a Company's Image

Image Component	Description
Visual Identity	Logo, packaging, store interior, appearance of staff
Reputation	Reviews, news coverage, media mentions, customer opinions
Product Quality	Compliance with standards, organic origin, taste characteristics
Service and Customer Care	Service speed, politeness of staff, shopping convenience
Social Responsibility	Environmental initiatives, charity activities, transparency of operations

Sourse: based on [74].

Each of these components works as a separate tool to influence the consumer, but is most effective when combined. For example, attractive packaging will not convince a customer if the products are of questionable quality or the service does not meet expectations.

The main elements of an organization's image.

In commercial practice today, much attention is paid to the ability to negotiate, which is a major factor in the success of a company's business.

When working for the success of your company abroad or in the domestic market, you should first of all think about the image of your country, industry, your individual company or organization. Because the image is your starting point for economic prosperity.

Another component of a company's image is equally important: the image of its industry. When, for example, a new French company starts producing cosmetics, it has

great advantages. The high prestige of French cosmetics, which has been gained over the years, now provides a certain level from which a new company begins to formulate its goals, its policies, and its decisions. The first big advantage is French cosmetics. The second advantage will be achieved if this company produces its perfumes with high quality, and the third - if the company's marketing is at a high level.

And finally, the success of the business largely depends on the company's image.

Its main elements are:

- Responsibility;
- Speed;
- Efficiency.

The system of shaping the company's image involves the use of specialized methods and tools that influence the minds of consumers, partners and the public. These methods are divided into internal and external.

Internal methods:

- Development of corporate culture (staff motivation, company values);
- Training of employees, especially those who directly interact with customers;
- Creation of an internal communications system (news, discussion, feedback);
- Formation of a cohesive team as a carrier of a positive image.

External methods:

- Conducting advertising campaigns (TV, radio, outdoor advertising, digital);
- Creating and developing corporate identity (brand book, guidelines);
- Maintaining pages in social networks, promotion through bloggers (influencer marketing);
- Holding events (presentations, tastings, participation in exhibitions);
- Forming a PR strategy (press releases, partner publications, interviews);
- Developing a customer loyalty program.

Below are the main means of forming an image:

Corporate identity is the basis of the image, the main means of its formation.

Visual means are design techniques for forming an image, including the creation of packaging, window displays, offices, exhibitions, and the development of ad layouts.

The original layouts can be different, but one element (detail) that is constantly present in all positions makes a whole series of layouts recognizable. Color also plays an important role.

Verbal (verbal) means - a specially selected style focused on the consumer's needs.

Advertising tools - advertising tools used in each case that contribute to the formation of a favorable attitude.

PR-activities are well-thought-out, planned, ongoing efforts to establish and strengthen mutual understanding between the company and the public. These include exhibitions, presentations, press conferences, and sponsorship events. When conducting PR events, it is necessary that the specifics of the company correspond to the specifics of the event. The attitude of the target groups to the PR activities and the size of the audience of the sponsored events are also important.

Every company has its own image in the minds of other market participants, whether it is aware of it or not. The image of an enterprise is the result of the interaction of a large number of factors, some of which can be controlled by the enterprise, while most of the factors are beyond its control, but can be influenced in some way.

Not all managers realize the need to have a good company image and consider it useful to spend money on company advertising. Attitudes to image and advertising vary from country to country. For example, in the USA 130 out of 150 largest enterprises order company advertising, in the UK 50 out of 150, in Ukraine and CIS countries even fewer enterprises care about creating their image.

The image of a company, its image, is the perception of the individuality of a given company, the awareness of its specific features and characteristics. Just as people express their individuality through the clothes they wear, the cars they drive, the jobs they choose, the neighborhoods they live in, so do businesses express their individuality through the goods and services they offer, the way they treat their employees, their name and trademarks, and the quality of their service.

In its most general form, the goal of image research is to assess the company's activities in interacting with stakeholder groups (public relations or PR).

It is known that PR functions are defined as follows:

- measurement, evaluation and interpretation of opinions and positions of different social groups;
- assistance to managers in defining goals aimed at increasing public understanding and approval of the company's products, policies and plans, and its personnel;
- coordination of these goals with the interests and demands of different social groups;
- development, implementation and evaluation of the results of programs to gain public understanding and approval.

Thus, the effective formation of an enterprise's image requires an integrated approach, a combination of different strategies and channels. Of particular importance is the correspondence of the image to the actual activities of the company. If the external image does not correspond to reality, it can lead to a loss of trust and reduced customer loyalty. A positive image is based not only on a pretty picture, but also on stability, honesty, social responsibility, and a quality product.

Table 3

Key Tools for Building a Company's Image

Tool	Description
Advertising	Informing about the brand, emphasizing its advantages
Public Relations (PR)	Creating a positive informational background
Branding	Visual and semantic identity of the company
Digital Marketing	Promotion on the Internet and social media
Event Marketing	Direct communication with customers through events
Social Initiatives	Increasing trust and emotional connection with the brand

Sourse: based on [74].

Thus, as a result of the theoretical analysis, it was found that the image of an enterprise is a complex category that includes both tangible and intangible aspects of the company's perception by consumers and other stakeholders. The image is formed on the basis of visual elements, reputation, product quality, price, service, corporate

culture and social responsibility. Each of these components plays an important role in shaping a positive attitude towards the company and increasing its competitiveness.

The theoretical justification shows that effective image formation requires a holistic strategy that combines internal organizational approaches (corporate culture, staff training) with external communication tools (advertising, PR, digital marketing, events, social initiatives). A positive image becomes a strategic resource of an enterprise, which not only ensures customer loyalty but also contributes to brand development, improved financial performance and market stability.

Thus, in modern conditions, it is the image that is one of the key factors in the successful functioning and long-term development of an food enterprise.

4.2 The impact of price on the formation of the image of the enterprise and the product

The image of a company and its product is an important intangible asset that influences the perception of the company by consumers, partners, and society as a whole. Image can be defined as the overall impression of a company that is formed in the minds of consumers based on various aspects of the company's activities, such as product quality, service, pricing policy, corporate culture, social responsibility, and marketing communication. Image encompasses not only external manifestations, but also the internal philosophy of the company, which can be conveyed through its brand and corporate values.

The role of image in a competitive environment is extremely important, as a positive image contributes to building trust in the brand, increasing customer loyalty, and creating a sustainable competitive advantage. In today's highly competitive environment, consumers are increasingly focused not only on the functional characteristics of products, but also on the values that the brand represents. Companies with a strong image are more likely to attract new customers, retain existing ones, and expand their market presence. In particular, image influences consumers' willingness to pay a premium price for goods or services and determines a company's success in negotiations with business partners.

The image of a product, in turn, is the perception of a particular product in the minds of consumers. This perception is shaped by its quality, functional characteristics, design, packaging, marketing campaigns, and user reviews. An important factor influencing the image of a product is its compliance with consumer expectations. If the product meets or exceeds expectations, this has a positive effect on the brand's reputation as a whole, contributing to increased sales and customer loyalty. Conversely, if the product does not meet the stated quality or consumer expectations remain unmet, this can lead to negative perceptions and damage to the image of both the product and the company.

With emotional factors becoming increasingly important in consumer decision-making, companies strive to create a unique and memorable image. An important part of this is clear and consistent communication with the audience. The use of marketing tools such as advertising, social media, sponsorship projects, and social responsibility initiatives allows companies to strengthen their image and differentiate themselves from their competitors. However, it is important to note that image building is a long and complex process that requires a systematic approach and constant monitoring of the market situation.

Thus, the image of a company and its products is an integral part of its marketing strategy. It plays a key role in shaping relationships with consumers and influences the overall success of the company. A strong and positive image contributes not only to sales growth but also to an increase in brand value, which is an important factor in long-term competitiveness in the market.

Building a positive image for a company requires a systematic approach that includes strategic planning and comprehensive implementation of measures. Such measures include improving product quality, innovative solutions, social initiatives, and responsible corporate behavior. In particular, investments in improving product quality or expanding the product range can significantly influence how consumers perceive the brand. It is important that these steps are not one-off, but integrated into the overall development strategy of the company.

Another important aspect of image building is corporate reputation management. In the age of digital technology and social media, companies must be prepared for information about them to spread quickly and have a significant impact on brand perception. Even a single negative situation, if not resolved in a timely and professional manner, can significantly damage the image. Therefore, it is important to have a clear crisis communication plan in place to minimize the impact of any adverse circumstances.

The role of image is especially important in cases where a company's products do not have significant functional differences from competitors' products. In such a situation, image can be a decisive factor for consumers when choosing a product. For example, companies that emphasize the environmental friendliness of their products or support social initiatives can create a strong emotional connection with consumers. This connection becomes an important competitive advantage that is difficult for other market players to replicate.

In addition to emotional aspects, image also affects a company's financial performance. Studies show that companies with a positive image have higher capitalization, receive more investment, and enter into more lucrative contracts with partners. This is because image builds trust, which is the foundation for the development of any business relationship. At the same time, a positive image can help a company attract and retain talented employees who want to be part of a successful and prestigious organization.

Thus, the image of a company and its products has a comprehensive impact on all aspects of the company's activities — from attracting customers and increasing sales to strengthening corporate culture and improving financial results. Successful image management requires a company to be flexible, have a strategic vision, and be ready to quickly adapt to changes in the market environment. Only by combining these factors can a company maintain a high level of trust and remain competitive in the long term.

Pricing policy and corporate image have a significant impact on a company's success in a competitive environment. As the analysis shows, the correct use of pricing strategies allows not only to attract different consumer segments, but also to form a

positive impression of the brand. Premium prices emphasize the high quality and exclusivity of goods, while an affordable pricing policy can attract a wider audience and ensure rapid market penetration.

Understanding the psychological mechanisms underlying price perception allows companies to effectively use it as a marketing tool and for shaping their brand image.

Buyers cannot always objectively assess the true value of a product, so they rely on various psychological cues and heuristics to make purchasing decisions.

Table 5

Examples of the impact of pricing policy on a company's image

Pricing strategy	**Description**	**Impact on image**
Premium pricing	Setting high prices to emphasize the uniqueness and quality of the product	Creating an image of a prestigious and high-quality brand
Price penetration strategy	Lowering prices to quickly capture the market	Image of an affordable and budget brand that suits a wide range of consumers
Flexible pricing policy	Regular price adjustments in response to market changes	Image of an adaptive and customer-oriented brand
Discounts and promotions	Offering temporary discounts or special promotions to attract customers	Image of a company that cares about consumers and offers favorable terms

Source: developed by the author.

One such signal is the reference effect, or comparison. Consumers tend to compare the price of a product with competitors' prices, with previous prices for the same product, or even with prices for other products that are not directly related to the purchase in question. For example, if a buyer sees two similar products priced at $100 and $150, they may perceive the $100 product as a better deal, even if its objective value is not low. Marketers can use this effect by offering consumers "anchor" prices, which they will use to compare the prices of other products [75].

Another important psychological aspect is the contrast effect [76]. Consumers perceive the price more acutely if it contrasts with other prices they see at the same time. For example, when buying an expensive product, such as a car, sellers often offer additional accessories that are significantly cheaper than the main product. Against the backdrop of the high price of the car, the price of the accessories seems insignificant, and buyers are more willing to agree to purchase them.

Table 6

The impact of image on the competitive position of an enterprise

Company image	Description	Competitive advantage
Environmentally responsible brand	A company that actively supports environmental initiatives and uses environmentally friendly materials	Attracting eco-conscious consumers and strengthening loyalty
Innovative brand	A company associated with new technologies and innovative products	Image of a leader in its field, attracting investors and partners
A family-oriented brand	A brand that emphasizes family values and product safety	Attracting a family audience that values care and safety
Social responsibility brand	A company that actively participates in social projects and supports the community	Strengthening reputation and attracting customers who support social initiatives

Source: developed by the author.

It is also worth considering the value of the offer [77]. The value of a brand is not only the functionality and quality of the product, but also certain associated positive characteristics that distinguish the brand from other similar products. These can be the emotions that the brand evokes or the feeling of belonging to a particular social group. For example, a person who has purchased a product of a certain brand may feel that they belong to a specific social group, feel prestige from the purchase, be confident in the high quality and reliability of the product, etc. All these intangible qualities give the consumer special satisfaction from using the brand.

Studies show that consumers tend to perceive price as a signal of product quality [75]. A high price can be associated with high quality, prestige, and reliability, while a low price can indicate low quality or unreliability. This effect explains why some companies use a premium pricing strategy, setting high prices for their products to create an image of exclusivity and high quality.

The power of a free offer is also an effective method of influencing the psychological perception of price. Buyers tend to overestimate the value of free goods or services, which explains the popularity of promotions, discounts, and special offers [75].

An important aspect is the honesty effect. If a manufacturer is forced to raise prices, it is important to explain the reasons for this change to consumers in order to avoid a feeling of deception and maintain loyalty.

In addition, consumers tend to avoid extremes (the effect of extreme options). Therefore, in stores, higher-priced items are placed on the shelf next to certain products, against which the price of the main product appears optimal to the consumer.

Equally important is the framing effect, or the effect of unrounded prices [75]. People tend to perceive the difference between 89.90 and 100.0 as closer to 20.1 than to 10.1 because their judgments are tied to the left-hand digit. However, recently, consumer confidence has been higher for prices with fractional non-standard divisions, such as 186.7. Such a price looks more realistic, and potential consumers feel that the company has set the minimum possible markup on the product.

Understanding these and other psychological aspects of price perception allows companies to develop effective pricing strategies and shape the desired brand image.

Price is an integral part of marketing activities, reflecting not only the cost of the product, but also its value in the eyes of the consumer. The marketing approach to pricing takes into account the buyer's perception of the consumer value of the product. Price is one of the key elements of the marketing mix that generates revenue for the company. It has a number of features, such as flexibility, impact on demand, interconnection with other elements of the marketing mix, and psychological impact

on consumers. Understanding these features allows companies to effectively use price to achieve their marketing goals.

One of the modern approaches to pricing policy is the use of the concept of value-based pricing. This concept involves setting the price of a product based on its value in the eyes of the consumer, rather than on production costs or competitive prices. This means that the company tries to understand how much the consumer is willing to pay for the product and, based on this, forms its price offer. This approach allows you to increase consumer loyalty and create a positive image, as customers feel that they are getting a product that justifies their expenses.

Another important approach is dynamic pricing, which involves flexible price adjustments depending on changes in the market situation, demand, or competitors' actions. Thanks to the introduction of modern technologies and big data, companies can quickly change the prices of their goods or services. This is especially relevant for e-commerce and the aviation industry, where prices can change in real time. Dynamic pricing allows a company to remain competitive while maintaining a positive image among consumers who are accustomed to transparent and fair prices.

One of the concepts actively used in modern marketing practice is psychological pricing. It is based on consumers' psychological perception of prices, when, for example, discounted prices or prices ending in ".99" create the impression of a bargain. Psychological pricing helps to shape the image of a company as customer-oriented, caring for consumers and providing them with attractive offers. However, the use of this approach must be carefully thought out so as not to cause customers to doubt the quality of the product or feel manipulated.

In today's environment, price transparency is also an important aspect. Many companies strive to ensure the openness of their pricing policies by explaining the price structure and providing information about the factors that influence it. This is especially true for companies operating in premium segments or providing complex services, where prices may be significantly higher than the market average. Price transparency helps to strengthen consumer confidence and create a positive image of a reliable and honest brand.

Thus, the impact of pricing policy on a company's image requires a comprehensive approach that takes into account current trends and consumer expectations. The choice of a particular pricing strategy must be justified and consistent with the company's overall marketing strategy. Companies that successfully combine innovative approaches to pricing with concern for their image are more likely to achieve long-term success and loyalty from their customers.

The role of pricing policy in creating a company's image becomes especially important in the digital age, when information about prices and products is easily accessible to consumers. The proliferation of internet platforms and online reviews allows potential customers to quickly compare prices and draw conclusions about the cost and quality of products. In this regard, companies need to be particularly careful to ensure that their pricing strategies meet consumer expectations and are competitive. A positive image is formed when consumers see that a company offers a fair price that reflects the real value of a product or service.

The importance of pricing policy on a company's image is also evident in times of crisis or economic challenges. For example, during periods of economic downturn, companies that are able to quickly adapt their prices or offer favorable terms to customers can not only retain their audience but also strengthen their reputation. Flexible pricing in such conditions can be perceived as a sign of customer care and the ability to effectively manage crises, which further strengthens the company's image.

It is important to understand that modern pricing policy is not only a tool for maximizing profits, but also a means of communication with consumers. Successful companies use prices as a way to convey their brand values, create an emotional connection with consumers, and ensure their loyalty. Therefore, an effective pricing strategy should be integrated into the company's overall marketing policy, take into account the characteristics of the target audience, and ensure a balance between profitability and positive brand perception.

So, pricing policy in modern conditions requires a careful approach and constant analysis of changes in consumer behavior and market conditions. Companies that take into account the latest pricing concepts and skillfully adapt their strategies to new

challenges have a better chance not only of remaining competitive, but also of creating a strong, attractive image that will contribute to long-term development and success in the market.

4.3 Factors and functions of pricing for branded goods

Pricing for branded goods is an important part of a company's marketing strategy, as it directly affects the competitiveness of products and their perception by consumers. Unlike ordinary goods, the price of branded products is formed not only on the basis of production and marketing costs, but also taking into account intangible factors such as brand reputation, customer loyalty, and its unique value proposition. A well-defined pricing policy allows a company not only to cover its costs and make a profit, but also to strengthen its brand position in the market.

Premium pricing is applied to branded products, with the premium surcharge increasing as consumer loyalty to the brand increases. There are three levels of factors influencing such loyalty (Fig. 1).

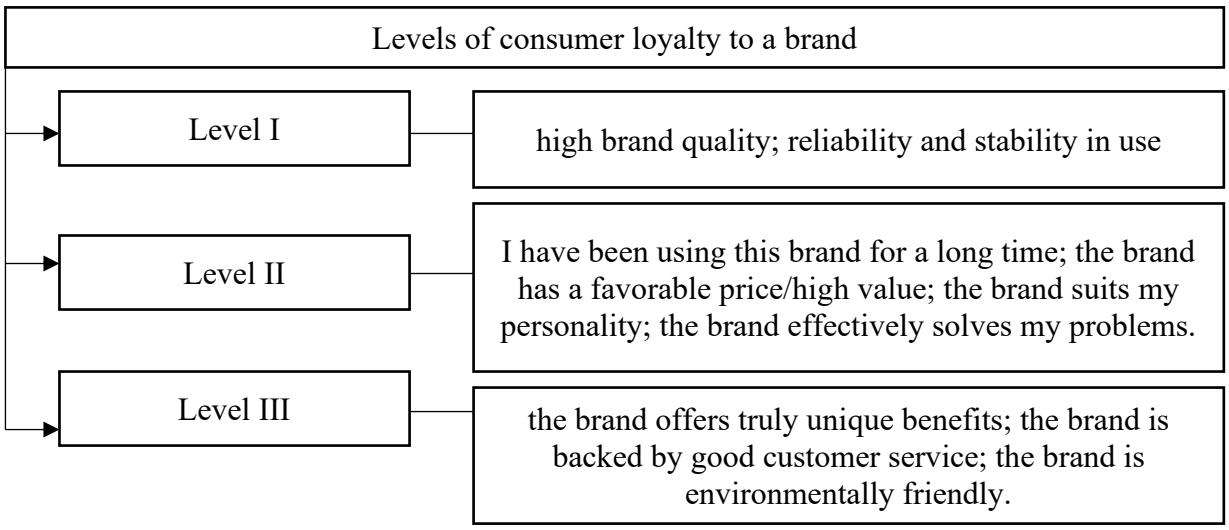

Fig. 1. Levels of consumer loyalty to a brand

Source: [78]

The relationship between brand and price is as follows: the stronger the brand, the higher the price, and, accordingly, the higher the price, the stronger the brand. Strong brands have market advantages over their competitors in the form of:

- higher prices due to the fact that buyers are more confident in the properties and quality of branded goods; well-known brands are characterized by low price elasticity;
- higher sales volumes – sometimes the supplier company "sacrifices" the brand premium by offering goods at or close to the average market price, while the brand's reputation will help increase sales volumes (economies of scale); sometimes by expanding product lines and brand families (brand extension), which allows for greater market coverage or successful entry into other markets;
- reducing costs, including through economies of scale, which brand owners sometimes use;
- improving asset utilization. Strong brands provide suppliers with significant opportunities to save on fixed and working capital. They provide economies of scale in production and distribution. In addition, it is profitable for suppliers and distributors to work with companies that have well-known brands;
- faster reimbursement of costs for developing and releasing products. The stronger the brand, the more likely buyers are to want to try a new product under its name. The sooner they do so, the faster the product development costs will be recouped and the target return on investment will be achieved;
- Attracting new buyers is cheaper, which directly affects practical results. When a new product is released under a well-known brand, buyers are more willing to put their reputation on the line and recommend it to others. For weak brands, this process begins three to six months later. Thus, the cost of attracting new customers to the brand is reduced, and, again, the return on investment is accelerated.
- Loyal customers are willing to pay a premium price for the brand, which increases its profitability per customer. The longer the brand manages to retain the customer, the more profitable it becomes and the more the consumer is willing to pay a premium price for goods under its name.
- Premium prices provide a high degree of control over the distribution channel. When a well-known brand is sold at a high price, participants in the distribution channel receive fairly high incomes without competing with each other.

- Profitable opportunities for co-branding and licensing arise. Co-branding and licensing of brands are quite common. The main thing here is not to "stretch" the brand too much just for the sake of additional profits.
- The company has the opportunity to offer its brand to different consumer segments and conquer the entire category without any reduction in brand value [79].

Marketing pricing of a brand performs several important functions (Fig. 2), which are a key element in business management strategy, since it is pricing that largely determines how the brand and its products will be perceived in the market, what the demand for them will be, and how competitive they will be. Brand pricing plays a strategic role in determining the brand's image in the market.

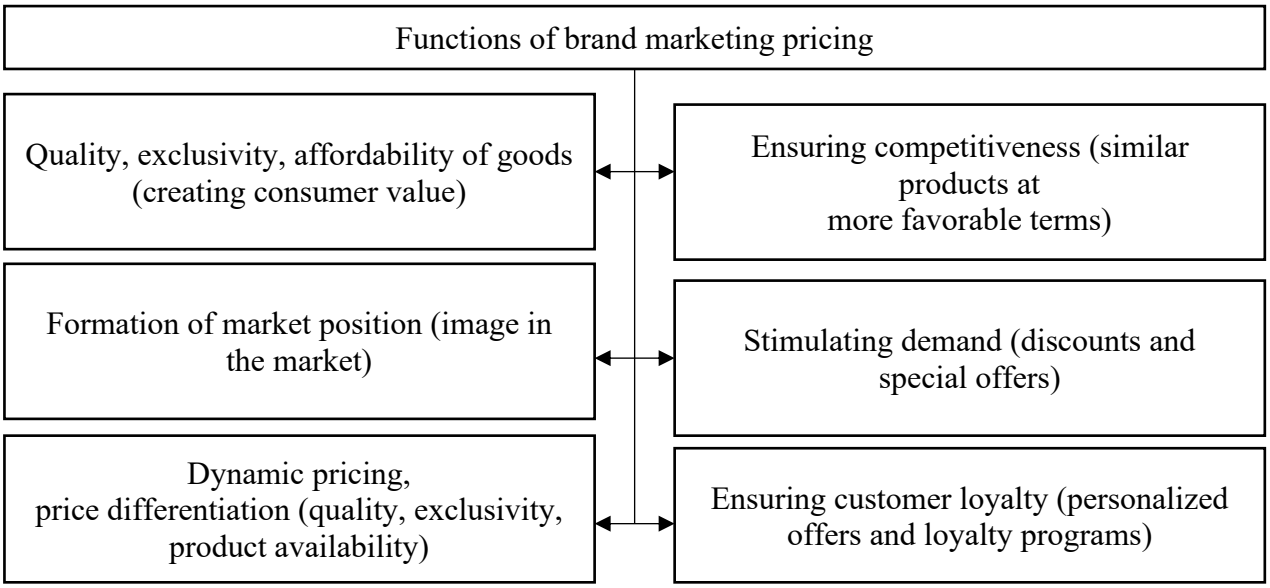

Fig. 2. Functions of brand marketing pricing

Source: [80]

Pricing is also used to create a brand image in the market. High prices allow a product to be positioned as premium, associated with quality and exclusivity, drawing attention to the product as a status symbol. On the other hand, affordable prices can position the product as mass-market, allowing it to reach a wide market segment and helping to build loyalty among consumers who value economy and value. Thus, marketing pricing performs multifaceted functions, each of which plays an important role in the overall marketing strategy of the enterprise. Effective performance of these

functions enables the business not only to maintain financial stability, but also to adapt to dynamic market changes, satisfy consumer needs, and strengthen competitive positions.

Modern approaches to brand marketing pricing have become very important, as companies are forced to take into account rapid changes in consumer preferences, high levels of competition, and constant adaptation to market conditions. The latest brand pricing methods are aimed at creating additional value for consumers and increasing their loyalty, which, in turn, allows long-term business goals to be achieved (Table 7).

Table 7

Modern approaches to brand marketing pricing

Approach	Goal	Examples
Value for the consumer	Ensure that the price is commensurate with the benefits of the brand	Surveys; Competitor analysis; Demand assessment
Competitive	Balance between profitability and brand appeal	Price monitoring; Focus on leaders; Profitability
Psychological	Increasing brand purchase readiness	Prices of "9" or "99"; Packages; Barrier price
Dynamic	Real-time brand revenue optimization	Data analysis; Automation; Behavioral analysis
Personalized	Individual brand offers	Big Data; Machine learning; CRM

Source: [80]

Thus, pricing for branded goods is influenced by a complex set of factors, the key ones being consumer loyalty, brand reputation, perception of brand value, and the competitive environment. A strong brand commands a higher price due to trust in quality, low price elasticity, the ability to scale sales, and lower costs. The functions of brand marketing pricing are to shape its image, position it in the market, stimulate demand, and strengthen competitive advantages. The combination of these factors and functions allows for the effective implementation of a brand development strategy, increasing its profitability and market stability.

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5. Sustainable marketing of organic fertilizer companies in the context of environmentalisation

Ukraine is one of the world leaders in grain cultivation thanks to its fertile soils and favourable climate. Ukrainian enterprises are key players in global food security. In order to maintain its role as a food leader and achieve sustainable development goals, Ukraine has emphasised the need to halt land degradation and biodiversity loss. Such greening processes require an increase in the production and use of organic fertilisers by households and farms. At the same time, rising gas prices increase the cost of mineral fertilisers and also catalyse an increase in the production of organic fertilisers.

Expanding the capacity of the organic fertiliser market requires active use of marketing, the development of effective tools to improve the environmental situation, and the creation of economic value through social responsibility. As a result, marketing is becoming increasingly important in the context of growing demand for environmentally friendly products and the need to minimise negative impacts on the environment. Research into the marketing of organic fertiliser companies in the context of environmentalisation is important for achieving sustainable development goals. However, there is almost no scientific research on this issue. This dissertation research is the first attempt at a scientific understanding of organic fertiliser marketing. Therefore, it is important to develop a theoretical and methodological basis for the marketing of organic fertiliser companies in the context of environmentalisation.

A significant contribution to the development of the theory of ecological marketing, the identification of organic marketing factors, and the patterns of socio-ethical marketing has been made in the works of many scientists. In particular, among foreign scientists, these are Andrews A., Castells M., Kotler F., Ottman J. Among domestic scholars, the works of S. Ilyashenko, Ya. Larina, D. Raiko, N. Savitskaya, O. Sadchenko and O. Shafalyuk should be noted.

The research is motivated by the need to develop scientific thinking on the use of organic fertiliser marketing, taking into account the greening of economic conditions and the possibilities of omnichannel influence on the formation of new consumer

behaviour patterns, which accordingly determined the choice of the topic, purpose and objectives of the research, and shaped the structure and content of the dissertation.

The purpose of the study is to develop theoretical and methodological foundations for the marketing of organic fertiliser companies in the context of environmentalisation.

Achieving the goal of the work necessitated solving the following tasks:

– to explore the evolution of the essence of ecological marketing;

– to study the Trends of greening in the context of sustainable development;

– to determine the place of development of the technology of production of organic fertilizers "Earth Revival" in the classification of green technologies.

The object of the study is the marketing process of organic fertiliser companies.

The subject of the study is the theoretical and methodological foundations of marketing organic fertiliser companies in the context of greening.

Research methods. To solve the tasks set in the dissertation the following research methods were used: analysis and synthesis – to study the theoretical foundations of environmental marketing; classification and systematisation – to construct a classification of fertiliser marketing; comparative, functional-cost, and economic analysis – for the economic and environmental justification of fertiliser production from sewage sludge; SWOT analysis – to monitor the marketing activities of a company producing fertilisers from sewage sludge.

The information base of the study consisted of the works of domestic and foreign scientists, as well as practitioners in the field of research, current legislation and regulatory acts, data from the State Statistics Service of Ukraine and open Internet sources, open analytical reports, enterprise data, and the results of our own research.

5.1 The evolution of the essence of ecological marketing

In the context of post-war recovery, the role of corporate social responsibility is growing. Businesses naturally need socio-economic transformation, and one of the key elements of such transformation is socially responsible marketing. We are now seeing a transformation in consumer habits (the desire to save time, engage in online shopping,

lead a healthy lifestyle, and consume in an environmentally friendly manner). To remain competitive, enterprises must respond to these changes.

The term "green marketing" is often used, but scientists have not yet reached a consensus on its meaning. Therefore, the debatable nature of the essence of green marketing is obvious. For many years, the main goal of marketing was to promote manufactured products. It used to be irrelevant at what cost to the environment this would be done. Now, it has become clear that if we continue to act in this way, the age of human activity on Earth will quickly come to an end. Already, many changes in nature are occurring as a result of human activity. The rapid economic growth of various countries through urbanisation and intensification of production has come at the cost of radical shifts in the ecological situation. Abrupt changes in biodiversity, deforestation, chemical emissions, water pollution, carbon emissions – this is far from a complete list of the destructive impact of humans on the environment [81].

Environmental marketing has gone through three stages of evolution [82]:

1) Environmental marketing is a concept that emerged in the 1970s, involves targeted efforts focused on reducing dependence on partially harmful products and views marketing from the perspective of contributing to the solution of environmental problems;

2) environmental marketing is a concept that emerged in the late 1980s and early 1990s and aims to reduce harmful impacts on the environment through the use of lean manufacturing techniques and the creation of new innovative products that reduce emissions and waste. This creates additional opportunities to gain competitive advantages by meeting the needs of environmentally conscious consumers.

3) Sustainable marketing is a concept that emerged in the early 2000s and seeks to cover the environmental costs of production and consumption in order to create a sustainable economy. In addition to environmental aspects, social and societal requirements are of particular importance in this concept. The evolution of environmental marketing required demands from society.

Castells M. writes about the complexity of the interaction between technology, society, space and ecology [83].

The following can be considered prerequisites for the creation of environmental marketing [83]:

– marketing – the emergence of concepts that allow for the balancing of several conflicting issues in order to reduce the negative impact of marketing on society;

– environmental – increased anthropogenic impact and disruption of the ecological balance caused by pollution of the air, water, forests and soil as a result of human activity;

– social – growing demand for environmentally friendly products and greening of business, resulting from the deterioration of human health due to environmental pollution;

– technological – rapid development of technological tools and solutions that promote the implementation of environmentally friendly production;

– economic – the existence of economic conditions that ensure the efficiency of environmentally friendly production and services.

F. Kotler, as a proponent of the concept of corporate social responsibility, supports the idea that companies should integrate environmental aspects into their marketing strategy to meet the demands of modern consumers and create a sustainable business [84]. He argued that the greening of marketing activities is necessary. His concept of social and ethical marketing confirms that "the task of a company is to identify the needs and interests of target markets and ensure their desired satisfaction in more efficient and productive ways (than competitors) while preserving and consolidating the well-being of consumers and society as a whole" [83]. The only ways to satisfy needs that are more effective and productive than those of competitors are those that provide customers with environmentally friendly food products, industrial goods, and a high-quality natural environment (clean air and water).

Larina Y.S., Remez Y.B., and Pereyradkina E.S. studied the environmental situation, the state of demand for eco-products, and environmental trends in the activities of Ukrainian enterprises. As a result, they supplemented the composition of the environmental marketing complex (eco-4P) in terms of sustainable development to 11P, which includes the elements of People, Publicity, Physical Evidence, Perceptual

Psychology, Package, Purchase, Probe. The following advantages are highlighted in the environmental marketing strategy: economic, marketing, social and environmental [85].

A. Andrews considers eco-marketing to be a special type of human activity aimed at satisfying needs through exchanges that do not disturb the ecological balance of the environment and do not affect the health of society [86].

J. Ottman defines environmental marketing as "a company's economic activity aimed at producing environmentally friendly products, creating demand for these products and bringing all of the company's resources into line with market requirements and opportunities without harming the environment" [87]. However, in her opinion, the implementation of environmental marketing principles does not yet guarantee competitive advantages.

To transform the opportunities of eco-marketing into competitive advantages, J. Ottman has developed five rules of environmental marketing [88].

The first rule is "know your customer". You need to make sure that potential consumers understand the benefits of the product and its importance, or that the product offers another, more obvious benefit that increases its value in the eyes of the consumer.

The second rule is "empower consumers." Consumers need to feel that their consumer behaviour will make a difference, which in turn will encourage them to buy environmentally friendly products.

The third rule is "we must act transparently". Consumers must believe that the product complies with legal standards and the manufacturer's claims about its benefits. Consumers often do not trust the information provided by manufacturers about improved environmental characteristics of products and production processes. Some abuse the environmental theme by using unfounded environmental declarations or their own eco-labels.

The fourth rule is "the need to convince buyers". Consumers are not willing to give up normal product quality for the sake of protecting the environment and therefore must believe that the products perform their stated function flawlessly.

The fifth rule is "pricing must be carefully considered". If the price is higher than

that of a conventional product, you need to make sure that consumers will accept this price and consider it appropriate. Of course, many consumers are not willing to pay a premium price for conventional or eco-friendly products, especially during a recession. This must be taken into account when determining the target audience for eco-friendly products.

The American Marketing Association provides the following three definitions of "green marketing" [89]:

– at the retail level: the promotion and marketing of products intended to be environmentally safe;

– from a social marketing perspective: the development, promotion and marketing of products designed to minimise or improve the quality of negative environmental impacts;

– from an environmental perspective: an organisation's efforts to produce, promote, package and dispose of goods in a manner that considers or addresses environmental issues.

K. Pitti believes that "environmental marketing is a management process aimed at identifying, anticipating and satisfying consumer and social needs in an effective and sustainable manner" [82].

A. Vychevych, T. Vaidanich, and I. Didovich define environmental marketing as "a management function for organising and directing consumer demand for goods and services that contribute to the preservation of key ecosystems at the qualitative and quantitative levels and satisfy the needs of individuals, organisations, and society as a whole. Also, in their opinion, it is a function of transforming consumer requests into environmentally oriented requests.

Sager L.Yu. and Nikonenets M.O. believe that environmental marketing is a specific type of marketing that involves directing all of a company's activities (product development, production, packaging, transportation, sales, promotion, processing and disposal) towards the formation and satisfaction of environmentally oriented needs in order to make a profit and protect the environment and human health [90].

Sadchenko O.V. and Kharichkov S.K. emphasise that environmental marketing

is designed "not only to ensure maximum growth in consumption, expansion of consumer choice, satisfaction of consumer needs and maximum improvement in quality of life, but also to support the sustainable and balanced development of the region and preserve the high quality of the environment" [90]. They identify six concepts of environmental marketing [87].

The first concept. Environmental marketing is the marketing of products and services that takes into account the most important elements of the external environment – environmental standards and norms.

The second concept. Marketing of environmental products and services is a special type of marketing that is the result of the emergence of people's environmental needs due to the deterioration of the environment and the growth of environmental awareness in society.

Third concept. Marketing of natural conditions and resources and marketing of environmental management is corporate-type environmental marketing, which is focused on local and national authorities, legal owners of natural resources in the regional and national territory.

The fourth concept. Marketing of environmental protection and habitat restoration is a non-commercial type of environmental marketing aimed at protecting the gene pool of the human habitat and the biosphere and taking appropriate measures to restore individual components of disturbed ecosystems and natural environments.

Fifth concept. Marketing of environmental knowledge and technologies is a type of idea marketing (according to F. Kotler). This type of concept is closely related to the previous concepts of environmental marketing, as eco-marketing provides the necessary environmental know-how in the marketing process (in a broad sense, this includes organising scientific research to obtain new environmental knowledge, developing environmentally friendly technologies, analysing and monitoring environmental legislation, environmental expertise, environmental auditing and consulting). The subjects of marketing are scientific organisations, universities, know-how companies, individual scientists, researchers and experts [87];

Sixth concept. The concept of network eco-marketing – marketing in a relational system of sustainable social development – is not a separate process of social

reproduction or a fragment of the movement of resources and goods in a single cycle, but rather views it as a single chain covering the entire process of the "natural resource-waste-goods" cycle, taking into account the side effects on the environment.

Yarema V.I. and Lendel O.D. believe that ecological marketing is a management function that organises and directs the activities of government bodies, state institutions and enterprises in assessing consumer demands and transforming them into environmental orientation. It is also a management function that organises and directs activities to transform consumer demand for goods and services that contribute to the preservation of key ecosystems at the qualitative and quantitative levels and satisfy the needs of individuals, organisations and society as a whole for environmentally oriented demand [91].

F. Kotler has developed a complex of marketing environmental services (Fig. 1.1).

Internal marketing, in particular, means paying attention to the environmental awareness of staff in the field of environmental services. In addition to ensuring the traditional key elements of the marketing mix (environmentally friendly products, pricing, promotion and distribution), it is necessary to train employees and service personnel. Creating an environmental department to provide environmental services is insufficient and ineffective [91].

External marketing, on the other hand, includes the formation of an environmentally conscious consumer market, cooperation with intermediaries, interaction with environmentally oriented parties and public organisations, political and legal support for environmentally balanced activities, information on environmental issues and forecasting of development trends. External and internal systems must interact closely through two-way marketing. Ultimately, the quality of services depends on the relationship between buyer and seller; interaction must ensure an understanding of the importance of environmental issues and the appropriate provision of environmental services.

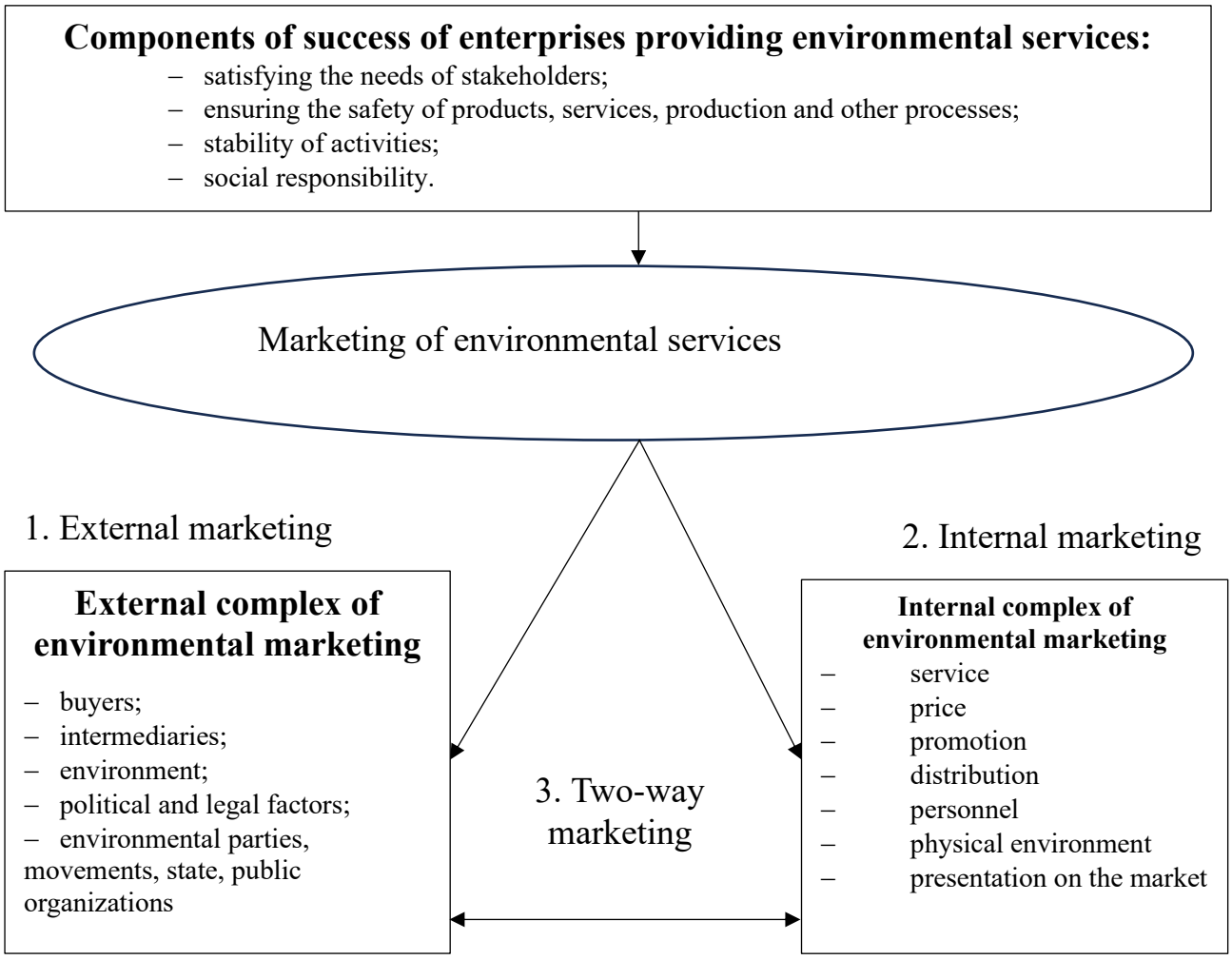

Figure 1.1 – Three marketing options in the environmental services sector

Source: [91]

Key scientific approaches to interpreting the concept of "environmental marketing" are presented in Table 1.1.

Table 1.1 – Analysis of scientific approaches to defining the concept "green marketing"

Authors	Scientific approach	Disadvantages of the scientific approach
Sager L.Yu., Nikonenets M.O.	Environmental marketing is a special type of marketing that focuses corporate activities on forming and satisfying environmental needs in order to make a profit and protect the environment and human health	Ecological marketing is an integral part of corporate activity, and not a special type of marketing
K. Pitti	Environmental marketing is a management process aimed at identifying, anticipating and satisfying consumer and social needs in an effective and sustainable manner	The title mentions ecology, but this is not reflected in the definition.

Continuation of Table 1.1

Vychevich A., Vaidanich T., Didovich I.	Environmental marketing is "a management function for organising and directing consumer demand for goods and services that contribute to the preservation of key ecosystems in terms of quality and quantity and meet the needs of both individuals and as well as and organisations or society as a whole."	The definition is abstract in nature and does not explain how the conservation of key ecosystems is achieved
Sadchenko O.V., Kharichkov S.K.	Ecological marketing aims to maximise consumption growth, expand consumer choice , satisfy consumer needs and improve quality of life, as well as support sustainable and balanced regional development and maintain a high quality environment	There is no emphasis on green technologies that should satisfy buyers and preserve the environment

Source: [82, 87, 90]

Having analysed the positive aspects and shortcomings of existing scientific approaches, we offer our own interpretation of the essence of the concept of "green marketing". Green marketing is the marketing of goods produced using "green technologies" that adhere to an environmentally friendly approach.

Since organic fertilisers are a priori produced using "green technologies", ecological marketing is a generic concept for the marketing of organic fertilisers, i.e. the marketing of organic fertilisers is a type of ecological marketing.

Based on the author's approach, "environmental marketing" should be considered as a tool for economic development in the context of environmentalisation. The goal of environmental marketing is to make eco-products the standard. To achieve this, the following areas must be addressed: raising consumer environmental awareness; developing environmentally friendly products; promoting environmentally friendly products on the market; forming a community of "eco-consumers" on the market; and greening production.

We propose considering the following tasks of ecological marketing:

1) creating an environmentally responsible, environmentally positive image of enterprises;

2) increasing customer loyalty;

3) creating new eco-friendly products;

4) attracting opinion leaders (influencers);

5) introducing waste-free or safer production methods (using biodegradable or recycled packaging, refusing to use harmful chemical components in products).

At the present stage, environmental marketing is a key element of sustainable development based on a network concept.

The network concept is a chain that covers the entire cycle process "nature-resource-waste-commodity", and also takes into account secondary impacts on the environment [90].

Figure 1.2 shows the basic categories and principles of environmental marketing. When developing an environmental marketing mechanism, the collection and processing of information from customers must be taken into account.

Environmental marketing is based on the following principles [92]:

– compliance with legal norms regarding the use of natural resources;

– compliance with ethical and moral standards;

– acquisition of safe, innovative new technologies that do not generate waste, for example, the use of less hazardous chemical compounds and production methods;

– innovation, i.e. the active development and implementation of eco-innovations that improve the environmental performance of products by reducing energy, water and raw material consumption, as well as reducing the use of non-renewable raw materials;

– ensuring openness, integrity, reliability and transparency of corporate reporting;

– ensuring trust and integrity (and eliminating "pseudo" green initiatives);

– creating a positive image in the eyes of consumers, shareholders, etc.;

– eco-labelling of products;

– intensification of marketing communication tools – active advertising of eco-innovations and environmentally friendly ("green") products and services. Positive advertising of environmentally friendly products and services ("green" advertising).

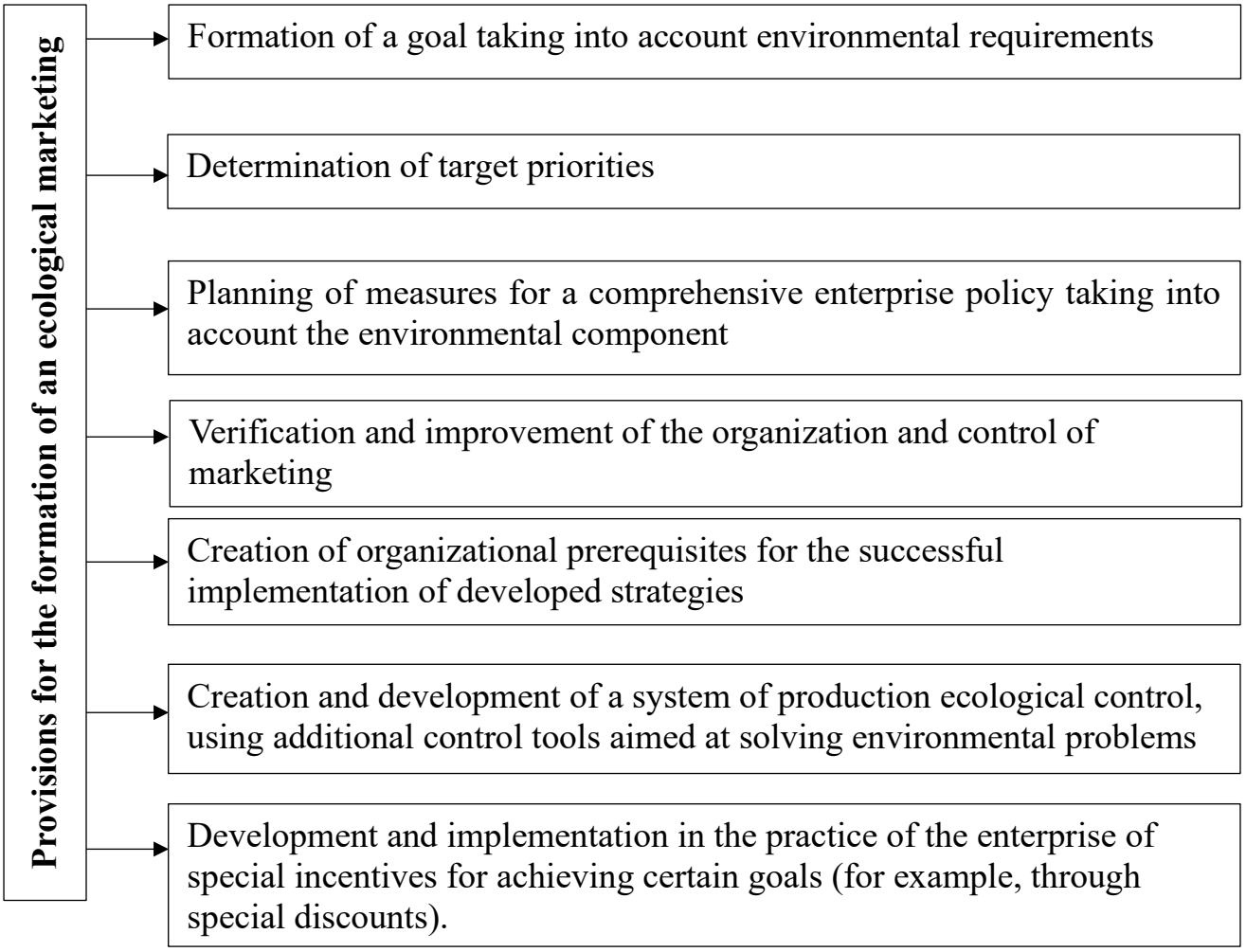

Figure 1.2 – Basic principles of environmental marketing

Source: [93]

In light of the concept of sustainable development of society, the following areas of eco-marketing research can be identified [93]:

– research of the market as a whole – identification of new segments in "green" markets, research of sources of new competitive advantages for making key marketing decisions, prediction of the future market situation;

– product research – studying the possibility of modifying the product itself, improving its production process (technology), methods of waste disposal, ecological, economical and creative (design) packaging of goods, the product's ability to be recycled and disposed of, energy-saving methods; determining the degree of danger of the product to human health and the environment;

– research on competitors – studying manufacturers of similar products, their strengths and weaknesses. Research on factors that shape consumer demand: shaping consumer attitudes and loyalty, informing target audiences about the competitive advantages of goods;

– research on increasing brand awareness (development of PR campaign) – improving the image and business reputation of the company in the market.

Rashchenko A.V. and Zinovchuk N.V. divided the bearers of environmental needs into two groups – individuals and certain social institutions [94].

1) Environmental needs in the economic sphere:

– needs of consumers – environmentally clean products food; environmentally friendly water; environmentally friendly consumer goods; means of protecting people in a polluted environment (water purification filters, air conditioners);

– manufacturers needs – eco-technology (equipment and devices for environmental pollution control; technology that ensures energy and resource conservation and reuse of industrial and household waste; purification equipment); eco-technologies (technologies for soil protection, decontamination and recultivation; technologies that ensure a reduction in the resource and energy intensity of products; technologies for recycling industrial and household waste; technologies for the production of environmentally friendly food, consumer goods and raw materials); new types of raw materials and energy resources; environmental services (cleaning of contaminated soil and water; waste disposal and wastewater treatment; advertising of environmentally friendly products and goods; eco-labelling of goods);

– needs of state and local authorities – environmental technology (equipment and devices for monitoring the natural environment; technology for energy and resource conservation and reuse of industrial and household waste; purification equipment); eco-technologies (technologies for soil protection, decontamination and recultivation; technologies that reduce the resource and energy intensity of products; technologies for recycling industrial and household waste); environmental services (cleaning up polluted soil and water; waste disposal and wastewater treatment; landscaping and afforestation, improvement of roads and urban natural parks;

continuous monitoring).

2) Environmental needs in the social sphere:

– consumer needs – environmental education and awareness; environmental information services (in particular, assessment of the environmental cleanliness of goods and services); nature reserves, zoos, botanical gardens, national parks, recreational areas);

– manufacturers' needs – general professional environmental education; professionally-oriented environmental education; environmental information services (assessment of the environmental impact of production, environmental certification of production processes and goods, publication of environmental literature, dissemination of environmental information in print); environmental consulting (consulting on the implementation of environmental management in enterprises, certification and environmental labelling, application of international and domestic environmental standards); environmental auditing (verification and assessment of production compliance with environmental standards);

– needs of state and local authorities – career-oriented environmental education; organisation of formal environmental education (in pre-school institutions, general education schools, extracurricular education institutions, vocational and technical schools); organisation of informal environmental education through the media (radio, television, newspapers, magazines, advertising), cultural institutions, healthcare, tourism, etc.; environmental information service (creation of an information base on the state and dynamics of changes in the natural environment; analysis of objects, causes and consequences of violations of environmental well-being of territories; assessment of the sustainability of environmental systems and the effectiveness of nature conservation measures).

Understanding environmental needs in the context of marketing means respecting the environment and understanding the role of the environment in a company's strategy and behaviour. The needs of environmental marketing are related to how companies take into account the impact of their activities on the environment and how they incorporate this responsibility into their marketing strategies, including

the use of environmentally friendly materials, production processes, packaging and the promotion of environmentally friendly, energy-saving products.

In a world where consumers are becoming increasingly aware and demanding of the environmental sustainability of goods, meeting environmental needs is becoming a key element of a successful marketing strategy.

Environmental needs include not only physical well-being, but also psychological and emotional well-being. This includes the need for clean air, healthy food, access to natural resources, and the opportunity to enjoy and stay in touch with nature.

Companies that successfully integrate environmental needs into their marketing strategy create a positive brand image.

The use of environmental marketing is standard practice among leading international companies.

Tesla, a manufacturer of electric cars and solar panels, actively uses environmental marketing, emphasising its contribution to reducing carbon emissions and the sustainability of the energy system. Its communications use slogans such as "Release more sustainable exhaust!", "Zero emissions" and "Zero exhaust". And the following ideas are always present in its image advertising.

Promotion of sustainable mobility. Promotes its electric cars as a greener alternative to traditional cars, which do not emit carbon and reduce the negative impact on the climate.

Emphasis on sustainability in production. Uses renewable energy in its factories to reduce greenhouse gas emissions.

Battery improvements. It is improving the efficiency of batteries for its electric cars, increasing the range per charge and reducing energy consumption.

Production of solar power stations. Manufactures solar power stations and panels for homes, reducing environmental impact and saving energy.

Charging station network. Created its own Supercharger Network of charging stations for cars to reduce dependence on traditional fuels.

Participation in sustainable projects. Invests in sustainable projects, such as the

construction of a large battery in Australia to stabilise the grid and provide energy even under excessive load conditions.

Patagonia, a manufacturer of clothing and accessories for outdoor activities, promotes the repair and recycling of clothing and funds nature conservation projects. They use the following ideas for advertising campaigns.

"Don't Buy This Jacket" communication messages encouraged consumers to think carefully about buying new things and choose products they really need.

Clothing recycling plants. Created the Worn Wear programme, which allows customers to buy used clothing and exchange old items for discounts. This helps to extend the life of products and reduce waste.

Transparency in production. Provides information about the origin and production of clothing, the location of production, and working conditions.

Environmental support funds. Allocates a significant portion of its profits to support projects that preserve nature and combat climate change.

Educational initiatives. Creates educational resources that help customers better understand environmental issues and the impact of their purchases.

Whole Foods Market is a supermarket chain specialising in organic products. The following ideas are used in its image advertising.

Organic products. Promotes organic products, emphasising their high quality and environmental friendliness.

Protection of nature and biodiversity. Supports programmes for the protection of nature and biodiversity.

Responsibility to suppliers. Establishes long-term relationships with suppliers who share their values in the field of sustainable development. Supports local producers who implement programmes to reduce environmental impact throughout the supply chain.

Educational activities. Conducts educational activities and provides information on healthy eating.

Environmentally friendly construction. Builds its stores using energy-efficient technologies.

Openness and transparency: Provides information about the origin of goods, their composition and production methods.

IKEA works to reduce the environmental footprint of its products, and the ideology of its communication programmes is always based on these principles.

Sustainable products. Offers a wide range of furniture and home goods made from environmentally friendly materials.

Energy efficiency. Increases the energy efficiency of its own production.

Recycling and reuse programme. Offers customers the opportunity to return old furniture for recycling or reuse in the secondary market.

Solar energy. Invests in renewable energy, installs solar panels on the roofs of its stores and warehouses.

Supplier responsibility. Works with suppliers who share their values in the area of social responsibility.

Educational initiatives. Provides information and educational materials on how to make your home environmentally friendly.

Unilever is a global consumer goods company that manufactures products such as ice cream, cosmetics and household chemicals. They promote the following green initiatives in their marketing campaigns.

Organic brands and products. Focuses its efforts on reducing waste and supporting a positive impact on the environment.

Doing Good programme. They have launched a programme that aims to reduce the environmental impact of their products by reducing carbon emissions and waste.

Transparency and education. They are working to raise consumer environmental awareness and provide information about the origin and composition of their products.

Innovations in packaging. Introducing innovative packaging methods to reduce plastic use.

Socially responsible initiatives. Support social and environmental projects (combating poverty and hunger, improving access to clean water).

Responsible advertising. Do not create intrusive or misleading advertising campaigns.

Starbucks uses green marketing and increases the use of renewable energy sources. The corporate philosophy is based on the following principles.

Organic coffee. They work directly with farmers to improve their working conditions and encourage organic farming.

Internal sustainability goals. They have set goals to reduce carbon emissions, increase energy efficiency, and reduce water consumption.

Internal recycling and disposal. They are working to reduce waste and recycle materials.

Environmentally friendly stores. They build new stores using environmentally friendly or recycled materials and reduce energy consumption.

Educational initiatives. They conduct educational events for customers and employees on the importance of responsible consumption.

In Ukraine, there is a trend towards greening of business (Table 1.2).

Considering the problems of the formation and development of green marketing in Ukraine [95], it should be noted that as a tool for sustainable development, it is not systematic or purposeful. However, there are factors that accelerate the process of implementing green marketing in enterprises. These factors include the following [95]: first, the need to promote Ukrainian manufacturers' products to foreign markets; second, growing environmental awareness among the population; third, the need to implement European standards; fourth, improving corporate image; fifth, the oversaturation of markets with manufacturers' goods; sixth, consumers' desire for a healthy lifestyle.

Table 1.2 – Top 20 corporate environmental programmes in Ukraine

Company name	Industry	Environmental programme
Nestlé	Food industry	Eco-modernisation of production
Philip Morris Ukraine	tobacco industry	
Interpipe	pipe manufacturing	
PFC	metallurgy	Waste processing, reclamation of the Central quarry, closed water supply system, third stage of gas purification
Clear Energy	Electricity generation	Construction and operation of biomass and biogas power plants

Continuation of Table 1.2

Ukrhydroenergo	Electricity generation	Eco-modernisation of hydroelectric power plants, solving environmental problems of the Dnieper and Dniester rivers
Continental	Car tyres	Production of tyres for hybrid and electric vehicles, EcoContact 6 tyres for cars
MHP Holding	Agro-industrial complex	Creation of an eco-friendly closed production cycle at Orel-Leader and other environmental protection programmes
Carlsberg Ukraine	food industry	Together Towards ZERO
Yves Rocher	Cosmetics	Yves Rocher brand eco-concept, Yves Rocher eco-projects
L'Oréal Ukraine	cosmetics	"Sharing beauty with everyone"
Greenville	Real estate	Eco-construction, urban greening
Foxtrot	Retail and commercial real estate	"Green Office" in the Foxtrot group of companies , Eco-class from the Foxtrot retail chain , support for the Green Institute programme
Intertop Ukraine	fashion retail	Opening of interactive eco-trails in Kyiv and other cities of Ukraine
Radisson Hotel Group	hotel business	Green Key eco-certificate and programme "Responsible Business" programme
Ukrgasbank	financial services	Financing of eco-projects

Source: [96]

Ukrainian consumers are concerned about environmental issues, with around 78% of the population worried about the state of the environment, 60% believing that Ukraine's further development and transition to European standards is impossible without solving environmental problems, and 64% of the Ukrainian population willing to pay more for eco-friendly products than for conventional goods [97].

The trend towards an increase in the number of consumers willing to pay more for eco-products, even at higher prices, indicates the need to develop eco-production technologies and environmental marketing tools and to strive to implement them as quickly as possible. Entrepreneurs are beginning to realise that eco-marketing is not only a tool for protecting the environment (which in itself is insignificant), but also a real competitive strategy in which they can invest from minimal to maximum effort, providing many competitive advantages [97].

Understanding environmental marketing, as noted, as the marketing of goods produced using "green technologies," we can offer a definition of the concept of green growth: economic growth that promotes the rational use of natural capital, prevents and

reduces environmental pollution, creates opportunities to improve overall social well-being by creating a green economy, and ultimately allows us to embark on the path of sustainable development.

5.2 Green trends in the context of sustainable development

The concept of sustainable development focuses on improving quality of life by ensuring the long-term ability of ecosystems to meet human needs. In 1972, the term "sustainable development" was first officially used at the UN Conference on the Human Environment. In 1983, the World Commission on Environment and Development (Brundtland Commission) was established, which developed the "Concept of Sustainable Development".

Research on sustainable development has been conducted in developed countries, but there is still a need for such research in the context of developing countries [98]. In 2015, the UN developed the Sustainable Development Goals (SDGs), which cover economic development, the fight against inequality, health care, education, and environmental protection. Seventeen sustainable development goals have been identified to achieve a just future [99]:

1) end poverty in all its forms and promote universal inclusion in the elimination of extreme poverty;

2) ending hunger, achieving food security and sustainable agriculture, and improving nutrition;

3) ensuring healthy lives and promoting well-being for all;

4) ensuring access to quality education and promoting lifelong learning;

5) gender equality− achieving full gender equality and empowering all women and girls;

6) clean water and sanitation− ensuring access to clean drinking water and sanitation for all;

7) access to clean energy− ensuring access to reliable, sustainable and modern energy for all;

8) full and decent employment and economic growth− promoting sustained,

inclusive and sustainable economic growth, full and productive employment and decent working conditions;

9) innovation and infrastructure− building infrastructure, promoting inclusive and sustainable industrialisation, and fostering innovation;

10) reduced inequalities− Reducing inequality within and among countries;

11) sustainable cities and communities− promoting sustainable cities and communities, including affordable housing and transport;

12) sustainable consumption and production− promoting sustainable consumption and production through resource efficiency;

13) climate action− taking action to combat climate change and its impacts;

14) conservation and sustainable use of marine resources;

15) conservation and restoration of terrestrial ecosystems, sustainable management of forest resouces;

16) peace, justice and strong institutions – promoting peace, justice and strong institutions;

17) partnership for sustainable development – strengthening global partnership for sustainable development.

Sustainable development is the foundation for addressing global challenges such as combating poverty and hunger, protecting health, overcoming social inequality, unemployment, the impact of climate change, preserving biodiversity, ensuring water supply and sanitation, reforming the energy sector, and managing urbanisation.

If we group the seventeen goals together, we get three dimensions: environmental stability, economic stability, and socio-political stability.

Environmental stability means preserving the environment. This includes managing resources in such a way as to prevent their depletion and minimise negative impacts on ecosystems, reducing greenhouse gas emissions, sustainable use of natural resources, and protecting biodiversity.

Economic stability means creating economic systems that can ensure prosperity and living standards for current and future generations. This includes balanced use of resources, optimisation of consumption, efficient use of technology, job creation,

stimulation of innovation, and rational production methods.

Social and political stability is linked to ensuring social justice and the equitable distribution of resources. This includes respect for human rights, combating inequality, ensuring access to education and healthcare, improving quality of life, and citizen participation in decision-making processes.

The International Institute for Sustainable Development, a non-profit organisation specialising in research and recommendations in the field of sustainable development, plays an important role in sustainable development research [20, 21].

The International Institute for Sustainable Development has identified the following sustainable development trends [22], which are intertwined with the UN's sustainable development goals [99]:

– Circular Economy – goods are designed, produced and used in such a way as to reduce waste and promote the regeneration of natural systems;

– Climate Change Adaptation – accelerating efforts to adapt to current and expected future impacts of climate change;

– Climate Change Mitigation – implementing comprehensive solutions in the field of clean energy and progressive low-emission technologies;

– Energy – transition to electricity generation systems with reduced fossil fuel consumption;

– Environment, Conflict and Peacebuilding – managing natural resources to encourage unstable societies to pursue sustainable development;

– Food and Agriculture – investing in agriculture to reduce poverty and tackle the world's most pressing challenges, from hunger to climate change and rising inequality;

– Governance and Multilateral Agreements - regulating global economic activity and international environmental governance regarding online data privacy, the way countries share knowledge about food products, and the ability to purchase affordable and safe goods that meet social and environmental standards;

– Infrastructure – financing roads, bridges, power plants, water pipes and ports

that promote economic growth, taking into account carbon emissions, environmental impact, social cohesion, natural ecosystem management and project financial viability;

– Investment Law & Policy – developing innovative legal and policy instruments to ensure that international investment contributes to sustainable development;

– Just Transition – reforming all aspects of society based on fair decisions;

– Measurement, Assessment, and Modelling – the transition to a sustainable society requires appropriate data, models, and tools;

– Mining – using the mining industry for sustainable development, limiting negative impacts and forming environmental financial obligations;

– Public Procurement – public procurement accounts for an average of 15% of a country's GDP and has great potential to stimulate innovation and sustainable development;

– Responsible Business – by implementing sustainable practices, companies can gain a competitive advantage, increase market share and enhance shareholder value;

– Standards and Value Chains – demand and supply for products that meet key sustainability standards have grown, leading to the growth and spread of voluntary sustainability standards (VSS);

– Subsidies – The Global Grant Initiative (GSI) of the International Institute for Sustainable Development is widely recognised in the field of quantitative determination, evaluation and reform of grants.

– Sustainable Development Goals – a programme aimed at eradicating poverty, protecting the planet and ensuring peace;

– Sustainable Finance – financing sustainable projects;

– Taxation – sound tax policy and administration are key to ensuring the sustainability of government actions;

– Technology and Innovation – the use of innovative methods and technologies;

– Trade – international trade has the potential to promote sustainable low-carbon development, and the Sustainable Development Goals and climate

commitments of the Paris Agreement are fundamental challenges for trade policy;

– Water – human activity threatens the health of the planet's precious freshwater resources.

Based on the above developments of the International Institute for Sustainable Development, principles of sustainable development are proposed (Table 1.3).

To achieve sustainable development goals, the international community has concluded a number of international agreements.

– Paris Climate Change Conference. The agreement was adopted in 2015 in Paris at the COP21 conference and establishes countries' commitments to reduce greenhouse gas emissions and limit global warming.

– Convention on Biological Diversity — aimed at the conservation and sustainable use of biological diversity.

– Forest Conservation Initiative (REDD+). REDD+ (Reducing Emissions from Deforestation and Forest Degradation) aims to reduce greenhouse gas emissions by reducing deforestation and preserving forest ecosystems.

– The World Bank's Sustainable Development Initiative is a series of initiatives aimed at supporting sustainable development, including projects on clean energy, water management and combating climate change.

– Circular Economy and Sustainable Consumption – many countries and organisations are working on initiatives to promote a circular economy and sustainable consumption, including waste reduction, increased recycling and material recycling.

– Ocean conservation programme – initiatives are working to conserve and sustainably manage marine resources and oceans.

Table 1.3 – Proposed principles of sustainable development based on the developments of the International Institute for Sustainable Development

Principles	Aspects of sustainable development
Integration of social, economic and environmental aspects	Sustainable development involves taking into account and balancing the social, economic and environmental aspects of development in order to achieve harmony and justice
Management of natural resources	Effective management and conservation of natural resources for future generations, preventing overpopulation and excessive consumption

Continuation of Table 1.3

Contributing to the fight against climate change	Sustainable development includes measures to reduce greenhouse gas emissions, adapt to climate change and increase resilience to extreme weather conditions
Combating poverty and inequality	Sustainable development includes efforts to reduce poverty and inequality, ensure access to education, healthcare and resources for all segments of the population
Social justice and human rights	Sustainabledevelopment strives for respect for human and the equitable distribution of opportunities and resources

Source: author's own development

These initiatives are of significant importance for achieving sustainability at the global level and provide tools and action plans to combat global environmental problems.

We can explore the sequence of greening using the example of the "Quality Loop". The quality loop, introduced by the international standard ISO 9004-87, is a series of planned and systematic measures carried out by manufacturers (suppliers) that are necessary to ensure that consumers (customers) are confident that the products meet certain quality requirements.

The structure of the "quality loop" includes the following components and their interrelated subsystems: marketing, market research and analysis; design and/or development of technical requirements, products; material and technical supply; preparation and development of production processes; production; control, testing and inspection; packaging and storage; sales and distribution of products; installation and operation; technical assistance in maintenance; disposal after use.

A closed, continuous cycle of industrial production is the general idea of the "quality loop", which interconnects marketing, management and other subsystems.

It should be noted that the "3R" rule (reducing waste, reusing materials, recycling waste) is now emerging as a new integral norm of production and its modern environmental imperative.

The task of greening in the context of sustainable development must be addressed systematically. We can identify the following levels of addressing the task of greening:

– global level – general concern about the conflict between rapid economic development and the aggravation of environmental issues, improving relations between countries on improving methods of conflict resolution, cooperation and exchange of experience;

– national level – regulation and implementation of environmental trends at the level of laws and regulations, simplified taxation policy and the creation of other favourable conditions for development in the direction of environmental protection;

– local – a company that agrees to use technologies recognised at previous levels to achieve environmentalisation and is responsible for developing and implementing these technologies;

– public – conducting public initiatives to shape attitudes towards the impact of each person's activities and choices as a consumer of certain goods; raising awareness and promoting conscious behaviour among buyers.

There are a number of studies confirming the positive impact of the introduction of green technologies – not only in terms of the environmental situation, but also in economic terms: growth in demand, energy efficiency, brand recognition brands, and, as a result, increased financial success for companies [103].

While previously the issue of sustainable development was of greater concern to scientists and academics, now the level of awareness of environmental issues is growing. This is evidenced by the results of surveys and studies, such as the Journal of Business Ethics study.

Anna Watson, Rozenn Perrigot, and Olufunmilola (Lola) Dada, in their paper "The Impact of Green Brand Image on Brand Loyalty: The Case of Major Fast Food Brands," provided a review of the literature on the effect of a brand's environmental image [104].

Na Zhang a, Mingxuan Guo a, Xing Bu b, and Chunhua Jin, in their paper "Understanding Environmental Loyalty: A Literature Review Based on Bibliometric Content Analysis," reviewed the literature on the mechanism of environmental loyalty [105].

P. Vandhe investigated the relationship between environmental marketing and

sustainable development. He showed the trends, problems, and future of environmental marketing [106]. A positive relationship between environmental trust and environmental loyalty has been proven [107, 108]. This emphasises the importance of establishing trust in environmentally friendly brands.

Ukraine is also not standing aside from global processes and has a state environmental policy strategy to reform relevant laws and regulations, as well as to introduce international standards for environmental management systems in enterprises and companies.

Slockva M.G. and Pyankova O.V. conducted a detailed analysis of the dynamics of primary energy consumption and carbon dioxide (CO_2) emissions, but they do not propose any actions to promote greening and sustainable development [109].

After analysing the works of domestic authors, we can conclude that most of them only provide an analysis of the relationship between the economy and greening or conduct research on the integration of sustainable development, including in various spheres of the economy and the state. Among domestic scientists who have written about the relationship between economic development and the environmental component, the following can be noted: Z. Gerasymchuk, L. Hryniv, V. Hryshchenko, B. Danylyshyn, V. Dergachova, S. Doroguntsov, A. Zhikhareva, R. Korpan, Ya. Kulchitsky, A. Ralchuk, T. Tunitsa, A. Tsybulyak.

Among domestic authors who analyse the greening of production and green technologies in various areas of entrepreneurial activity, we can highlight: N.S. Remez, T.V. Grebenyuk, V.O. Bronitsky, Denisyuk S.P., I.A. Vasilenko, E.V. Chuprynov, A.V. Ivanchenko, M.I. Skyba, V.I. Vorobyova, V.V. Galish, Ivanova N.V. N.S. Remez, T.V. Grebenyuk, and V.O. Bronitsky do not provide a definition of the term, but note that green technologies are an integral part of the green economy.

I.A. Vasilenko, Ye.V. Chuprynov, A.V. Ivanchenko, M.I. Skiba, V.I. Vorobyova, and V.V. Galish interpret the term "green technologies" as innovative and environmentally friendly production based on the principles of sustainable development, reuse of raw materials, and conservation of natural resources. The main goal of such technologies is to reduce the negative impact on the environment, which

requires a new approach to business [109].

Ivanova N.V. and Adamenko O.V. express the opinion that there is no single definition of green or environmentally friendly (eco-friendly) technologies. The general approach is to achieve the main goal – reducing the negative impact on the environment, for example, by reducing waste, increasing energy efficiency or improving design to reduce the amount of resources consumed [97].

The concept of "green computerisation" can be interpreted as "green technologies in IT". Among domestic scientists who provide interpretations of the term "green technologies in IT", it is worth noting Sidorova M.O. [103] and Pavlenko O. Among foreign scholars, Chen A.J.W [110], R.T.Watson [104], T.Velte, A.Velte, R. Elsenpeter, Webbr L, and Schulz G are noteworthy.

Sidorov M.O. interprets "green information systems" as information systems that comply with the environmental principles of the concept of sustainable development [103].

Pavlenko O. expresses the opinion that "green information technologies can reduce costs for individuals, small and medium-sized enterprises, and large companies. They allow the development, production, use, and disposal of computer devices with minimal impact on the environment. Green IT technologies are aimed at reducing excessive energy consumption and increasing the efficiency of computer systems" [103].

Green information technology (Green IT) is a set of approaches to environmentally friendly computer and information technologies. It is the science and practice of designing, manufacturing, using, and disposing of computers, servers, and subsystems such as monitors, printers, data storage devices, networks, and communication systems in an efficient manner with minimal impact on the environment [111].

Environmental issues arise when developing a distribution system. A. McKinnon defines environmental logistics as: the movement of materials in any production process, their transformation into goods and production waste, the transfer of waste for disposal or safe storage in the environment, as well as the collection and segregation

of consumer waste to ensure its transport, disposal or storage. It is defined as "a science and a set of measures" [111].

J.-P. Rodrigues interprets green logistics as: "an environmentally safe and efficient transport distribution system" [112].

D. Rogers and R. Tibben Lambke understand green logistics as a set of actions to assess and minimise the impact of logistics activities on the environment [112].

L. Yambo clarifies the meaning of environmental logistics as follows: "It is defined by environmental principles, a system of planning, design and management using advanced logistics technologies and environmental design methods in the areas of pollution, reduction and resource consumption. The main goal is to coordinate logistics activities with social and environmental consequences" [86].

An analysis of scientific opinion on greening shows that the role of sustainable development in the context of greening and the environment is becoming a fundamental principle focused on the conservation and restoration of ecosystems. Sustainable development helps to reduce the negative impact of humans on nature, cut greenhouse gas emissions, prevent the destruction of ecosystems, and preserve biodiversity and soil fertility in agriculture. It also promotes more responsible use of natural resources and the creation of environmentally friendly technologies.

Society is raising questions about the relationship and balance between economic development and the environmental situation. This can be achieved through conscious consumption, foresight and awareness of the implementation of environmentally based tools.

There are several factors that limit the rapid introduction of the latest greening technologies around the world.

Firstly, most companies face financial difficulties associated with the implementation of expensive environmentally friendly technologies.

Secondly, insufficient regulatory support and unclear standards in many countries are an obstacle to the widespread implementation of innovations. Also, low environmental awareness of some consumers and uncertainty in effectiveness new technologies may slow down their rollout.

On the one hand, the primary task for enterprises is to meet consumer needs and make a profit while minimising resource costs. To this end, business processes are optimised and conditions are created in which the production of goods generates greater profits while reducing costs.

Therefore, it is understandable that entrepreneurs and manufacturers have doubts about radical changes in the process of creating goods in order to shift production to an environmentally friendly path.

The advantage in terms of the speed of return on investment when implementing eco-measures at a certain stage of production or completely greening the technological process is unclear. Indeed, the creation of eco-friendly products requires significant investment:

– renewable and recyclable materials used to manufacture such goods are often more expensive than traditional ones;

– environmentally friendly technologies also require significant investment in research and development;

– water purification technologies are expensive.

Many companies are holding back on the transition to environmentally friendly production because, at first glance, the concept does not seem to meet their business objectives.

These doubts arise for a number of reasons:

1) the difficulty of ensuring transparency in the supply of environmentally friendly raw materials;

2) the need to purchase and install new equipment;

3) the need to establish new processes;

4) the belief that most consumers will not be able or willing to pay a premium price for environmentally friendly products.

The lack of greening measures, including marketing practices, can have serious consequences. Increasing waste volumes, pollution of natural resources and climate impact can exacerbate environmental crises. In addition, consumers may turn away from companies that do not strive for environmental responsibility, leading to a loss of

market share and negatively impacting reputation.

In light of these challenges, accelerating the greening of marketing tools is critical to supporting environmental sustainability. Ensuring collaboration between business, government, and civil society will contribute to the creation of a more environmentally friendly and sustainable economy.

Environmentally friendly technologies (eco-technologies) are innovative methods, processes and materials developed to reduce negative impacts on the environment and increase sustainability in various areas of human activity. They are designed to minimise the use of natural resources, reduce emissions of harmful substances and reduce waste.

Eco-technologies can range from minor changes in production processes to radical innovations and can be applied in various industries. Consumer purchasing behaviour means that demand for "green" brands will grow over time.

Most companies strive to achieve a "green" image, i.e. environmentally responsible, because it is not only profitable but also necessary, as it makes it easier to achieve greater consumer loyalty, brand value and increased sales. This leads to profits, promotes consumer loyalty and increases brand awareness. Companies that use "green technologies" significantly increase their competitiveness, open up new markets and increase their market share.

The green economy has become a common driver of growth.

The use of environmentally friendly materials in production− is one of the most common trends. Companies produce goods in cardboard packaging, refuse to use plastic bags and use only recyclable polymers. Products are increasingly being produced with the ECO prefix, which means no chemicals or genetic modifications. These materials are designed to reduce the negative impact on the environment and make our lives more sustainable.

In this context, several important aspects can be highlighted:

– eco-materials include bio-components that can decompose naturally without harming nature;

– eco-materials are made from recycled materials (plastic, glass, metal), which

helps to reduce waste and save natural resources;

– eco-materials are made from natural materials (wood, cotton, stone), which makes them environmentally friendly;

– eco-materials have good thermal insulation properties, which reduces energy consumption in construction and helps to create energy-efficient buildings;

– eco-materials are used for packaging goods, which helps reduce the use of disposable plastic packaging.

Many countries have regulations that encourage or require the use of eco-materials.

Apple uses environmentally friendly materials to reduce the environmental impact of its products and is working to create packaging from recycled materials. For example, iPhone boxes are made from 100% recycled fibre and contain no plastic, while the MacBook Air enclosure is made from 100% recycled aluminium.

These and other initiatives enable Apple to avoid negative environmental impacts.

Many companies around the world that have achieved outstanding results by following greening trends specialise in wastewater treatment, providing technologies and solutions to improve water quality and reduce negative impacts on the environment (Table 1.4).

Table 1.4 – Leading global companies specialising in wastewater treatment

Name	Area of green technology implementation
Veolia Environnement	Water supply, treatment wastewater water, waste management
SUEZ	Technologies and services aimed at optimising water use and improving water quality
Xylem	Water treatment and transportation, wastewater treatment systems
Ecolab	Water supply, wastewater treatment for industry and the hotel business
AECOM	Engineering and consulting services, design and construction of wastewater treatment systems
Sulzer	Water supply, wastewater treatment and pumping systems for various industries and municipalities
Aqua America	Water supply, wastewater treatment services

Source: [100].

These companies play an important role in providing clean and safe water to millions of people and organisations around the world, as well as helping to reduce the environmental impact of wastewater. Their technologies and services are important for ensuring sustainable water management.

If businesses do not follow greening trends, the following negative consequences will arise:

– increased emissions of harmful substances, climate change, water pollution, destruction of ecosystems and deterioration of air quality;

– increased incidence of disease, emergence of epidemics;

– lawsuits, fines, obligations to remedy environmental damage;

– damage to reputation of the among consumers, investors, the public;

– decreased competitiveness and reduced resource efficiency;

– emergence of shortages of water, energy, raw materials;

– climate change.

Green trends in the context of sustainable development are manifested in the emergence of various "green technologies," the implementation of which results in the emergence of eco-products.

The ecological transition is a global trend that has spread to most countries in the world, including Ukraine. New challenges require effective measures aimed at reducing emissions of greenhouse gases and introducing green technologies in all sectors of the economy.

The Ministry of Energy and Environmental Protection of Ukraine has published a draft Concept for Ukraine's Green Energy Transition by 2050 [100]. This concept was developed due to the need to review the approach to energy development based on the practices of leading European countries. Ukraine intends to participate in the European Green Deal [113], which aims to transition the EU to a climate-neutral economy by 2050, as part of its strategic path towards European integration. As part of the European Green Deal initiative, an interdepartmental group has been set up to address the consequences of climate change. The document proposes to "reduce greenhouse gas emissions to ensure the transition to a climate-neutral economy in

Ukraine in 2070 in a socially acceptable and economically efficient manner" [113].

Greening is proposed through: firstly, decarbonisation of the economy and energy sector; secondly, ensuring low-carbon and resource-efficient production; thirdly, introducing environmentally friendly modes of transport. The Ministry of Energy and Environmental Protection of Ukraine pays particular attention to researching and supporting technologies and innovations in the areas of climate change mitigation and digitalisation of economic processes. As a result, the following technologies have already been developed and are beginning to be implemented.

Production of building materials. Sewage sludge can be used as raw material for the production of building materials such as bricks or blocks. Special technologies and processing can make sludge safe and suitable for construction.

Biofuel production. Sludge can be used to produce biofuels, such as biogas or biodiesel. This can be a source of renewable energy and help reduce dependence on fossil fuels. Recovery of valuable metals. Wastewater sludge may contain small amounts of valuable metals such as gold, silver or palladium. Developing technologies to recover these metals from sludge can be economically profitable.

Creation of materials for 3D printing. Sludge can be used as raw material for creating environmentally friendly materials used in 3D printing. This could become a new way of recycling sludge and reducing waste.

Use in rural tourism. In some cases, sludge can be used to create eco-friendly parks and rural tourism facilities where visitors can learn about wastewater treatment processes and participate in environmental activities.

Production of biologically active fertilisers. Sludge can be processed and converted into biologically active fertilisers for agriculture. This will help reduce the use of chemical fertilisers and lessen the negative impact on the environment.

One of the priority areas for the implementation of "green technologies" in economic practice is the use of wastewater sludge, which has the potential to reduce waste and create additional resources.

In Ukraine, various methods of wastewater treatment are used depending on the scale of treatment, the type of wastewater and specific requirements:

1) centralised treatment plants− are designed to treat wastewater from urban and industrial sources and include mechanical, biological and chemical treatment;

2) septic tanks− are small wastewater treatment systems used in suburban homes or settlements where there is no access to centralised treatment facilities. They perform mechanical and biological wastewater treatment;

3) water treatment facilities at enterprises− treatment of wastewater containing highly concentrated pollutants. Physical-chemical treatment and membrane technologies are used;

4) phytoremediation− wastewater treatment using plants (phytofilters);

5) sludge treatment− sludge undergoes settling, aeration, and dephosphatisation;

6) treatment of surface water from rivers, lakes and reservoirs− is carried out to maintain water quality in natural water ecosystems using mechanical and chemical methods;

7) wastewater treatment in agriculture− is carried out on farms and agricultural enterprises to prevent the pollution of water resources with fertilisers and pesticides.

Treated sludge can be used in agriculture as organic fertiliser after treatment and dehydration. This helps to restore nutrients to the soil. Processing wastewater sludge into organic fertiliser allows resources to be utilised, waste to be reduced and agriculture to be supported. The sludge produced after wastewater treatment usually contains a significant amount of moisture, which makes it inconvenient to store and transport. The dewatering and drying process reduces the moisture content of the sludge and reduces its volume, making it more transportable. After dewatering the sludge undergoes stabilisation and disinfection to destroy pathogens and reduce unpleasant odours. This is important for safety when using sludge in agriculture.

Sludge usually contains organic and mineral nutrients such as nitrogen, phosphorus and potassium, which can be beneficial for plant growth. After preparation and treatment, sludge can be applied to the soil as fertiliser, helping to improve soil fertility and enrich it with nutrients. This process also helps to reduce waste and lessen the negative impact on the environment. However, to ensure safety and compliance with regulations, the processing of sludge into fertiliser requires strict control, analysis

and adherence to standards.

When treating sewage sludge, there are a number of problems faced by treatment plants and operators in this field. Sewage sludge often contains a variety of contaminants, including heavy metals, organic matter, pathogens and other harmful substances, which creates a problem for sludge treatment and disposal as it can be hazardous to the environment and human health. During the treatment and storage of sludge, unpleasant odours and harmful gases such as hydrogen sulphide and methane can be released, which can not only be unpleasant for those around, but also pose health risks to workers at treatment plants.

Compliance with treated sludge quality standards and regulations is becoming increasingly important and requires investment in new technologies and processes to meet legal requirements. Sludge treatment and disposal can be costly, and treatment plant operators are looking for ways to optimise costs and improve process efficiency. Addressing these challenges requires innovation in treatment technologies, strict compliance with regulations, safe sludge treatment and disposal, and cooperation between authorities, the public and industry. Particular attention should be paid to minimising the negative impact on the environment and human health when handling sewage sludge. Within the concept of sustainable development, it is important to increase the production of organic fertilisers.

The production of organic fertilisers strengthens environmental stability and is aimed at achieving the second and fifteenth goals of the UN's sustainable development concept: "ensuring food security, supporting sustainable agriculture..." and "conserving and restoring terrestrial ecosystems..." by minimising the negative impact on ecosystems compared to synthetic fertilisers.

The production of organic fertilisers is in line with the first sustainable development trend formulated by the International Institute for Sustainable Development "circular economy and sustainable consumption..."

The production of organic fertilisers complies with the "Waste Utilisation" rule, which is a norm and an environmental imperative of sustainable development.

Given that Ukraine's socio-economic development vector is sustainable

development, and the carbohydrate raw material market is unfavourable and reduces the production of synthetic fertilisers, the priority task is to accelerate the implementation of green technologies to increase the production of organic fertilisers. Organic fertiliser production technologies are now critically important for Ukraine's economy.

5.3 The place of Earth Revival organic fertiliser production technology in the classification of green technologies

According to the Organisation for Economic Co-operation and Development (OECD) classification, "green technologies" cover the following areas [114]:

– general environmental management (waste management, water and air pollution control, land restoration, etc.);

– energy production from renewable sources (solar energy, biofuels, etc.);

– mitigation of climate change;

– reduction of harmful emissions into the atmosphere;

– improving fuel efficiency and energy efficiency in buildings and lighting devices.

According to I.A. Vasilenko, E.V. Chuprynov, A.V. Ivanchenko, M.I. Skiba, V.I. Vorobyova, and V.V. Galish, technologies are classified according to their ability to use natural resources efficiently and preserve the environment (Table 1.5).

This classification reflects the evolution of green technologies. From the first generation of "end-" technologies to the second generation "preventive technologies" that reduce environmental impact and increase production efficiency, to the third generation of "environmentally sustainable technologies" (systemically integrated to ensure all aspects of sustainable development – economic, environmental and social). Both require business incentives for effective implementation.

An additional feature, "scope of application," can be proposed for the classification of "green technologies":

– general environmental management (reduction of air and water pollution, waste management, soil restoration, environmental monitoring);

– energy production from renewable and alternative non-combustible resources;

– combustion with the potential to reduce greenhouse gas emissions;

– mitigation of climate change (capture and storage of greenhouse gases);

– indirect contribution to emission reduction (energy conservation, hydrogen production, fuel cells);

– reducing emissions and improving fuel efficiency in transport;

– improving the energy efficiency of buildings and lighting systems. This often includes green computing.

Table 1.5 – Grouping of clean technologies according to the degree of solving environmental problems

Feature	Functional purpose
Aimed at reducing emissions	Minimisation of pollutant accumulation during the production/consumption cycle (e.g., recovery and neutralisation of pollutants, absorption of carbon dioxide gas etc.). Management of pollutant emissions and/or waste
Prevention	Strive to reduce inefficiency and minimise losses of materials, energy and water (energy-efficient lighting and motors, fuel-efficient transport vehicles, cleaner technological processes). Prevent or minimise the accumulation of pollutants
Substitution	Introduction of renewable resources (photovoltaic systems, wind turbines, biofuel production) either in auxiliary processes or by replacing raw materials. Replacement of non-renewable resources for production and consumption, including energy sources, with renewable materials
Storage	Soft technologies that protect nature and ecosystems: methods of managing watersheds, forests, wetlands. Preserving nature and ecosystems in such a way that they remain healthy and support biodiversity, productivity and sustainability
Restoration	Aimed at physical and chemical cleaning (land reclamation, localisation and elimination of oil spills) and infrastructure restoration (rehabilitation of mines and settlements). Restoration of destroyed ecosystems and halting or stopping environmental degradation environment
Adaptation	Adaptation to climate change (coastal zone management, development of new crop varieties), adaptation to ozone depletion (increasing the resistance of coatings, plastics and clothing to ultraviolet radiation), adaptation to soil salinisation (e.g. integrated farming systems)

Source: [111]

With regard to the items "reducing emissions and improving fuel efficiency in transport", "mitigating the effects of climate change (capturing and storing greenhouse gases)" and "combustion with the potential to reduce greenhouse gas emissions", it should be noted that these items relate to several sustainable development goals, according to the UN: innovation and infrastructure, sustainable cities and settlements, sustainable consumption and production [99].

In the proposed classification, organic fertiliser production technology belongs to the group "general environmental management (reducing air and water pollution, waste management, soil restoration, environmental monitoring)". The generation of domestic wastewater in populated areas is one of the most significant factors negatively affecting the environment. Complete biological treatment of municipal wastewater, which is widely used today, involves the formation of large amounts of sludge. After fermentation and mechanical dewatering, the sludge is mostly stored in special sludge ponds. Such sludge disposal not only consumes significant land resources, but also pollutes the soil and groundwater with toxic components of the sludge [81].

A rational system for the treatment and disposal of industrial, surface and domestic wastewater is an essential component of ensuring the viability of a modern city, which must be achieved in the context of sustainable development goals. Although the technical schemes for wastewater treatment implemented in different countries have a similar structure, the use of waste generated in the water treatment process varies greatly. In this context, a wastewater treatment system based on recycling is necessary.

Currently, there are various systems and technologies for the treatment and disposal of sewage sludge, including discharge into water bodies, burial, drying, storage, and storage of sludge in sludge beds. The cheapest and simplest methods for removing and disposing of sewage sludge (SS) from technological processes are listed in Table 1.6.

The first step in implementing existing methods for removing sewage sludge is dewatering, which is associated with the high water content in the sludge. Dewatering

is carried out in several stages using various installations. First, the sludge is concentrated in a settling tank and then mechanically dewatered using vacuum filters, centrifuges, filter presses and other equipment.

Table 1.6 – Existing technologies and systems for wastewater treatment and disposal

Characteristic	Method			
	Incineration	Pyrolysis (thermal destruction)	Fertiliser production	Soil production
Restrictions on use depending on the composition of the OSW	No	Increased fire and explosion safety requirements	Compliance with regulatory requirements for the use of OSW	
Economic costs of implementation	High costs of OSW dewatering and flue gas cleaning flue gases	Average	Low	
Obtaining useful products	No	Pyrolysis gas (for thermal energy production)	Fertilisers for crops depending on composition	Soil
Environmental impact of use	Reduction in waste mass by 60–70% (dry matter). Environmental pollution from emissions into the the atmosphere	Reduction in waste mass by 60–70% (dry matter)	Minimal (if the relevant standards are met)	
Amount of secondary waste	30–35% of waste mass (ash)	From 50% of the mass of OSW. Solid pyrolysis products	No	
Recycling of secondary waste	Possibility of using ash in road construction	Possibility of use in road construction	Not required	

Source: *[81]*

In Germany, it is also possible to use liquid sewage sludge in agriculture without dewatering. To protect groundwater from contamination, the amount of sludge applied to the soil is strictly controlled.

In Norway and the Netherlands, sludge is dried and granulated before being applied to the soil as fertiliser.

Preliminary disinfection of sewage sludge can be carried out in the following ways:

– microbial transformation organic substances, in mainly applied to manure and litter;

– chemical neutralisation of pathogens: usually alkaline, depending on the further use of the treated sludge (reagent doses reach 300-400 kg per tonne of dry matter);

– disinfection of special surfaces using solar energy;

– destruction of pathogenic microorganisms using ionising radiation.

Such methods require chemical reagents, radiation sources and large areas (for surface disinfection).

The main contemporary problems that have arisen with the large amount of wastewater are related to:

– a lack of land for such a volume of sewage sludge;

– high costs of transporting and disposing of sewage sludge at landfills;

– the negative impact on the environment of landfills overflowing with sewage sludge.

Almost all existing wastewater treatment technologies and systems that produce sludge are not closed-loop systems, with the exception of those that produce fertilisers from sludge and meet environmental requirements (Table 1.7).

Wastewater treatment must be integrated into the municipal utility system to ensure a single closed-loop treatment system.

The system for supplying wastewater to the place of further treatment is closed, and the treatment process ends with the production of a final product that is used as fertiliser. On the other hand, the flow of materials shipped as organic must be formed taking into account the organic fertiliser supply chain. Thus, this approach solves two problems. Namely: creating a closed system and ensuring the development of new types of organic fertilisers.

The production of fertilisers from sewage sludge will solve the problem of the irrationality of traditional methods of sewage sludge management combined with a high impact on the environment. A rational solution to the problems of sewage sludge,

waste accumulation and soil restoration is to incorporate sewage sludge into the agricultural cycle based on a comprehensive approach and return sewage sludge to agricultural circulation.

Table 1.7 – Compliance of organic fertilisers from wastewater sludge with environmental requirements

Direction	Needs
Circular economy	No waste
Green course	No hazardous waste. Reduced use of hazardous mineral fertilisers. Improvement of agricultural land. Expansion of organic production. Provision of healthy food to the population, improvement of health. Improvement of the environment.
State	Food security. Soil restoration. Competitive economy. Increased export revenues. Solving the problem of sewage sludge disposal.
Municipal economy	Solving the problem of sewage sludge disposal. Greening cities, which also requires the use of fertilisers.
Agriculture	Restoring soil quality. Increasing the fertility of agricultural land. Solving the problem of significant costs for mineral fertilisers. The need for high-quality and effective fertilisers.
Private households	Need to increase yields on own plots. Need to landscape their own plots and support the healthy growth of ornamental plants.
Population	Need for safe food products. Need to ensure a healthy lifestyle. Need to live in ecologically clean cities.
Meeting needs	
Processing human waste — sewage sludge — into a product that is useful for agriculture, which restores the soil, helps reduce the negative impact on the environment, improves ecology, solves the problem of human waste, is suitable for organic production, and improves the nutritional properties and safety of agricultural products.	

Source: author's own work

For production of organic fertilisers from sludge wastewater uses Earth Revival technology, which is supported in the EU by the European Regional Development Fund (ERDF). This technology replaces the traditional composting process and significantly increases the speed of waste processing. Solid waste can be continuously processed into high-quality organic fertiliser in 4-6 days in a cost-effective manner and without harm to health or the environment. It is the fastest organic fertiliser production process in the world [115]. It retains all the positive aspects of the natural process while

eliminating the risk of pest and weed infestation. It reduces the level of metals and their migrants and destroys pathogenic microflora.

Earth Revival Ltd specialises in developing environmentally sustainable solutions for the efficient and environmentally friendly biological treatment of urban sludge, adhering to environmentally friendly methods. The company's achievement is the development of a bipolar protocol for both the collection of urban sludge and its simultaneous processing into "ready-to-use" high-quality organic fertilisers.

The problems of wastewater disposal and the costs associated with it are solved by the technology of producing organic fertilisers from it, while providing economic benefits.

The sources of profit from the use of Earth Revival technology are:

– the sale of Earth Revival equipment, which can be easily integrated into existing wastewater treatment systems and becomes infrastructure for municipal utilities;

– savings on waste disposal, as there is no need to store waste and, therefore, no need to build specially equipped landfills;

– stabilisation of waste (neutralisation of pathogenic microorganisms) and processing into fertilisers, which are a valuable product;

– use of basic organic fertilisers or various complex organic/organo-inorganic fertilisers to restore and maintaining soil fertility.

The company Earth Revival in as part of project No. 1.2.1.1/18/A/001 "Innovative technologies for the rapid processing of sewage sludge into organic fertilisers" conducted research on the experimental development and industrial implementation of an accelerated method for the production of high-quality organic fertilisers from municipal sewage sludge. Laboratory experiments and bench tests were used to determine the conditions for thermal disinfection of sludge (sludge layer thickness, air temperature in the disinfection oven, sludge treatment time), conditions for accelerated fertiliser maturation (selection of biological activators, their consumption, treatment time of pasteurised material with biologically active additives, and stirring intensity) [115]. Under industrial conditions, the temperature and speed

modes of the conveyor pasteurisation oven were tested, as well as the operation of the ripening machine with periodic stirring.

The Earth Revival project is designed to produce 15-17 tonnes of fertiliser per day (moisture content ~50%). Adapting production to existing premises and utilities should not cause any problems, provided that the premises and utilities meet the following criteria:

– production workshop (heated in winter, at least 150 m²) and equipment room (5-6 m², adjacent to the workshop);

– a warehouse (unheated, dry room, area depends on production volume and sales rate - if one unit processes 25−35 tonnes of OSV per day, it takes two days to fill a 40-foot container);

– administrative and sanitary facilities for personal and work clothing and personal hygiene;

– connection to the power grid (to power machines, ventilation, equipment and domestic lighting) and/or to the gas pipeline;

– transport and communications (vehicles of at least 18 tonnes);

– water supply and drainage;

– distance to the source of raw materials, availability of direct supply;

– establishment of a third-class safety sanitary zone.

One installation is designed to produce 15-17 tonnes of fertiliser per day and operates in three shifts. The annual capacity is 5,500 tonnes of fertiliser. The production cost is 30 US dollars per tonne of fertiliser, while the world price exceeds 130 US dollars per tonne, which allows for an income of over 500,000 US dollars per year. The project payback period is two to three years. Approximately 2,500 tonnes of dewatered solid waste are generated per day, which is approximately 0.15 kg of dewatered material per person/

To calculate the mass of fertilisers, it is necessary to calculate the mass of sludge formed at treatment facilities. In large cities with a population of 15-18 million people, approximately 11 million cubic metres of human excrement are produced per year,

which is equivalent to 0.9 million cubic metres of dewatered solid domestic waste per year [107].

The production cost based on the processing of sewage sludge is formed by energy costs, the basis of which is water evaporation. The cost of energy consumption is presented in Table 1.8.

Table 1.8 – Calculation of the cost of energy consumption at the Earth Revival plant in Ukraine

Specific heat evaporation of water (1 kg/MJ) at 70°C, normal pressure	22.3	MJ
1 MJ/kW	0.278	kW
Calorific value of natural gas (for example, indicator 36 MJ)	36	MJ/m^3
KVT/USD (based on the example of Ukraine).	0.1	USD
Gas infrared heater, efficiency 80%	0.8	USD
Electric heater, efficiency 90%	0.9	USD
Heat loss, approximately 20%	0.8	USD
Energy consumption (per hour) of various drive and mixing units and mechanisms	60	kW
Amount of OSB (80% moisture content), T/hour.	1	t
Amount of fertiliser (calculated at 50% moisture content), tonnes/year.	0.6	t

Source: author's own work

In the Odessa region, energy costs will amount to approximately USD 15 per tonne of sewage sludge with an initial moisture content of 80%. Thus, the cost of energy consumed to produce 1 tonne of fertiliser with a moisture content of 50% will be approximately 22 USD. The cost of the final product, taking into account salaries, social payments and internal logistics, doubles, amounting to approximately 40 USD per tonne of fertiliser.

Based on the fact that an adult produces an average of ~0.4 kg of wet (90%) faeces per day and ~15 kg of dry organic matter per adult per year [107], 15 kg of dry organic matter per year corresponds to 0.041 dry kg/day, which is 90% moisture and an increased natural (<10%) proportion of inorganic compounds corresponds to the same ~0.4-0.45 kg of faeces per adult per day. The discrepancies between the data obtained in cities and theoretical calculations based on the average adult are explained by the mixed age structure of the population.

All calculation options give 160-180 tonnes of organic fertiliser per million people per day (at 50% humidity), and without artificial age differentiation, the tonnage of dry OSW is about 60 tonnes per day, and wet OSW (80%) is about 300 tonnes per day or slightly less.

The environmental efficiency of the project to produce organic fertilisers from sewage sludge is as follows:

– solving urban and regional environmental problems in the disposal of sewage sludge. Large accumulations of this type of waste lead to soil, surface and groundwater pollution. Since urban sewage sludge is rich in nutrients, the main way to use it is as fertiliser;

– improving soil quality. The effectiveness of the fertilisers obtained has been tested on individual plants and has shown that they increase yields based on effective microorganisms that enhance the biological value of fertilisers.

The project to introduce technology for the rapid processing of sewage sludge into organic fertilisers is in line with the goals of sustainable development of enterprises, the concept of "green" city concept, and Ukraine's "green" course.

Although there is information in the literature about studies of effective microorganisms involved in the metabolism of nitrogen compounds obtained from organic fertilisers, this is the first case where such a study has been conducted on a product from activated sludge. For the first time, an attempt was made to create a consortium of these microorganisms and evaluate their effectiveness.

Detailed testing of microbial fertilisers on plants showed the following practically important results [102]:

– plants grow best when sewage sludge and mineral fertilisers are combined;

– in most cases, the addition of bacteria improves the physiological condition of plants compared to plants without them. In most cases, the results are better than those of free-living nitrogen-fixing bacteria (Azotobacter sp).

The effect of microbial fertilisers on plants was assessed using the example of growing tomatoes, cucumbers and corn. The assessments were carried out by

measuring the weight of the plants, the number of leaves, the thickness of the stems and the amount of chlorophyll in the green mass. The plants were grown on various peat-based substrates with the addition of vermicompost, proven organic fertilisers, mineral fertiliser additives for NPK regulation, nitrogen fixers and a carefully selected microbial consortium.

The Earth Revival technology for accelerated conversion of sludge into organic fertiliser is designed for use with standard dewatered sludge. The resulting organic fertiliser can be used to increase crop yields and restore soil fertility, or as a base product for more complex organic and organo-inorganic fertilisers.

Two target segments of the organic fertilizer market from wastewater have been identified: agro-industrial enterprises and households (Table 1.9).

Table 1.9 – Target segments of the market for organic fertilisers from wastewater

B2B market (business to business, for business entities	B2C (business to consumer) market for households
1. Large agricultural enterprises. Product: universal dry granular fertiliser in bags. Purchased in bulk. Often combined with mineral fertilisers.	1. Consumers who have garden plots and grow vegetables, fruits, berries, and greens. Product: liquid fertilisers in bottles, universal, for soil, for vegetables, for fruit trees, for berries.
2. Medium and small farms. Product: universal dry granules in bags. Purchased in small and medium wholesale quantities. Often combined with mineral fertilisers.	2. Consumers who have garden plots and lawns. Product: liquid fertilisers in bottles for lawns.
3. Organic farming enterprises. Product: universal dry granular fertiliser in bags. Purchased more often in medium wholesale quantities. Use exclusively organic products for soil and plant nutrition.	3. Consumers who have garden plots (have summer cottages or live in private houses) and have coniferous and ornamental plants. Product: liquid fertilisers in bottles for conifers, ornamental crops, and flowers.
4. Decorative nurseries and landscape designers. Product: universal dry granular fertiliser in bags; liquid fertilisers in bottles for lawns, conifers, decorative crops, and flowers.	4. Consumers who have indoor plants. Product: liquid fertiliser in bottles for indoor plants.

Source: author's own work

The different needs of the identified target market segments require the use of differentiated marketing. A separate group of consumers in the B2B market are companies and private entrepreneurs offering landscape design services and companies offering decorative nurseries. The former offer services for the decorative finishing of

plots, while the latter grow decorative plants. These products and services can be combined in a single enterprise. Consumers in this segment purchase both dry granular organic fertiliser and liquid fertiliser for the cultivation of ornamental plants and landscape decoration of plots. For private households, liquid fertiliser in bottles is convenient. It is advisable to differentiate products according to the type of plant.

The SWOT analysis for organic fertilisers from wastewater on the Ukrainian market is presented in Table 1.10.

Table 1.10 – SWOT analysis for organic fertilisers from wastewater on the Ukrainian market

Strengths:	**Opportunities:**
1. High profitability of fertilizer sales. 2. Moderately low overhead costs. 3. Investment attractiveness. 4. Experienced and motivated founders. 5. Fastest processing time for raw materials into fertiliser (4-6 days). 6. Restores and improves soil health in the long term. 7. Suitable for organic farming. 8. Clean product (no pathogenic microorganisms or weeds). 9. Compliance with the circular economy and the European Green Deal. 10. Supports the “Clean City” programme.	1. Increase in production and sales volumes. 2. Spreading the technology and organising production in other regions of Ukraine. 3. Increase in organic production areas. 4. Increased demand for organic food products. 5. Increase in points of sale. 6. State support for the "green" course.
Weaknesses:	**Threats:**
1. Lower concentration of nutrients than in mineral fertilisers. 2. Plants do not absorb nutrients as quickly as with mineral fertilisers. 3. Weak marketing of the company producing organic fertilisers from sewage sludge. 4. Weak online presence, lack of a website, SMM sales, and other omnichannel marketing tools.	1. Low consumer awareness in the B2B and B2C markets regarding the usefulness of this type of organic fertilizer. 2. The desire of agricultural enterprises to obtain quick and high yields and profits, and therefore the preference for mineral fertilisers. 3. Continued disregard for soil degradation and depletion. 4. Increased competition. 5. Further increase in inflation, which increases operating costs.

Source: author's own work

Strengths – opportunities. The production of fertilisers from sewage sludge has significant advantages over the production of mineral fertilisers, as it improves and restores the soil, promotes the cultivation of more useful and safer crops, is suitable for organic farming, and is in line with the transition to a circular economy and green course. The advantages of producing this type of fertiliser over other organic fertilisers lie in the safe processing of waste, which, when accumulated, has a negative impact on the environment and requires disposal in any case. Processing sewage sludge into fertiliser and using it in agriculture is the best option for obtaining economic and environmental benefits, prevent pollution, and solve the problem of soil restoration. The ease of installing the equipment and implementing Earth Revival technology makes it possible to do this in other cities of Ukraine and improve the overall environmental condition of the areas. If necessary, additional capital should be raised for further business development, using the above calculations of the economic justification for implementing Earth Revival technology. In addition, long-term partnerships should be established with organic crop farms and more active promotion on the organic produce market.

Strengths – threats. It is important to provide informative support and disseminate information about the beneficial features of the production and use of fertilisers from sewage sludge to consumers in the B2B and B2C markets. After all, it is precisely the low awareness of consumers about this product that is hindering its further development. The omnichannel marketing system should be used to its fullest extent.

Weaknesses – opportunities. In order to exploit the potential of organic fertiliser production from sewage sludge, attention should be focused on informing fertiliser market consumers about its advantages. At the same time, the rapid effect of mineral fertilisers should be compared but with subsequent depletion and degradation of agricultural land, which will lead to critical consequences and even worse problems in the agricultural sector, or the gradual restoration of land through organic fertilisers, which will improve soil quality in the long term and the quality of agricultural products. Establish relationships with operators in the organic agriculture sector. Make more

active use of digital marketing opportunities.

Weaknesses – threats. Building a comprehensive omnichannel marketing system with large-scale information campaigns for various consumer segments on the benefits of organic fertilisers made from sewage sludge, attracting all the necessary digital marketing tools. The main problem is weak representation on the Internet. However, this is where modern consumers get most of their information. In addition, fertilisers are goods of prior choice, so consumers collect and compare information about these products before buying. When promoting organic fertilisers, emphasis should be placed on the fact that they are eco-friendly products.

The production of organic fertilisers from sewage sludge fully meets the current needs of society and solves the problems of ecology and further sustainable development of agriculture.

Conclusions

Research into the theoretical foundations of fertiliser marketing as a type of environmental marketing has led to the following conclusions:

1. Environmental marketing has gone through several stages of evolution in the world's major industrialised countries: environmental marketing, environmental marketing, sustainable marketing. Evolution of development The emergence of environmental marketing is driven by the demands of society and additional efforts by businesses. In addition to providing the traditional key elements of the marketing mix (environmentally friendly products, pricing, promotion and distribution), it is necessary to train and motivate employees and all service personnel involved in the provision of environmental services to work in environmentally conscious teams united by common goals.

2. The term "environmental marketing" is often used, but scientists have not yet reached a consensus on its interpretation. After analysing the advantages and disadvantages of existing scientific approaches to defining the concept of "environmental marketing", the author's interpretation of this concept was proposed. Environmental marketing is the marketing of goods that have been produced "green

technologies." That is, those manufactured using modern technologies that comply with the rules and concepts of sustainable development. Environmental marketing should be viewed as one of the modern tools of economic development, and pollution is, first and foremost, an economic problem that should be solved by economic means. The main goal of eco-marketing is to make eco-products the norm, which can be achieved by implementing the following tasks: raising consumer environmental awareness; developing eco-friendly products; promoting environmentally friendly products and services on the market; forming a community of "eco-consumers" on the market; and making production more environmentally friendly. Since organic fertilisers are a priori produced using "green technologies", environmental marketing is a generic concept for the marketing of organic fertilisers, i.e. the marketing of organic fertilisers is a type of environmental marketing.

3. At the present stage, environmental marketing is a key element of sustainable development, and therefore it is advisable to use the following environmental marketing methods: creating an environmentally positive image of the company; increasing customer loyalty; creating new environmentally friendly products and services; attracting opinion leaders (influencers); introducing waste-free or safer production methods.

4. Understanding environmental needs in the context of marketing means respecting the environment and understanding the role of the environment in a company's strategy and behaviour. Environmental marketing is based on how companies assess the impact of their activities on the environment and how they take this responsibility into account in their marketing strategies. Meeting environmental needs is becoming a key element of a successful marketing strategy. This means not only providing products and services that do not harm the environment, but also actively engaging in dialogue with consumers about the importance of environmental responsibility and sustainability.

5. The factors that determine the need to implement environmental marketing and accelerate this process in Ukrainian companies are as follows: the need to promote Ukrainian manufacturers' products to foreign markets; growing environmental

awareness among the population; the need to implement European standards; improving corporate image; oversaturation of markets with manufacturers' goods; consumers' desire for a healthy lifestyle. Most manufacturers in Ukraine today are unwilling to apply environmental marketing policies because enterprises are guided in this matter not by consumers but by legislation, which cannot fully regulate work in the field of environmental production.

6. The issue of greening in the context of global trends and strategies must be addressed systematically. However, there are factors that limit the rapid introduction of the latest greening technologies in the world: many enterprises face financial difficulties associated with the introduction of expensive environmentally friendly technologies; insufficient regulatory support and unclear environmental standards in many countries; low environmental awareness among some consumers and uncertainty about the effectiveness of new technologies; the advantage in terms of the speed of return on investment in the case of the implementation of eco-measures at a certain stage of production or the complete greening of the technological process is unclear.

7. The role of sustainable development in the context of greening and the environment is that it becomes a fundamental principle focused on the conservation and restoration of ecosystems. Sustainable development helps to reduce the negative impact of humans on nature, reduce greenhouse gas emissions, prevent the destruction of ecosystems and preserve biodiversity. It also promotes more responsible use of natural resources and the creation of environmentally friendly technologies. Thus, we interpret the concept of sustainable development as a process of current changes and modernisations that will not have harmful consequences for future generations.

8. The global energy transition is a worldwide trend that has swept across most countries in the world, including Ukraine. New challenges require effective measures aimed at reducing greenhouse gas emissions and introducing green technologies in all sectors of the economy. For Ukraine's green energy transition, the following is needed: decarbonisation of the economy and energy sector; ensuring low-carbon and resource-efficient production; introduction of environmentally friendly modes of transport.

9. The classification of green technologies reflects their evolution. From the first

generation of "end-" technologies to the second generation "preventive technologies" that reduce environmental impact and increase production efficiency, to the third generation of "environmentally sustainable technologies" (systemically integrated to ensure all aspects of sustainable development – economic, environmental and social). All green technologies require business incentives for effective implementation.

The conclusions and assumptions obtained allowed us to formulate *the* following *working hypothesis for the study*: in the processes of orientation towards sustainable development of humanity, one of the three directions for implementing this strategy is greening. Green marketing is the marketing of goods produced using "green technologies", i.e. in compliance with the environmentally-oriented nature of operations. In the context of greening, the public demand for organic fertilisers is growing, as they are produced using "green technologies". Therefore, the marketing of organic fertilisers is a type of green marketing. It is necessary to develop relevant marketing tools that can be used to increase the demand for organic fertilisers.

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6. Theoretical aspects of marketing management at agricultural enterprises

6.1 The concept of marketing management in enterprises

In conditions of external uncertainty and military action in the country, the success of an enterprise depends on high-quality management, which allows the enterprise to achieve its goals while maintaining competitiveness in the market. Enterprise management is a complex process due to the existence of a large number of elements, the complexity of setting up communication channels between hierarchical levels, and the need to evaluate the performance of individual departments and specific employees. This complexity makes it relevant to use new approaches to management, namely marketing management.

Today, there is no consensus among modern management and marketing specialists on the definition of marketing management. For a better understanding of marketing management, it is advisable to consider the essence of the concepts of "management" and "marketing".

The first classical theory of management was developed in the early 20th century and became widely known around the world as the "scientific management" school, founded by F. Taylor. F. Taylor is considered the father of scientific management. His research into the problems of scientific organisation of production was, in essence, the first attempt to create a separate science of management [133].

The word "management" comes from English, meaning control, and in this context is often supplemented with additional characteristics such as the ability and art of managing and achieving goals. The Italian word "managgiare" means horse management and is used associatively to define any form of strict control through mastery of the art of achieving goals. The French term "manager" translates as to manage, to preserve, and from Latin, the root of the concept of "management" means active activity, power. Common to all concepts of is the definition of management as leadership, and a manager as a professional leader who works in an organisation on a contractual basis, i.e. does not necessarily have to be its owner [155].

The concept of "management" is interpreted quite broadly in scientific literature on management. American researchers M. Mescon, M. Albert, and F. Hedouri view management as the ability to achieve a set goal using the labour and intellect of other people, as a branch of knowledge that helps to perform this function, and also in the sense of the art of management, which manifests itself in non-standard, original decisions, quick reactions, and improvisation [168]. Koontz H. considers management to be the creation of an effective environment for people working in formal organised groups [148].

The term "management" began to be used in Ukraine in the early 1990s, which was caused by the collapse of the command-and-control economic system and the beginning of the country's integration into the global economic space.

Thus, I. Kulynich defines management as "management, leadership, as well as direction and administration" [142, p. 170]. Yakovenko V. asserts that "the essence of management lies in managing productivity and personnel" [198, p. 5]. Stakhov O. G., Yavnyuk O. I., Voloshchuk V. V. [132] define management as the process of planning, organising, implementing and controlling an organisation to achieve the coordination of human and material resources necessary for the effective performance of tasks. Scientists [155] consider management to be an independent type of professional activity, the main task of which is to achieve the goals set by the organisation through the effective use of all types of resources with the help of specific functions and management methods. In scientific literature, the term "management" is interpreted broadly and multifacetedly, but there are no contradictions between them; on the contrary, they complement each other, which allows us to understand the essence of management.

Marketing is one of the concepts that has become a hallmark of modern business. The word "marketing" itself appeared in the United States of America in the process of local farmers searching for a market for their products. It was about market getting. The chronology of marketing development shows that its first elements (price, sales, advertising) appeared as early as the mid-17th century. The rapid development of

marketing took place in the 1950s and 1960s. The term began to be used in economic literature, and a scientific discipline with this name was introduced in universities [156].

Thus, F. Kotler and G. Armstrong [149] note that "...in a broad sense, marketing is a social and managerial process by which individuals and organisations obtain what they need and want through the creation and exchanging value with others. In a narrower business context, marketing means building profitable exchange relationships with customers related to value" [149]. Lamben J. [130] notes in his research that "...marketing is a social process focused on satisfying the needs and desires of individuals and organisations through the creation and voluntary and competitive exchange of goods and services for general use" [130]. According to Drucker P. [127], marketing is "...the central dimension of all business. It is the whole business from the point of view of the end result, i.e. from the point of view of the the customer" [127].

A significant impetus for the development of marketing practices in Ukraine was provided in 1988 by a group of specialists from the Ukrainian branch of the All-Union Centre for Public Opinion, Social and Marketing Research [132]. Since the mid-1990s, scientific activity in the field of marketing studies has intensified in Ukraine.

Voychak A. V. [126] believes that "...marketing is a philosophy and a set of tools for the formation, implementation and development of mutually beneficial exchange processes in society" [126]. The scientist presented his own classification of approaches to the study of marketing concepts, and also distinguished internal marketing depending on the internal market of the enterprise. Based on an analysis of literary sources, A. V. Voychak also identified different approaches to understanding the essence of marketing: from the point of view of management as a conceptual basis for activity, as a functional apparatus; from the point of view of a product – as an element of behavioural economics, as well as in terms of national and institutional levels [197].

In his research, S. S. Garkavenko [156] identifies three approaches to defining the essence of marketing: marketing as an independent type of entrepreneurial activity;

marketing as a management function; marketing as a modern vision of business philosophy [156].

Starostina A. O. [188] considers marketing primarily through the prism of organisational and managerial decision-making. She sees it as the basis for forming strategies for the development of a business entity and determining its place in the market (positioning). A. Starostina pays particular attention to identifying the impact of the environment on marketing and its relationship with the achievement of the main interests of enterprises [188].

Scientists [166] note that "marketing is the process of creating concepts for ideas, goods and services, their pricing, promotion and distribution through mutually beneficial exchanges in accordance with individual and corporate goals." According to the State Standard of Ukraine (DSTU 3294-95), "marketing is the process of planning and implementing ideas, pricing, promoting and selling ideas, products and services through exchange that satisfies the goals of individuals and organisations" [146].

Kovshova I. O. [189] notes that the formation of the complex concept of "marketing management" took place over a significant period of time with the accumulation of experience from various sources and under the influence of many factors. The scientist divides the dynamics of knowledge accumulation in marketing management into into four stages: 1) emergence (the emergence and development of proto-marketing and proto-management); 2) the separation of management and marketing as separate sciences; 3) the formation of the marketing management process within the two sciences and its separation into a separate field; 4) the development of the concept of marketing management [189].

The essence and structure of the definition of marketing management are presented in Table 1.1.

Table 1.1

Definition of the concept of "marketing management"*

Author	Author's interpretation of the concept
1. Conceptual approach from the perspective of classical management	
P. Drucker [130]	Marketing management is an integral part of the overall management process in an enterprise, where marketing is one of the functions of management
V. M. Kutsenko [153]	Marketing management is the process of analysing, planning, implementing and controlling measures aimed at establishing and maintaining mutually beneficial relationships with the target market in order to achieve the goals of the enterprise, which exists within the overall management system.
S. A. Yaromich, T. G. Velychko [201]	Management formulates goals, seeks resources, evaluates results, marketing serves as a means of achieving specific goals, and marketing management emerges as an integral part of the management system as a whole.
2. Conceptual approach from the perspective of classical marketing	
F. Kotler [150]	Marketing management is the process of planning and implementing concepts for pricing, promoting and distributing ideas, goods and services, aimed at exchanges that satisfy individual and organisational goals
O. A. Bilovodska [124]	Marketing management is the purposeful coordination and formation of all enterprise activities related to the market activities of the organisation at the market and society level in general and based on marketing principles
3. Conceptual approach from the perspective of managing the marketing services of an	
I. M. Komarnytskyi, H. V. Tsar [147]	Marketing management – analysis, planning, implementation and control of measures designed to establish, strengthen and maintain mutually beneficial exchanges with the target market in order to achieve specific business objectives
V. V. Rossokha, O. V. Gumenna, K. V. Pichik, N. V. Romanchenko [148]	Marketing management – a process (logical sequence of steps) for an enterprise to achieve its marketing goals
4. Conceptual approach from the perspective of enterprise management based on marketing	
M. I. Belyavtsev, V. M. Vorobyov, V. G. Kuznetsov [149]	Marketing management is the management of all general and specific functions of an enterprise, as well as all divisions of an organisation, based on marketing
A. V. Voychak, V. M. Shumenko [126].	Marketing management is the implementation of marketing philosophy and tools based on marketing research in the management of an organisation's activities

Continuation of Table 1.1

Author	Author's interpretation of the concept
4. Conceptual approach from the perspective of enterprise management based on marketing	
I. O. Tereshchenko, V. Yu. Gorilei [185], V. M. Bonadrenko [125]	Marketing management is implemented through a systematic, program-targeted mechanism of interaction between marketing and management tools to adapt the enterprise to changes in the marketing environment in order to maximise the satisfaction of consumer needs and the organisation's goals with the effective allocation of limited resources
I. O. Kovshova [189]	Marketing management is an innovative approach to enterprise management in conditions of internal and external environment volatility to achieve set structured goals in accordance with strategic objectives that comply with ethical norms accepted in society and allow achieving optimal performance levels, taking into account economic and social effects
O. S. Borysenko, A. V. Shevchenko, Yu. V. Fison, O. M. Krapk [164]	Marketing management should be understood as a logically structured sequential management system, which is the main type of management system aimed at achieving business goals and satisfying the needs of the target market and achieving its goals

Note. *Developed based on: [124 , 147-150, 153, 164, 191]

Based on the analysis of works by domestic and foreign scholars [124, 147-150, 153, 164, 191, 130], it was found that most of them equate the concepts of "marketing management" and "marketing management," but these concepts differ from each other. To understand the essence of the terms "marketing management" and "marketing management," it is necessary to conduct a theoretical analysis that will allow conclusions to be drawn about the interpretation of these concepts, as well as to determine their place and role in the management of a modern enterprise. A comparative description of the concepts of "marketing management" and "marketing management" is given in Table 1.2.

Having analysed various definitions of "marketing management" and "marketing management," we agree with L. V. Balabanova [117] that marketing management should be considered from the perspective of management functions as the management of marketing processes in an enterprise related to market research, sales and promotion of products and services to the market, and that marketing management is a broader concept than the general function of enterprise management, it is the

management of all general and specific functions of the enterprise, as well as all divisions of the enterprise on the basis of marketing.

Table 1.2

Comparative characteristics of the concepts of "marketing management" and "marketing management"*

Author	Concept	Author	Concept
F. Kotler [150]	***Marketing management*** is the analysis, planning, implementation and control of activities designed to establish, strengthen and maintain profitable exchanges with target buyers in order to achieve specific organisational objectives, such as profit, sales growth and market share.	A. V. Voychak, V. M. Shumenko [126]	***Marketing management*** is the implementation of marketing philosophy and tools based on marketing research in the management of an organisation's activities.
N. I. Ivashkova [147]	***Marketing management*** is the most important functional part of the overall enterprise management system, aimed at achieving consistency between the internal capabilities of the enterprise and the requirements of the external environment to ensure profitability.	Yu. A. Sydoruk [191]	***Marketing management*** is a systematic, program-oriented mechanism for the interaction of marketing and management tools to adapt a company to changes in the marketing environment in order to maximise the satisfaction of consumer needs and organisational goals while effectively allocating limited resources.
R. Dixon [146]	***Marketing management*** is a diverse activity aimed at studying consumer needs and psychology.	O. A. Bilovodska [124, p. 13]	***Marketing management*** – purposeful coordination and formation of all company activities related to market activities at the enterprise level, at the market level and in society as a whole, based on marketing principles

Note. *Developed based on: [124, 126, 146, 150, 191]

As noted by O. A. Bilovodska [124], "marketing management has a place when the management of an organisation is based on the principles of , i.e. when the buyer (consumer) is placed at the centre of the organisation, and the marketing and management system combines all efforts to best meet the needs and demands of the parties involved in the exchange. In addition, marketing management considers

marketing and management as inseparable, which also mutually penetrate and complement each other.

As a result of systematising the views of scientists [124, 130, 147, 153, 148, 149, 150, 164, 191,] on the concept of marketing management, we propose interpreting marketing management as marketing-based enterprise management aimed at adapting it to changes in the external environment and optimally using available resources to achieve the set goals and objectives of the enterprise, taking into account the satisfaction of consumer needs.

The effective implementation and use of marketing management by an enterprise requires, first of all, a clear understanding of the stages of development of marketing management, as well as the goals, principles and functions of its application.

Kovshova I. O. [189] distinguishes the stages of marketing management development, changing the focus and replacing eras with clear periods of historical development of marketing management in 10-year increments, starting from 1900, highlighting the following types of marketing management:

1. Hidden – characterises the period of the emergence of purely theoretical avant-garde ideas of democratic management based on the principles of achieving the common good.

2. Experimental – combines certain theoretical ideas with the first practical experience in the field of management, which marked the beginning of research in this area.

3. Functional – characterises the partial application of a new approach to management in certain areas of enterprise activity.

4. Production – corresponds to the production concept of marketing and is based on the hypothesis that consumers are more loyal to goods that are widely available and affordable. Therefore, the essential features of this type of marketing management include a focus on improving production, intensifying mass distribution of products in all possible markets, and simultaneously reducing costs to achieve a dominant position.

5. Product-based – based on the marketing concept of the same name and stems from the idea that consumers are more loyal to products with the highest quality, better

performance or innovative features and characteristics. Therefore, the essential features of this type of marketing management include focusing efforts on the continuous improvement of the product, its innovation, differentiation, and appearance in order to achieve the ideal.

6. Sales-oriented – also based on the marketing concept of the same name, the main hypothesis of which is that marketing pressure creates additional demand for goods among consumers. Therefore, the essential features of this type of marketing management include a focus on all possible tools for informing and stimulating sales in order to achieve a high level of product awareness while increasing sales volumes.

7. Marketing management of services - characterises the allocation of a separate market that has certain specific features and functions according to slightly different patterns. Therefore, the essential features of this type include focusing efforts on the characteristic properties of services (intangibility, variability of quality, lack of preservation and inability to distance oneself from the source) while simultaneously identifying the needs of target markets and ensuring the desired level of satisfaction in ways that are more effective and productive than those of competitors.

8. Social and ethical marketing management – based on the idea of creating goods and services that enable consumers and society as a whole to solve certain problems. This type of marketing management focuses on identifying basic needs and researching the interests of target markets to ensure effectiveness while preserving and strengthening the well-being of consumers and society as a whole.

9. Integrated marketing management involves developing a separate marketing programme that includes tools classified by J. McCarthy as the "4 Ps: product, price, place, promotion" and is coordinated with the company's strategic development plan to achieve maximum effect.

10. Marketing management of ideas – marks the emergence of a new market which, unlike the markets for goods and services, requires a developed legal framework and operates under copyright priorities. Marketing management in this area constantly strives to find a balance between the free presentation of ideas to create initial demand

and high prices, which are an indicator of quality and a source of income for the enterprise.

11. Interactive marketing management involves achieving a specific goal through the exchange of information between departments, employees, partners and customers, which increases the effectiveness of interactions. This type of marketing management actively uses various information and communication systems, responds actively and appropriately to signals from participants and offers management decision options. Accordingly, interactive marketing management functions in a system with three elements (people, machines and interactivity) to improve the performance of the enterprise.

12. Holistic marketing management – named after the concept of the same name developed by Philip Kotler. The main goal of this type of management is to form strong, long-term, mutually beneficial relationships with the company's key partners: customers, investors, suppliers, intermediaries, staff, etc. In other words, the main result of holistic marketing management is the creation of unique intangible assets in the form of a marketing business chain, where each partner supports the other and ensures an adequate level of profitability [189].

In today's business environment, all twelve types of marketing management are used according to the evolution of development. Each enterprise chooses the type of marketing management that best suits it in accordance with its individual characteristics and objectives. However, it should be noted that the last five types are more comprehensive, balanced and flexible in terms of introducing innovative approaches and adapting to changes in the internal or external environment of the enterprise [189].

The goal of marketing management is to ensure a level of quality management that will enable effective satisfaction of consumer needs through exchange and achieve the planned result [123].

The subject of marketing management can be defined as a system of production relations that directs the management of modern production towards satisfying consumer needs by creating a continuous manufacturer-consumer chain, each link of

which contributes to increasing value for the end buyer. At the same time, a set of market production patterns, specific techniques, tools and methods are used to form the methodology of marketing management science and its logic. The object of marketing management is the volume and structure of demand [146].

The main goal of marketing management is to increase the profitability of the enterprise by achieving maximum satisfaction of consumer needs. The secondary objectives of marketing management are to conquer new markets, increase market share, enhance the competitiveness of the enterprise and its products, successfully introduce new products, improve customer service, increase efficiency, etc. [123].

Kovshova I. O. [190] describes the goals of marketing management in more detail, dividing them into 5 levels, which are shown in Fig. 1.1.

The principles of marketing management should be based on general management principles, taking into account the specifics of marketing. Shtefanich D. A. [151, 164] considers it appropriate to divide all principles of marketing management into two groups: organisational and supporting principles, thus distinguishing between organisational and resource components. Shtefanich D. A. [151] identifies the following principles of marketing management:

– organisational principles – unity of command; consistency; proper selection and placement of personnel; flexibility of organisational structures; guarantee of successful market activity of the enterprise; ensuring feedback; delegation of authority;

– Guiding principles – consistency; scientific justification of management decisions; focus of managers' activities on achieving specific marketing results; goal orientation; efficiency; optimality; planning in marketing management; comprehensiveness [151].

Ilchenko T. V. [134] highlights the following principles of marketing management in his research: consumer orientation; consumer influence; focus on the future; adaptability and flexibility; freedom of the consumer and producer; systematicity; comprehensiveness; economic efficiency; satisfaction of basic needs; limitation of potential damage; innovation; consumer education and information; consumer protection [134].

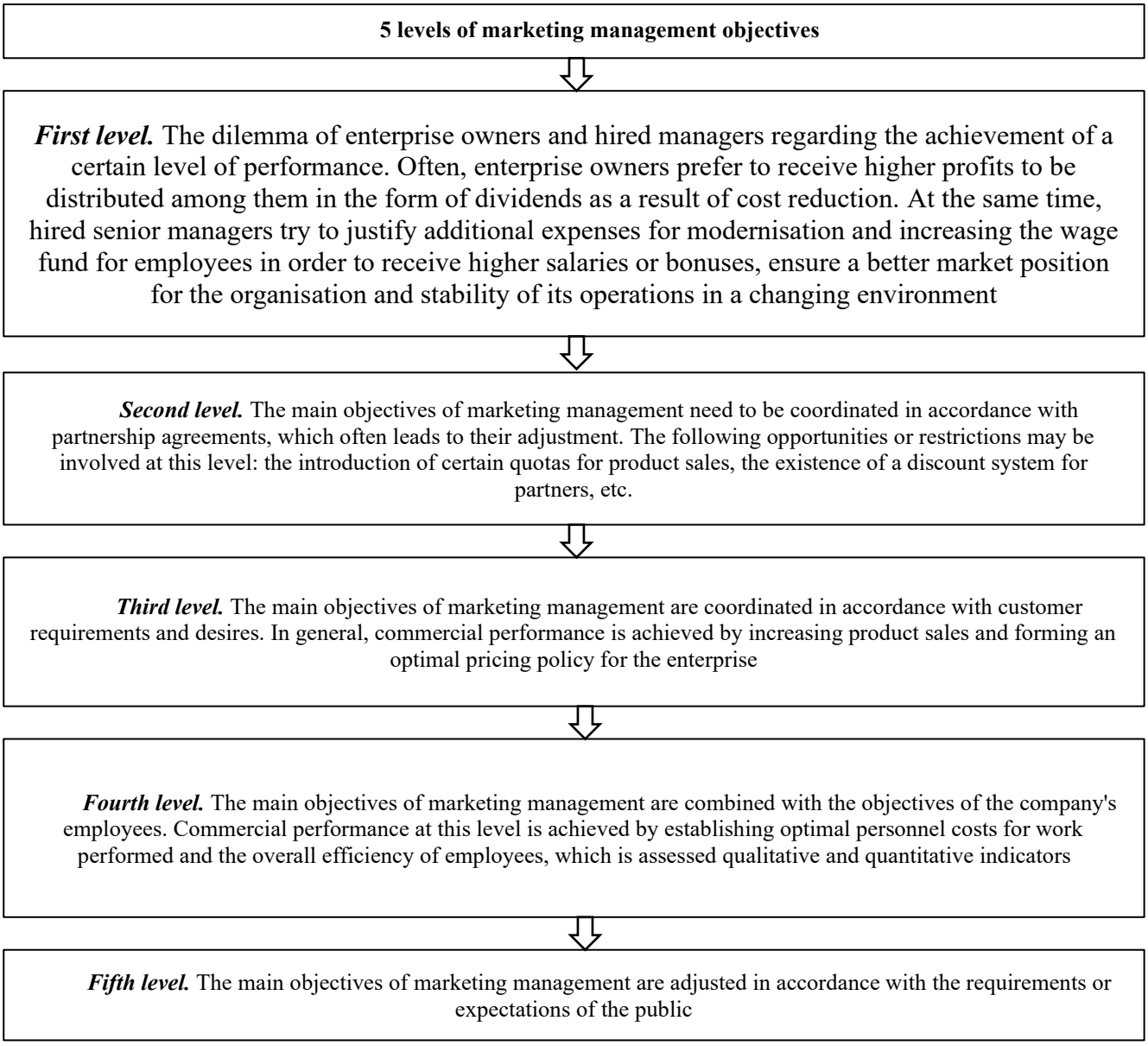

Fig. 1.1. 5 levels of marketing management goals*

Note. *Developed based on: [190]

Samokisha A. M. [180] and Kovshova I. O. [190] distinguish the following principles of marketing management: a scientific approach to the organisation of marketing management; timely and adequate response to market needs; social and ethical orientation towards consumers; a comprehensive approach to the organisation of marketing management; legality, honesty and decency in marketing management; competence in the organisation of marketing management; commercial effectiveness.

There is no consensus on the composition of marketing management principles. In each individual case, it is necessary to analyse all existing views and form a list of marketing management principles on a case-by-case basis for each individual

enterprise. In general, marketing management principles assume that the achievement of an enterprise's goals depends on identifying the needs and demands of target markets, as well as on satisfying consumers more effectively than competitors.

Scientists [146] define the following basic approaches to the organisation of marketing management in an enterprise:

1. A process approach that views marketing management as a continuous network of interacting processes occurring within an enterprise.

2. A systematic approach that defines marketing management as a system of interrelated elements focused on achieving specific goals in a changing internal and external environment.

3. A situational approach, which views management as a living organism, where the choice of methods is determined by the specific situation and depends on a large number of internal and external factors of the enterprise.

4. A problem-oriented approach explains marketing management as a set of integral qualities, principles of goal setting and task setting, combining their content, organising the management process and evaluating performance [146].

The views of scientists on the main functions of marketing management in an enterprise are presented in Table 1.3.

The list of functions presented is quite complete, but there are many different views on the composition of marketing management functions. Some scholars reduce the number of functions in their research, believing that there is no need for excessive detail, while others, on the contrary, believe that the more we detail the functions of marketing management, the more thoroughly we will be able to understand its essence.

The views of scholars on the main tasks of marketing management are presented in Table 1.4.

Marketing management in an enterprise is so complex that it cannot be described by an exhaustive list of tasks. In addition, each enterprise is unique (with its own goals, available resources, unique organisational structure, proprietary system of processes, etc.), and the implementation of marketing management, accordingly, takes on a specific form with the creation of a unique set of specific tasks.

Table 1.3

Marketing management functions*

Author	Functions
V. O. Morokhova [170]	analysis; planning (including programming and forecasting); organisation; motivation; implementation; control
I. M. Komarnytskyi [147]	analysis; planning; implementation; control over the implementation of certain measures of the enterprise
A. V. Voychak [197]	identification of target markets for the enterprise, their capacity, and research into their conditions; research into the behaviour of target market participants (consumers, competitors, suppliers, etc.); forecasting the company's product sales; analysing the company and its ability to occupy a competitive position in a specific market; developing marketing strategies and tactics; creating specific marketing programmes for the company's activities; forming the company's product, pricing, communication and distribution policies; managing the company's product range and nomenclature; management of prices and communication processes of the enterprise; planning and management of distribution channels; organisation of product sales; organisation of collection and processing of marketing information; development of remuneration systems for marketing employees; creation and use of systems for monitoring the marketing activities of the enterprise.
D. A. Shtefanich [151], O. S. Borysenko [164]	marketing organisation; marketing forecasting and planning; motivation of employees engaged in marketing activities; operational accounting and operational regulation of marketing results, control and audit of marketing activities; analysis of marketing results
T. V. Ilchenko [134]	analysis; planning; development of strategic plans; development of marketing plans; implementation; execution of plans; control; quantitative determination of results; evaluation of results; corrective action
V. M. Kutsenko [153]	market analysis; planning; organisation; implementation; motivation; control and analysis of the implementation of marketing plans (measures)
Y. M. Petrovich [175]	analysis (diagnosis of the external and internal environment, market research, market conditions, research into the characteristics and behaviour of the company's target markets, service positioning); planning (forming a marketing strategy, forming marketing plans based on research, developing marketing programmes); organising (implementing established plans, forming an organisational marketing structure at the enterprise, developing specific tasks, determining powers and responsibilities for the implementation of marketing activities); motivation (development and implementation of material and moral incentives for staff, maintaining the corporate spirit of the organisation); marketing control (control over market research, implementation of marketing programmes, correction of identified errors, marketing audit).

Note. *Developed based on: [197, 134, 147, 153, 151, 164, 170, 175]

It should be noted that the above list is only a small part of the actual scope of marketing management tasks implemented in enterprises and demonstrates the

complexity of establishing, organising, coordinating and executing each individual task according to specific processes in order to achieve the main goals.

Table 1.4

Marketing management tasks*

Author	Author's position
F. Kotler [35 , pp. 45–47]	Developing marketing strategies and plans; developing market knowledge; customer relations; creating a strong brand; creating a marketing proposition; delivering value; promoting value; ensuring long-term growth
V. O. Morokhova [170], O. S. Borysenko, A. V. Shevchenko, Yu. V. Fison, O. M. Krapk [164]	defining the company's mission, developing its goals and strategic directions, determining its place in the market as a whole and in individual segments; developing the company's strategy, identifying markets and positions that will ensure success; planning production, including product development, manufacturing, and after-sales service; developing a plan for purchasing material and technical resources; forming a production plan; planning and implementing a set of measures for developing marketing communications; identifying and forming product distribution channels; forming and implementing a pricing policy; planning financial support for production and sales; recruitment of personnel to implement planned measures formation or reform of the marketing organisational structure; development and implementation of a set of measures to improve the management of marketing activities; organisation of the collection, processing and analysis of marketing information
A. V. Voychak [197]	market research; planning; organisation; motivation; implementation; control
D. A. Shtefanich [36 , pp. 12–13]	market management; formation of a marketing information system; creation of a decision support system; management of a marketing complex; research of market participants' behaviour; implementation of marketing measures; organisational tasks
V. M. Kutsenko [38 , pp. 12–13]	creating a marketing information system at the enterprise; identifying the enterprise's target markets, their capacity and market conditions; researching the characteristics and behaviour of the subjects of the enterprise's target markets; forecasting the enterprise's product sales; analysing the enterprise's competitive capabilities, taking into account available resources; identifying (developing) marketing strategies (tactics); developing marketing programmes for the enterprise; forming the enterprise's product, pricing, distribution and communication policies; managing the development of products or services; managing pricing; managing the enterprise's distribution channels, organising effective sales of products; managing the enterprise's communication process; creating and applying a system for controlling the enterprise's marketing activities; developing and applying a system for managing sales personnel, etc.

Note: Developed based on: [153, 150, 151, 164, 170, 197]

Marketing management in an enterprise is implemented through specific procedures. The marketing management process in an enterprise should be viewed as a sequence of stages in the enterprise management system aimed at implementing

marketing-based functions and principles, through which consumer needs are identified and satisfied and the enterprise's goals are achieved.

American scientist F. Kotler believes that the marketing management process consists of the following stages: analysis of market opportunities, selection of target markets, development of a marketing complex, practical implementation of marketing activities [150]. In turn, scientists [124, 197, 134, 153, 151, 164, 191, 174, 185] argue that the process of marketing management in an enterprise is formed by a larger number of procedures: analysis of the internal and external environment in which the enterprise operates; formation of a marketing information system; selection of target segments of the market environment; development of a marketing complex; organisation of a marketing planning system; construction of an organisational structure of the enterprise; formation and implementation of marketing programmes; provision of a marketing control system. Skrynkovsky R. M. [174] believes that the process of marketing management in an agricultural enterprise consists of the following stages: analysis of the opportunities and threats of enterprises in the agricultural market; selection of target segments, formation and development of a marketing strategy for agricultural enterprises; development of marketing tools, namely price, product, distribution and promotion; formation of a system of marketing measures, on the basis of which the actions of agricultural enterprises for a specific period of time are determined; implementation of a marketing programme taking into account marketing principles; control and continuous analysis of the marketing activities of agricultural enterprises [174].

Summarising the views of foreign and domestic scientists [124, 197, 134, 153, 150, 151, 164, 191, 174, 185], we consider it appropriate to highlight the following stages of the marketing management process in an enterprise, which are shown in Fig. 1.2.

The first stage of marketing management is the analysis of the internal and external environment, which involves assessing the financial condition of the enterprise; analysing the structure and segments of the market, which provides valuable information about customers, competitors, general trends and any unusual changes in

the market that may be useful to the enterprise; the needs and desires of consumers that are not adequately met by competitors in the market [123].

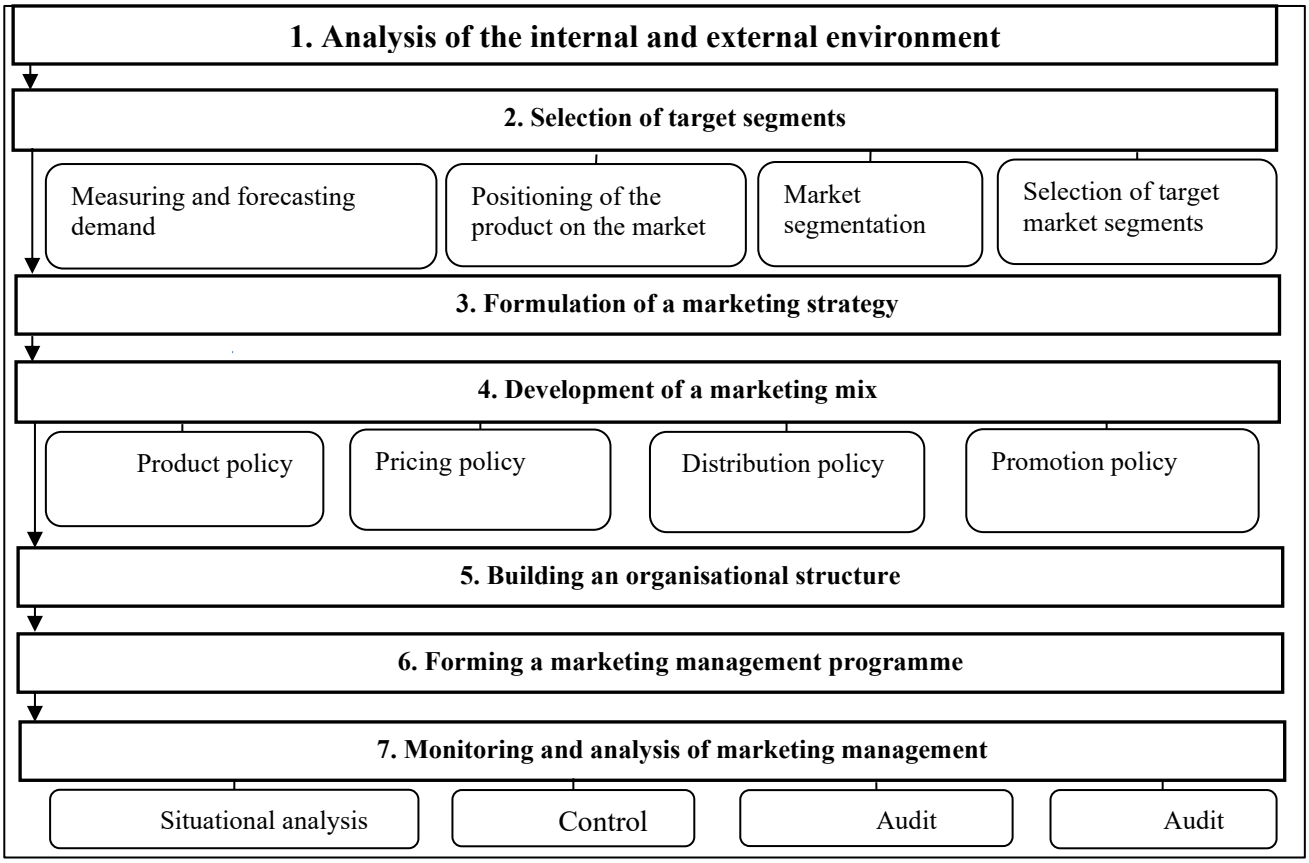

Fig. 1.2. The marketing management process in an enterprise*

Note. *Developed based on: [124, 197, 134, 153, 150, 151, 164, 191, 174, 185]

Modern science and practice have at their disposal a variety of techniques and methodologies that make it possible to assess the factors influencing the activities of an enterprise. When developing and implementing marketing management, it is necessary to constantly monitor and take into account changes in the composition of external factors and their impact on the competitiveness of the enterprise's products, namely, to detail their effect and clearly distinguish between market opportunities and threats. The interaction of internal and external factors is specific to the enterprise and almost always changes over time. Therefore, when choosing a strategic direction, it is necessary to assess the entire set of internal and external factors.

The second stage is the most important stage of the marketing management process, which allows you to select target market segments. The company conducts a thorough analysis of target markets in order to select potential buyers. The product market is quite large, and it is obvious that the company cannot satisfy the needs of the

entire market, so it must divide the entire market into different segments and select the segment that best meets its goals [123].

In the segmentation process, it is important to select a target market, i.e. to find an attractive part of the market on which the company intends to focus its marketing efforts. A target market is a group of consumers whose needs best match the company's goals, resources and capabilities.

The decision on the choice of the target market is made based on an assessment of the attractiveness of market segments and the company's ability to operate in the market segment. The following factors are used to assess the attractiveness of a segment: market factors (size and growth potential of the segment, stage of the product life cycle, predictability of market development, price elasticity, cyclicality and seasonality of demand, etc.); competitive (intensity and nature of competition, possibility of new competitors and competition from substitute products, degree of current product differentiation); macroenvironmental factors (economic processes, political and legal factors, degree of market regulation, social, natural and technological factors); other factors affecting the current and potential strengths of the enterprise in serving the target market [151].

Forming the image of an enterprise's goods or services in a selected market segment requires positioning them. Positioning is the process of creating a market image for a product based on identified consumer motivations in order to form a unique perception of the product in the minds of target consumers, distinct from competitors' products. Making decisions about product positioning is one of the most difficult parts of the process of forming a company's market strategy.

The third stage involves the formation of a marketing strategy, which depends on the position that the company occupies in the target market, the dynamics of its own development, the behaviour of competitors, and the specifics of the products manufactured or services provided [123].

In the current conditions of the Ukrainian economy, every enterprise tries not only to maximise profits, but also to promote effective marketing activities. Therefore, it is important to choose a marketing strategy for the enterprise that meets all the

requirements of the enterprise itself, ensures effective and profitable operation, generates profits and contributes to the further development of the enterprise. A competent, well-founded decision on the choice of strategy will help the enterprise survive in an unfavourable external environment.

Balabanova L. V. [118] considers "marketing strategy as the main focus of efforts, the philosophy of a company's business in the context of marketing organisation. Marketing strategies should guide the company towards maximum and timely adaptation of its activities to the dynamic marketing environment in order to achieve its strategic goals."

The marketing strategy of an enterprise is the most important functional strategy, as it provides justification for the market orientation of the enterprise. This strategy has two main guidelines: the market and the product. The relationship between these components allows enterprises to fill the "strategic gap" with both "old" products that will be sold in new markets and new products planned for sale in "old", i.e. established, markets.

Thus, there are many classifications of marketing strategies today, one of which is shown in Fig. 1.3. The success of an enterprise in the market largely depends on the choice of the optimal marketing strategy. This will help reduce the degree of uncertainty and risk in marketing activities and ensure the concentration of resources on selected priority areas. Therefore, choosing a strategy means choosing the means by which the company will solve the tasks set before it. This choice is complicated by the multiplicity of strategies and the complexity of determining which strategy is appropriate for the company to choose at one of the stages of its economic activity.

The fourth stage covers the development of a marketing mix and the effective selection of a set of marketing tools and actions. The company develops an effective marketing mix in such a way that the appropriate combination of marketing tools is effectively selected and coordinated into a useful programme to ensure that the set goals are achieved [123].

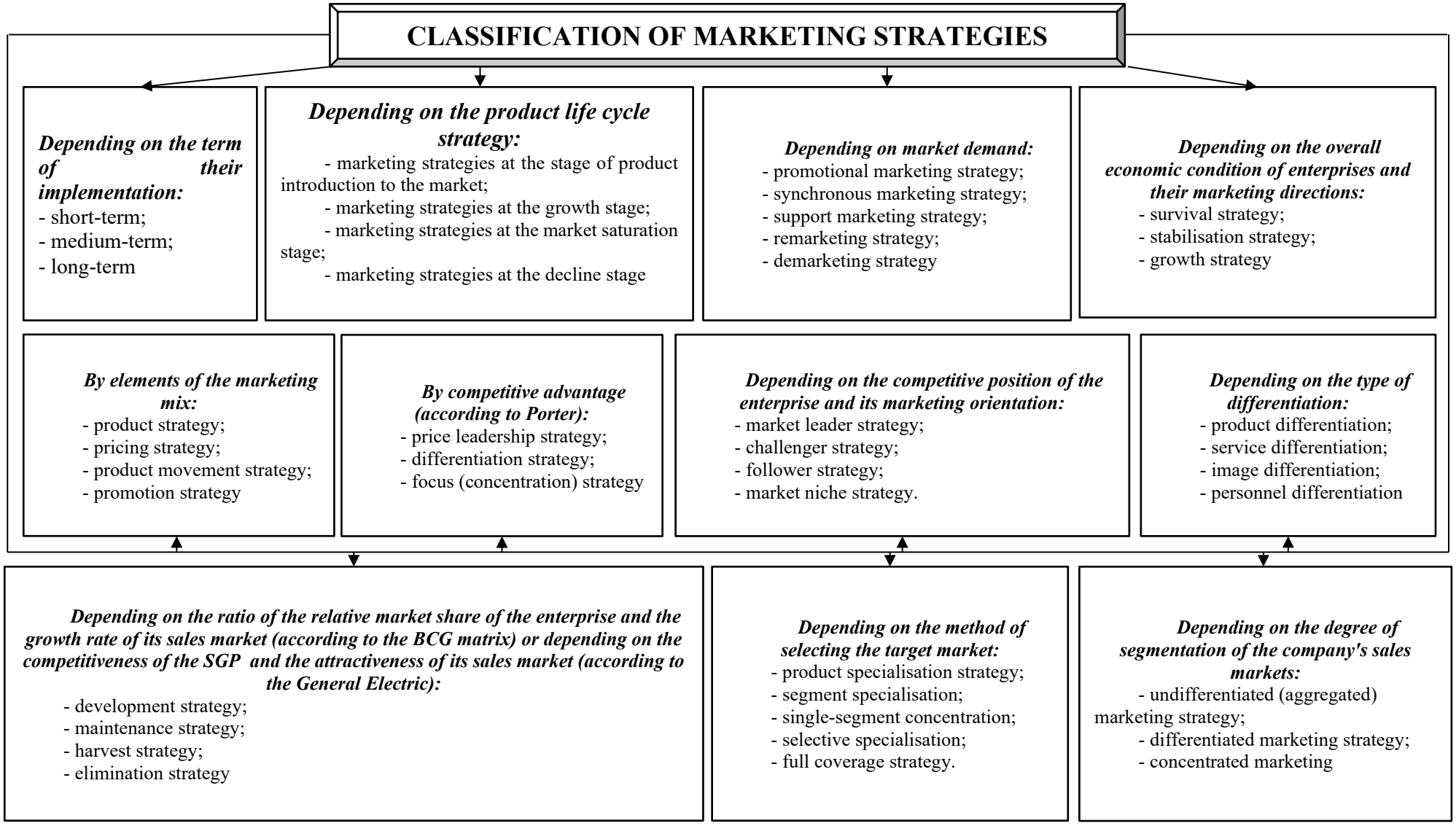

Fig. 1.3. Classification of marketing strategies*

Note. *Developed based on: [118 , 160]

In 1964, Jerry McCarthy proposed the "4P" model, i.e. a marketing mix consisting of only four elements: product, price, place (distribution) and promotion. A marketing mix is a set of marketing tools, the specific structure of which ensures the achievement of the set goal and the solution of marketing tasks [142].

Important elements of marketing activities include the development and implementation of the company's product policy, the selection of the product range, and the expansion of the production nomenclature. The market offers a wide variety of products, which is a positive factor in satisfying customer demand. At the same time, manufacturers need to pay special attention to product quality [131].

Price is the most important element of the marketing mix. To choose a pricing strategy, a company must identify and analyse all factors that may affect the price. The marketing goals and costs of a company are only approximate guidelines for determining the final price of a product [131].

In a market economy, one of the most important tasks facing commodity producers is to develop an effective distribution policy that takes into account market conditions, high levels of competition and intermediary structures. Along with the diversification of sales channels, an urgent task for commodity producers is to expand their product markets. In the economic practice of many developed countries, new methods and technologies for the supply and distribution of goods based on the concept of logistics are already widely used. The use of logistics in an enterprise will contribute to the operational implementation of logistics planning, analysis and management of the enterprise, and ensure the integration of the enterprise with the market [131].

Promotion as a component of an enterprise's marketing mix is usually considered as a communication policy, where the main elements are identified, such as advertising, sales promotion, public relations and personal selling, which are designed to disseminate information about the product and shape the necessary image of both the product and the manufacturer [176].

Each of the marketing mix tools must be used in conjunction with other tools, because their properties, when influencing the consumer separately, are lost, but together they help companies to respond quickly to changes in the market situation.

The fifth stage involves building the organisational structure of the enterprise, which is largely determined by the chosen strategy and objectives, the size of the enterprise's resources, and the specifics of its products and markets [123]. The complexity of building an organisational structure for marketing management in an enterprise lies in the fact that all structural units operate on the basis of marketing principles.

The sixth stage involves the development of a marketing management programme based on comprehensive marketing research and the results of an assessment of the company's own capabilities, which optimally combines marketing tools, taking into account the specific period of the plan's implementation and the corresponding financial support [123].

In marketing management, special attention is paid to the process of developing marketing programmes, because without the right approach to their design and implementation, it is difficult for managers to organise effective work in the market and achieve their goals.

Essentially, any marketing programme should specify the marketing strategy, tactical and operational marketing plans in the enterprise. After all, without its competent formation, there will be no effective planning and implementation of the defined strategies. In addition, the marketing programme should primarily be aimed at satisfying the needs of buyers. All tasks and objectives of the marketing programme must be developed with a focus on the consumer and specific target markets.

A marketing programme is usually developed on the basis of marketing research, which indicates to the company the correct course of action in the market. Such research includes studying consumer behaviour and specific tastes, researching market conditions, goods, prices and pricing strategies, competitors, suppliers, intermediaries, main methods and forms of sales, and various communication tools.

The seventh stage involves the control and analysis of marketing management, which involves monitoring the measures necessary to achieve the company's goals [123]. Marketing control is focused on the timely and adequate identification of existing problems and deviations, as well as the appropriate timely adjustment of the

enterprise's activities as a whole in order to effectively solve and eliminate problems and deviations from the plan. As a result, a plan of measures is developed to improve the effectiveness of the enterprise's marketing management system.

If marketing management is not effective, an audit is conducted. A marketing audit is a comprehensive periodic review of the external marketing environment, goals, strategies, and specific types of marketing activities to identify problems and hidden potential of the enterprise. It is based on general auditing principles aimed at identifying lost benefits from the misuse of marketing in the enterprise [164].

In addition, marketing control in an enterprise completes the marketing management process cycle. It identifies the strengths and weaknesses of marketing activities and analyses the level of implementation of marketing plans, which are necessary for the correct selection of marketing goals and strategies for the next planning period.

Thus, , having systematised the views of scientists on approaches to the concept of marketing management, we propose interpreting marketing management as marketing-based enterprise management aimed at adapting it to changes in the external environment and optimally using available resources to achieve the set goals and objectives of the enterprise, taking into account the satisfaction of consumer needs. The process of marketing management in an enterprise includes a number of specific procedures aimed at studying and shaping the demand of target consumers and comprehensively satisfying their needs.

6.2 The essence and significance of the marketing management system of enterprises

In today's environment, the performance of enterprises largely depends on the influence of an extremely complex, dynamic and uncertain external environment. Only those economic entities that are able to adapt to the external environment, take timely preventive measures against the negative impact of its factors and fully utilise the opportunities it provides can ensure the competitiveness and profitability of their activities in the long term [123]. Therefore, in this regard, special attention should be

paid to the formation of a comprehensive, scientifically based enterprise management system.

Today, there are many approaches to defining the concept of a "system." Kustovskaya O. V. considers a system as a way of solving a specific problem, i.e., as a set of all necessary knowledge, information, material resources and methods of their use, and the organisation of human activities aimed at solving the problem. Zavadsky Y. S. defines a system as an internally organised set of interrelated and interacting elements that form a single whole and work together to achieve a set goal [202]. According to Khomyakov V. I., a system is a certain integrity consisting of interdependent parts, each of which contributes to the characteristics of the whole [185].

Kholod B. I. and Zborovska O. M., analysing the definition of the concept of "system" and taking into account a number of other features, note that the most essential features of a system are as follows: a) the presence of different elements that make up the system; b) the presence of interrelationships between the elements of the system; c) the presence of a goal, which is the beginning of the system, connecting and determining the interaction of elements. Thus, we understand a system to be a set of interrelated and at the same time different elements, created to achieve a specific goal [184].

Scientists [155] note that a system has a certain structure, i.e. an internal order. The structure of the system is determined by the goals of the system's existence. It consists of components between which there are connections that determine hierarchical relationships and ensure interaction between these components. The smallest indivisible component of the system is called an element [155].

The systems approach is based on the use of systems theory in management since the late 1950s. According to this approach, all organisations (management objects) are systems consisting of the following elements: structure, tasks, technology, people, goals, and resources. There are closed systems (with fixed, rigid conditions that do not depend on the environment) and open systems (which interact with the external environment). A significant contribution to the development of the systems approach

in management belongs to C. Bernard (who viewed the organisation as a social system), P. Drucker (the exclusive role of managerial professionalism, the great importance of self-management, organisational focus, etc.), and the authors of the McKinsey "7-S" model [193].

In scientific literature, the concept of a "systemic approach" is interpreted quite broadly and ambiguously. Thus, Guryanov A. B. [135] believes that a systematic approach is a methodology for studying objects as systems. In this case, the system contains two components: 1) the external environment, which consists of the input, output of the system, communication with the external environment, and feedback; 2) the internal structure, which is a set of interconnected components that ensure the process of the management subject's influence on the object, the processing of input into output, and the achievement of the system's goals. Kustovskaya O. V. defines the systematic approach as one of the main directions of the methodology of special scientific knowledge and social practice, the purpose and objectives of which are to study certain objects as complex systems [135].

The methodology of the systemic approach has found application in many areas of science and production, and one of the most striking examples is the application of the systemic approach in enterprise management. Didur K. M. [130] considers the systems approach to management as a set of generally accepted management principles – a way of thinking about organisation and management in an unstable external environment. As a management method, the systematic approach is based on understanding the object of management as a whole, on identifying the diversity of its internal and external connections; a set of related, coordinated methods and means of managing the economy, industry, enterprise, or division [130].

Today, there are a significant number of approaches to interpreting the essence of the concept of "enterprise management system". Kalyuzhna N. G. [135 , p. 53] considers the enterprise management system as the embodiment of organisational experience, the form of manifestation of which is the organisational relations between its elements, namely between the subject and object of management. A similar opinion is held by F. I. Khmil, who defines a management system as a way of combining and

interacting between two subsystems – the managing and managed (subject and object of management) [143]. Kuznetsova G. Yu. notes that the enterprise management system consists of the following management subsystems: information and communication technologies, strategic planning and development, marketing, functional, motivational, and controlling. Monastyrsky G. L. [133, p. 159] in his research considers the enterprise management system as a set of all enterprise services, all subsystems and communications between them, as well as processes that ensure the functioning of the enterprise.

As noted by scientists [201, 144, 130], the management system forms a management cycle that is consistently implemented and completed. In this case, the enterprise is modelled as an open system with inputs and outputs and consists of a controlling and controlled subsystem, which interact closely because they are organically interrelated. The controlling subsystem consists of elements that ensure the management process, while the controlled subsystem consists of elements that ensure the direct process of production, economic, commercial and other types of activities.

One of the most important contributions to management systems theory was the recognition of marketing as one of the most important management functions and, subsequently, the formation of a separate system, namely marketing. Balabanova L. V., V. V. Kholod and I. V. Balabanova [119] consider the marketing system in a broad and narrow sense. In a broad sense, it is a system of economic relations that arise in the process of production and sale of goods oriented towards the market and the consumer. In a narrow sense, the marketing system is a complex of marketing functions, elements, and techniques carried out by all participants in the production and sale of goods. In their research, scientists [183] consider the marketing system through the combination of the marketing complex with the marketing management system. The essence of such a marketing system lies in combining elements of the marketing mix and the marketing management system to respond quickly to changes in the market environment.

The marketing system of an enterprise is an internally organised set of interrelated components (economic, social, organisational, technical and technological) in relation to the external environment, the integral unity of which

ensures, on the one hand, the satisfaction of consumer needs and, on the other hand, the achievement of the goals set by the economic entity. This is realistic provided that the system of marketing information subsystems, the marketing complex and marketing management function in a targeted and effective manner.

Today, there is no clearly defined marketing management system in scientific works. As noted by scientists [196], the formation of a marketing management system for an enterprise is a complex process of building a management system based on marketing principles and using management functions.

In our opinion, a marketing management system should be viewed as an integrated set of management and marketing elements that create a positive synergistic effect for management decision-making. Summarising the findings of researchers [119,144,130], we believe that the marketing management system can be represented as shown in Fig. 1.4.

As in the management system, the main elements of the enterprise's marketing management system are the subject (controlling subsystem) and object (controlled subsystem) of management, which function on the basis of marketing. The influence of the subject (managers, owners, specialists who carry out management activities within their competences) on the object of management (components of the enterprise's operating environment) is exercised through the implementation of management decisions based on marketing, which are aimed at satisfying consumer needs.

Based on Fig. 1.4, the marketing management system of enterprises can be described as an integrated set of management and marketing elements that create a positive synergistic effect for management decision-making. In the process of forming a marketing management system for an enterprise, it is necessary to take into account external and internal environmental factors that influence the construction of a more or less complex marketing management system in the enterprise.

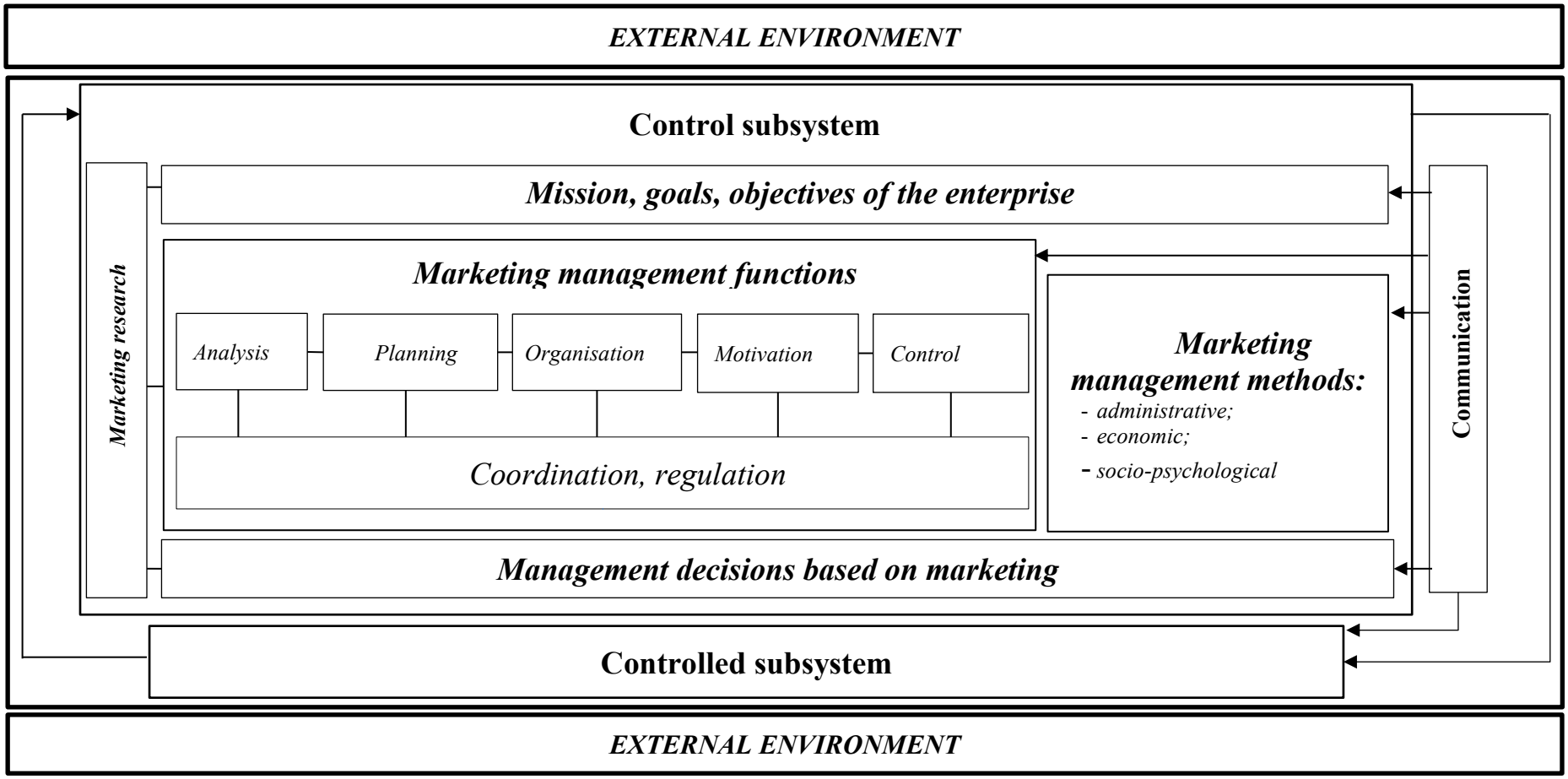

Fig. 1.4. Marketing management system in an enterprise*

Note. *Developed based on: [119,144,130]

If marketing-based management decisions in the controlled subsystem do not work well enough (are not implemented, are implemented partially, are implemented with deviations, etc.), then information about all inaccuracies, shortcomings, and deviations is sent through feedback channels to the control subsystem (i.e., a regulation procedure is performed), where the management apparatus develops the necessary measures. Marketing-based management decisions are sent through direct communication channels to the controlled subsystem and are aimed at eliminating shortcomings, deviations, etc. In fact, a cyclical mechanism is ensured, as a result of which (if necessary, in several cycles) all shortcomings will be eliminated, and the controlled subsystem, under the influence of the management, will eliminate existing problems. If the control subsystem does not work professionally, competently, effectively or actively enough, then it should be expected that the controlled subsystem will not ensure the fulfilment of the tasks set and the achievement of the established goals of marketing management. The level of fulfilment of the tasks set by the controlled subsystem and the achievement of the established marketing management goals in the enterprise is directly dependent on the activities of the controlling subsystem (management apparatus).

6.3 Methodological approaches to evaluating marketing management in enterprises

Today, there is no universal approach to evaluating marketing management in enterprises in information sources. To improve the efficiency of an enterprise, it is necessary to constantly evaluate and improve the factors on which it depends. One such factor is management, which in a certain way determines both the economic results of the enterprise's activities and the results that are of interest to the staff, government authorities and the population of the country. That is why various approaches have been used for a long time to assess the state of management and the possibilities for its improvement [189, p. 97].

At the same time, it is necessary to distinguish between the concepts of "management effectiveness" and "management efficiency." Researchers in

management theory clearly distinguish between these concepts. Thus, P. Drucker believes that effectiveness is the result of doing the right things, while efficiency is the result of doing those things correctly [130]. Management effectiveness implies that the set goals correspond to the final results of the activity. By management effectiveness, the scientist means the degree of management accuracy, which is characterised by the achievement of the expected state of the management object, the management goal or the level of approximation to it [194]. Measuring the effectiveness of organisation management makes it possible to identify opportunities and functional directions for the development of the enterprise, as well as provides information about the need to create new demand and, accordingly, release new products, about diversification, and problems of interaction between participants in the production and management process [126, p. 227].

The efficiency of an enterprise's activities as an economic category reflects the correspondence of the actual result to the desired one. In other words, it is the level of achievement of the organisation's goals and its ability to function in a competitive environment. Efficiency in this sense is used to justify economic decisions and various analytical assessments [129, p. 453].

Markina I. A., O. M. Taran-Lala, V. P. Yakhnytska [167] note in their research that in order to assess the effectiveness of enterprise management in a strategic perspective, it is advisable to examine the level of internal stability of the enterprise, identifying the following four interrelated components of equal importance:

– Economic stability is a state of an enterprise characterised by optimal distribution of equity capital, calendar distribution of incoming and outgoing financial flows, and reliable risk management methods that ensure the liquidity and solvency of the economic entity in the current and long-term perspective. Within the framework of economic stability, the dominant factors are: financial stability, market stability, organisational stability, production stability, technical and technological stability, and investment stability.

– social stability, which shows the degree of social security of the enterprise's personnel. Social stability is characterised by the effectiveness of the organisational

structure, management, social policy of the enterprise and the personnel motivation system, communication between different management links and the internal psychological climate, and also covers socio-psychological and communication stability;

– Environmental sustainability – the interconnection between the enterprise's economy and its environmental safety, minimising the harmful impact of the enterprise's production and economic activities on the environment. Environmental safety is characterised by the following indicators: the resource-saving technology coefficient, the environmental pollution coefficient, and others;

– Environmental sustainability – the interconnection between a company's economy and its environmental safety, minimising the harmful impact of the company's production and economic activities on the environment [167].

Yevas T. V., Kolomiets A. M. [132] note that in theory and practice, five most common approaches to assessing management effectiveness have been developed (Table 1.5).

Table 1.5

Approaches to assessing management effectiveness *

Name of approach	Content
Target	Based on the fact that the main goal of any management system is for the organisation to achieve its core objectives in the most rational (economical) way
Functional	Allows you to determine the effectiveness of management in terms of the organisation of work and the functioning of management personnel, i.e. it is based on the results and costs of the management system itself
Compositional	Aims to determine the degree of influence of management work on the results of the organisation's activities as a whole (profit growth, sales volumes, labour productivity, cost reduction, etc.)
Behavioural	Based on measuring the degree of satisfaction of the needs of all groups (consumers, suppliers, shareholders, the state, internal divisions of the enterprise, its employees, etc.) interested in the resultsof the organisation's
Integral	Based on the construction of a synthetic (integral) indicator that covers several partial indicators of management effectiveness
Level	Distinguishes three levels of effectiveness in the assessment process: individual, group, organisational – and the corresponding factors that influence them

Note: Developed based on: [132].

Pashchenko O. P., Vaskivsky O. P., Kulish N. [177] propose to evaluate the effectiveness of enterprise management by areas of activity, based on the main potentials of the enterprise's functioning (Table 1.6).

Table 1.6

Areas of assessment of enterprise management effectiveness*

No	Component of enterprise potential	Areas for assessing the effectiveness of enterprise management
1	Production	Efficiency of use of means of labour; efficiency of use of production equipment, efficiency of production technology, efficiency of use of work in progress, efficiency of warehouse inventory management, efficiency of MTZ management, efficiency of production rhythm and uniformity, efficiency of production capacity, effectiveness of operational and calendar planning, effectiveness of strategic and operational production control
2.	Labour	The effectiveness of creating a favourable moral and psychological climate, the efficiency of the management apparatus, the efficiency of a cohesive work team, the efficiency of communication processes, the efficiency of labour utilisation, the effectiveness of operational personnel control, and the effectiveness of strategic personnel control
3.	Organisational	Effectiveness of innovative projects, effectiveness of investment projects, effectiveness of commercial projects, effectiveness of implemented business plans, effectiveness of implemented enterprise development projects, effectiveness of operational control, effectiveness of strategic control
4	Financial	Budgeting efficiency, liquidity efficiency, financial stability efficiency, business activity efficiency, efficiency of assets and liabilities utilisation, efficiency of own and borrowed capital, effectiveness of operational activities, effectiveness of operational financial control, effectiveness of strategic financial control
5.	Market	Competitiveness efficiency, product supply and demand efficiency, marketing research efficiency, marketing communications efficiency, product policy analysis, distribution policy analysis, operational marketing control effectiveness, product sales analysis, strategic marketing control effectiveness, effectiveness of strategic marketing control, analysis of pricing policy

Note. *Source: [177]

Scientists [137, 130, 155, 143] note that when evaluating management in an organisation, a distinction should be made between economic, organisational and social efficiency. Economic efficiency of management reflects the economic results of an organisation's activities under a specific management system. On the one hand, economic efficiency is characterised by indicators that reflect the structure and functioning of management systems. At the same time, management efficiency is

characterised by indicators that reflect the results of the organisation's production and economic activities, as shown in Table 1.7.

Table 1.7

Indicators for assessing the economic efficiency of management*

General	Partial		
	labour efficiency	improvement in the efficiency of fixed assets, working capital and capital investments	improvement in the efficiency of material resources use
Growth in production volume in value terms Production per 1 hryvnia of expenditure Relative savings in fixed production assets, material costs, and labour costs Cost price Profitability Profit	Growth rates of labour productivity Share of production increase due to labour productivity growth Savings in the number of employees Reduction in labour intensity of production	Return on assets – production of goods per 1 hryvnia of the average annual value of fixed production assets Production per 1 hryvnia of average annual working capital Increase in working capital relative to the increase in marketable products Ratio of profit growth to capital investments that caused it Specific capital investments per unit of new production capacity, per 1 hryvnia of production growth Payback period for capital investments – their ratio to the amount of profit growth	Material costs per 1 UAH of marketable output Consumption of important material resources in kind per 1 hryvnia of commercial output Ratio of the growth rate of material costs to the growth rate of commercial products

Note: Source: [130, 155]

These include, in particular, profit, cost price, volume of manufactured products, volume of sales, profitability, capital intensity, liquidity level, risk level, autonomy, financial stability, manoeuvrability, turnover ratios, etc.

Organisational management effectiveness characterises the quality of an organisation's structure, its management system, management decision-making, and the management system's response to stress, conflicts, organisational changes, etc. It is assessed using indicators that reflect the quality of the organisation's structure and its management system. These indicators include the level of centralisation of management functions, the ratio of management personnel between different levels of management, the proportion of managers in the total number of management staff, the link ratio of the management structure, and the speed of management decision-making.

The social effectiveness of management reflects the impact of management on the processes of shaping the professional characteristics of employees, particularly managers, forming a corporate spirit, a corresponding psychological climate in the team, an atmosphere of security and involvement in the organisation's goals, prospects for the development of social institutions, etc. The social effectiveness of management can be assessed from two perspectives. On the one hand, it is assessed using indicators that reflect the socio-cultural sphere of the organisation's functioning, including the level of labour discipline, the level of staff stability, the level of development of social infrastructure at the enterprise, the level of working conditions, the level of workplace organisation, etc. On the other hand, it is assessed based on indicators that reflect the impact on the achievement of production results and the satisfaction of market needs; these include, in particular, labour productivity, wage returns, the level of consumer satisfaction, etc.

Therefore, depending on the nature of the process of assessing the effectiveness of enterprise management, the object of assessment may be: management in general (system, organisation, methods), management structure, level of management labour utilisation, effectiveness of structural units, etc. Management and its effectiveness depend on the characteristics of the industry (production), technical equipment (availability of tools and equipment), types and types of technological processes, scale, level of production specialisation, type of products, and staff qualifications.

Marketing diagnostics is a set of techniques and methods that can be used to assess the effectiveness of management decisions and, in the early stages of marketing, to identify deviations from predefined parameters. The main methods for diagnosing the effectiveness of marketing activities usually include: monitoring the external environment; characterising the current state of marketing organisation within the enterprise; assessing the degree of information availability; evaluating the likelihood of changes in the economic entity's position in the market, etc.

Kotler F. and Keller K. [150] substantiated an approach that involves assessing the effectiveness of marketing activities in relation to the external and internal environment of the enterprise. However, there are problems with the practical

application of this methodology [150]. Pavlenko A. F. and Voichak A. V. [160] believe that the effectiveness of marketing activities can be calculated through a system of indicators of income and profit, solvency, inventory turnover and the effectiveness of marketing measures [160].

Dudiak R., Bilskyi I. and Bugil S. [131] propose to evaluate the marketing activities of enterprises by studying product, pricing, sales and communication policies, as shown in Fig. 1.5.

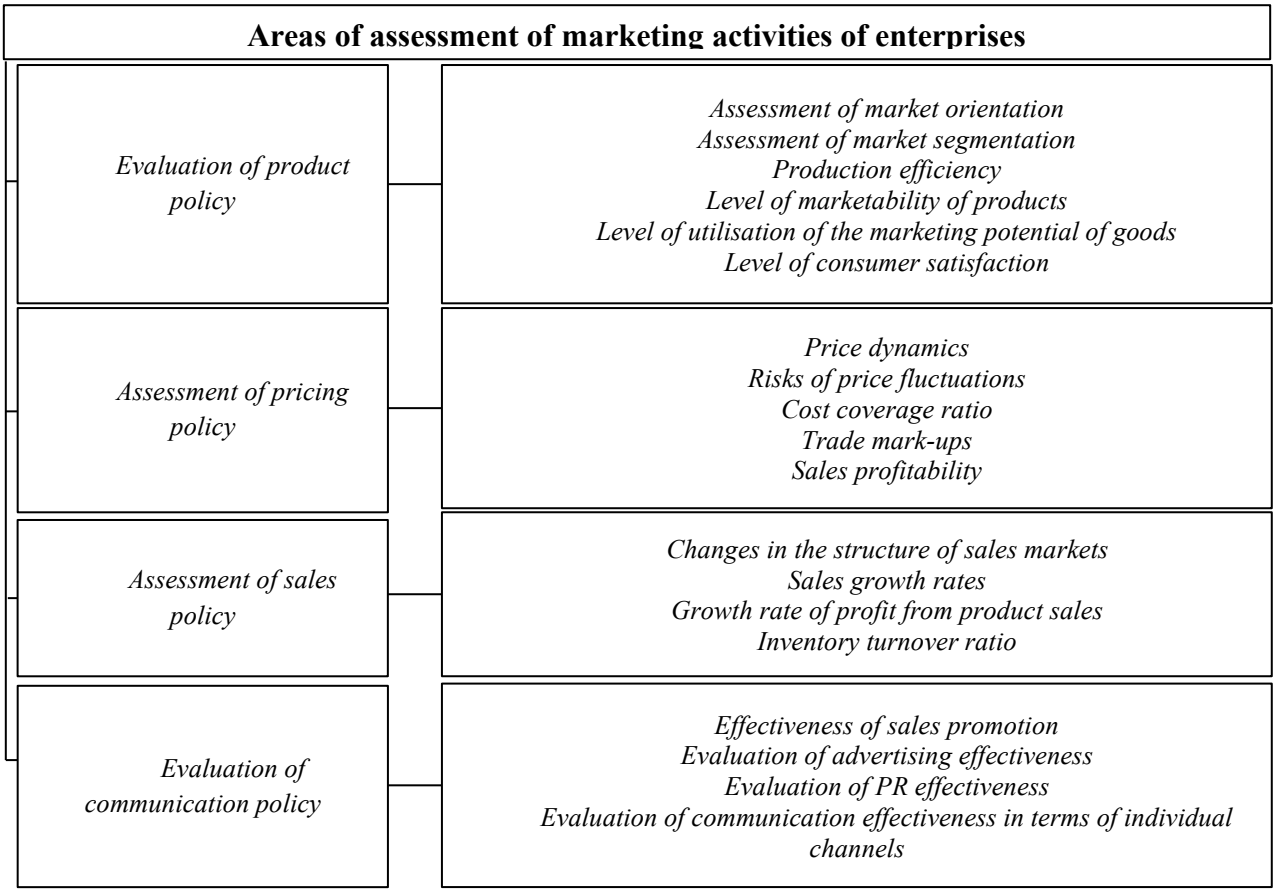

Fig. 1.5. Areas of assessment of marketing activities of enterprises*

Note: *Developed based on: [131]

The results of enterprises' activities and management decisions depend largely on the level of marketing development and the implementation of marketing tools in their activities. Decisions on the production of new products, expansion of the product range, setting prices for goods, developing a system of price discounts, optimising distribution channels, and communicating information about goods or services to consumers are all achieved through effective marketing. Making the right management decisions is impossible without knowledge of the market, the needs of potential

consumers, information about competitors and suppliers, and effective means of communication with the target audience.

According to V. K. Gorkavy, ensuring effective marketing activities requires systematic and consistent diagnosis of marketing problems at the enterprise and their connection with the parameters of the enterprise's external environment. Diagnosing marketing activities requires the use of traditional statistical research methods, such as observation, analytical grouping, dynamic series, indices, etc., and methods for measuring multidimensional relationships – correlation-regression, dispersion, cluster analysis and mathematical modelling. The use of the above methods for evaluating the effectiveness of marketing activities will ensure the rationality of management decisions and allow for a more complete consideration of the influence of individual factors on the effectiveness of marketing activities [128].

Scientists [182] distinguish four groups of methods for evaluating the effectiveness of marketing activities:

– quantitative, which involve comparing the performance indicators of marketing activities with the costs of their implementation (return on investment in marketing; brand valuation; assessment of the market success of an enterprise in the competitive environment);

– sociological, which are aimed at using the tools of applied sociology, namely: the development of sociological studies and conducting research in accordance with these programmes;

– expert (subjective), which involve the use of special knowledge and practical experience of experts to obtain general judgements about the effectiveness of the enterprise's marketing activities, mainly in the form of assessments (scores). Before conducting the examination, experts must be provided with factual information about the enterprise and the marketing environment, its functioning; several rounds of examination may be conducted in order to clarify expert assessments and explain the experts' motivations;

– qualitative methods based on marketing audits – comprehensive, systematic, independent and periodic checks of the external marketing environment. In this case,

two areas of marketing control can be distinguished: results-oriented marketing control and marketing audit, i.e. analysis of the qualitative aspects of an organisation's activities [182].

Therefore, conducting a balanced and objective assessment of marketing activities is significantly complicated by the ambiguity of approaches and the lack of a single algorithm for performing such analysis and calculating coefficients. The methodology for analysing marketing activities includes quantitative and qualitative methods, which complement each other in the research process and are reinforced by expert and sociological assessments. This group of methods includes marketing audits of enterprises, identification of strengths and weaknesses, opportunities and threats to activities, conducting marketing research using focus groups, in-depth interviews, expert questionnaires, and others. Qualitative research methods are carried out using sociological methods and assessment techniques that confirm or refute the effectiveness of marketing policy based on information obtained directly from consumers.

Scientists [151, 164] note that marketing management methods are divided into the following:

– economic methods: methods of direct economic influence: marketing planning, marketing programmes, internal economic regulators, methods of indirect economic regulation: taxes, benefits, credit terms, sanctions, prices, local taxes and fees, etc.;

– organisational and administrative methods: orders, resolutions, directives, regulations, standards, instructions, etc.;

– social methods: social forecasting, which makes it possible to identify social problems in the marketing service and ways to solve them; social planning, which consists in developing specific measures to improve the quality of life of employees, career advancement of officials, labour force planning, etc.; social regulation. The range of its means is quite wide. These include collective agreements, internal regulations, contracts, rules of etiquette, etc.; social standardisation, represented by

various norms that determine the behaviour of employees (legal norms, norms defined by public organisations, moral norms).

Summarising the views of foreign and Ukrainian scholars [128, 130, 131, 150, 167, 151, 164, 155, 160, 182, 143, 130] on assessing the effectiveness of management and marketing activities, we consider it appropriate to propose a model for assessing the marketing management of an enterprise, which is shown in Fig. 1.6.

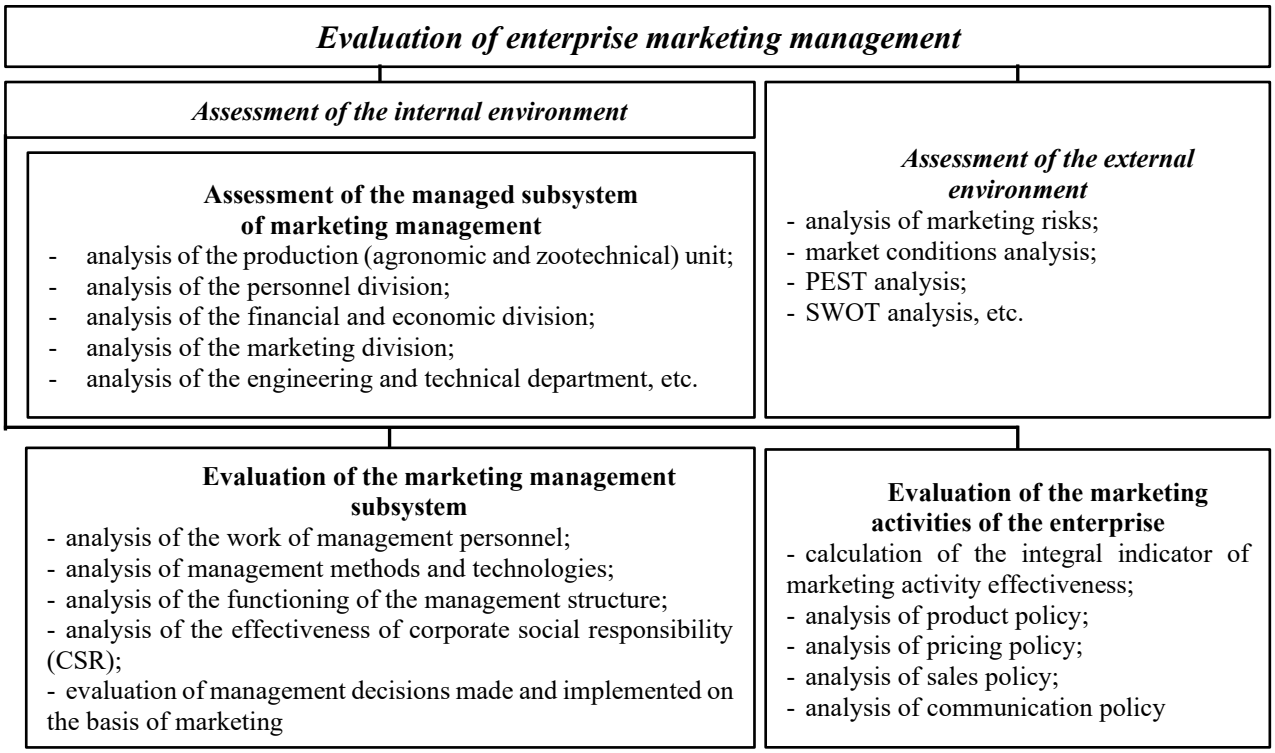

Fig. 1.6. Components of marketing management assessment of an enterprise*

Note. *Developed by the author

Thus, the assessment of an enterprise's marketing management must be based on an analysis of its internal and external environment, with the assessment of the internal environment being based on an analysis of the controlled and controlling management system, as well as the marketing activities of the entire enterprise.

6.4 Use of digitalisation tools in the marketing management system of agricultural enterprises

Scientists [193] note that today, as a result of innovative technological developments, global agriculture is at stage 4.0 ("Agriculture 4.0") and is focused on the use of environmentally friendly natural resources, advanced innovative

technologies for smart, precision farming, including genetic modification, nanobiotechnology, soilless plant cultivation and vertical farming, as well as complex technological systems such as satellite navigation, robots, unmanned aerial vehicles/drones, 3D food printing, the Internet of Things, and blockchain. These global technologies will enable agricultural enterprises to be more profitable, efficient, safe, and environmentally friendly, and focused on improving the efficiency of management and implementation of agricultural processes throughout the value chain, reducing risks and limiting vulnerability to external influences (from technical breakdowns to bad weather, droughts, diseases, etc.), the formation of agricultural ecosystems, including integrated networks that combine digital data obtained in real time from both internal sources (farm sensor readings) and external sources (provided by other ecosystem participants), to make effective management decisions, as well as bringing together ecosystem participants to ensure the efficiency of the value chain; the digitisation of agricultural machinery using modern technical means – sensors and touch devices, which are the largest generators of data. It is predicted that the next stage in the evolution of "Agriculture 5.0" will be based on the comprehensive robotisation of agri-food production using various forms of artificial intelligence [193].

The development of marketing management in an agricultural enterprise cannot take place without the use of innovations, management decisions and their digitalisation, since the level of activation of the latter determines the overall level of competitiveness in both the domestic and foreign markets. Therefore, the comprehensive introduction of innovations contributes to increased labour productivity, savings in various types of resources, reduced costs and lower production costs of agricultural products, increased volumes and growth in the efficiency of agricultural production, which makes it possible to attract larger volumes of investment. Digital transformation and technological innovations in agriculture, alternative energy sources, biotechnology, automated production, diversification and improvement of robots are causing fundamental changes in the quality of human capital and forming new requirements for the level of knowledge and competence of personnel.

The need to master digital knowledge is driven by factors such as increasing globalisation, longer life expectancy, workplace automation, digitalisation, the spread of communication and media using information and communication technologies, and the transformation of workplaces under the influence of new technologies [132].

On 17 January 2018, an updated version of the key competences for lifelong learning was approved – Recommendation 2018/0008 (NLE) of the European Parliament and of the Council (EU): literacy competence; language competence; mathematical competence and competence in science, technology and engineering; digital competence; personal, social and learning competence; civic competence; entrepreneurship competence; cultural awareness and expression competence. According to the Recommendations, "digital competence involves the confident, critical and responsible use of and interaction with digital technologies for learning, work and participation in society. It encompasses information and data literacy, communication and collaboration, digital content creation (including programming), safety (including digital wellbeing and cybersecurity competencies) and problem solving.

Developing digital competence in potential and existing employees of agricultural enterprises requires bringing them closer to and adapting them to global practices. Currently, the European Union has developed guidelines on digital competences for citizens, which consist of five digital competences with corresponding digital skills.

In the coming decades, the level of digital competence will determine the competitiveness of personnel when hiring, and high-quality digital skills will become one of the mandatory requirements of employers. The digital skills of human capital must be developed at three levels [158]:

– higher level – digital economy and digital entrepreneurship management skills: the ability to identify new business opportunities, new business models, new ways of doing business, the ability to innovate and manage change;

– intermediate level – specialised digital skills: skills required for research, development, design, strategic planning, management, production, consulting,

marketing, sales, integration, installation, administration, support and maintenance of software and information and communication technology systems;

– low level – digital user skills: digital literacy, skills necessary for the effective use of information and communication technology tools, systems and devices, covering the use of the Internet, applications, basic and advanced software and specialised tools that support specific business functions [158].

To study the level of competence of management personnel in agricultural enterprises, several important elements of enterprise management awareness can be identified:

1. Knowledge. That is, whether the higher education institution where the management personnel studied offered courses in marketing, management, and marketing management, the quality of teaching such courses, etc.

2. Skills. That is, the ability of management personnel to apply the knowledge of marketing, management and marketing management acquired at the higher education institution in practical activities. Quite often, management personnel of agricultural enterprises, despite having the relevant marketing training, are unable to apply the knowledge and skills they have acquired in practice. An important aspect here is the personal and professional qualities of the employee: the ability to innovate, intuition, strategic thinking, etc.

3. Skills. The ability of management personnel to automatically apply the acquired knowledge and skills in marketing, management and marketing management in practical activities.

Following European and global digital trends in the processes of digital development of Ukrainian society, in particular the introduction of positive experience in the implementation of requirements for digital competencies, will enable a technological breakthrough and ensure Ukraine's equal positioning in global economic processes. It is possible to improve the digital competence of agricultural enterprise personnel through offline and online training (Fig. 1.7).

As for the forms of work, it is necessary to simultaneously develop the possibilities of offline and online training in marketing management. At the same time,

the offline format should be based on short (within one day) trainings, seminars or other forms of work. It is advisable to promote the exchange of experience between agricultural producers in the form of discussions of successful practical cases based on real situations in the agricultural business. Round tables and meetings should be held where participants can share the problems they encounter in marketing their products and discuss successful ways of solving them that have been implemented by other farmers. It should be noted that the activities of most agricultural producers, especially those engaged in the cultivation of crop products, are characterised by seasonality and significant unevenness in the distribution of work throughout the year. Seasonality is also partly characteristic of producers of certain types of livestock products (in particular, honey, wool, milk, eggs, etc.).

Therefore, offline work should be carried out mainly in the off-season, when farmers and employees of agricultural enterprises and farms have a relatively smaller workload or are not involved in production at all. That is why, after short one-day training sessions, it is necessary to use online training formats through the use of Internet resources by registered students. It is also advisable to use the online format to discuss urgent issues on forums and provide advice on various issues related to the development of sales and marketing systems.

The digital competence of employees is important for marketing management, in particular when searching for buyers, suppliers, studying market conditions, which should be done using the information resources of global networks, optimisation tools, automated enterprise information systems, statistical and econometric analysis tools and applications, free software, Internet services and mobile applications.

The components of digital competence use by agricultural producers are shown in Fig. 1.8.

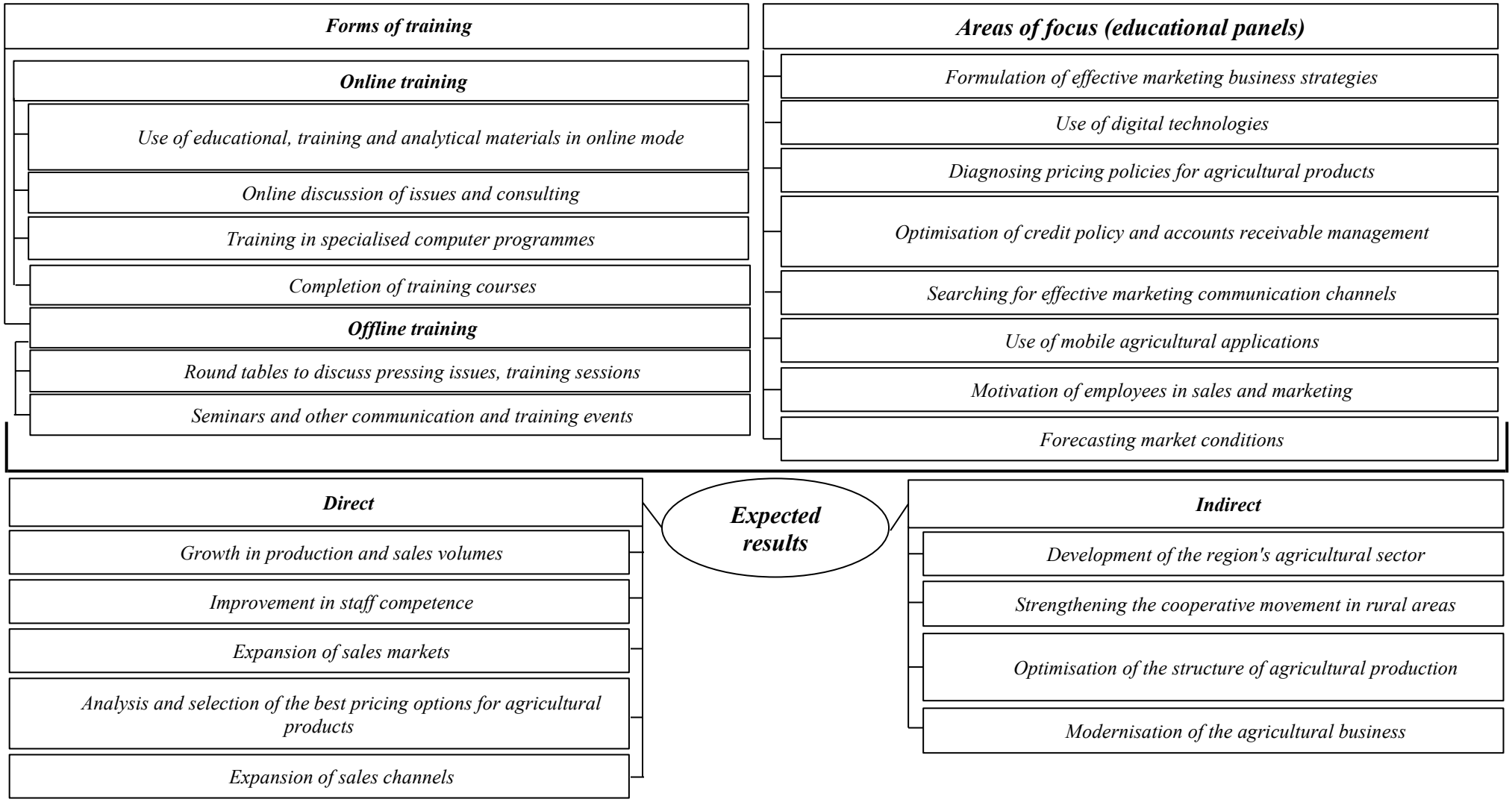

Fig. 1.7. Implementation of offline and online training*

Note. *Developed based on: [165]

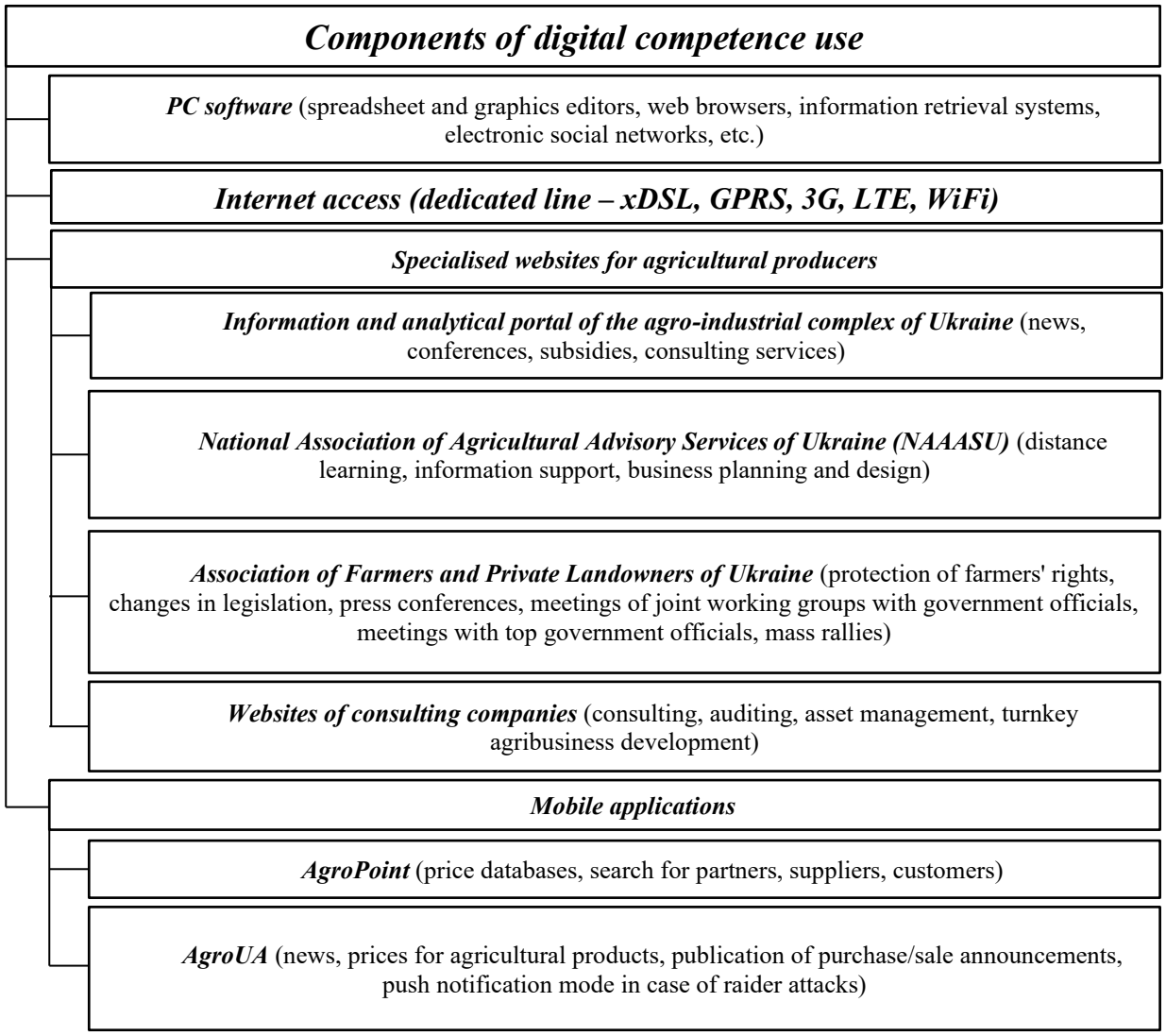

Fig. 1.8. Components of digital competence use by agricultural producers*

Note. *Developed by the author

Today, one of the indicators of an employee's digital competence is the ability to work with general and professional software to solve a range of marketing tasks, which involves the use of text, spreadsheet and graphics editors (WordPad, MS Word, OpenOffice, MS Excel, Adobe Photoshop, MS Picture Manager, MS PowerPoint), web browsers (Google Chrome, Safari, Internet Explorer and Edge, Mozilla Firefox, Opera), information retrieval systems (Google, Yahoo, Bing, Baidu), electronic social networks (Facebook, Instagram, Twitter), cloud data storage (Dropbox, Google Drive, OneDrive, iCloud), database management systems, network programs, etc.

The application of marketing management tools in the activities of an agricultural enterprise requires the use of modern services and websites, which is

impossible without the appropriate digital competence of the employee. For example, Google Alerts can track all information appearing on the Internet about selected products, including agricultural products, and send selections to email. Google Trends is one of the most promising services for conducting marketing research, as it measures what people are searching for right now, determines the number of users searching for a particular product, and illustrates current interest.

After analysing the information sources of the websites of Ukrainian government institutions (ministries, departments, regional administrations), it can be noted that one of the important websites containing a lot of useful information for the development of agricultural enterprises is the "Information and Analytical Portal of the AIC of Ukraine" [135]. The website provides information on the latest news in the field of agriculture in Ukraine, dates of conferences, what subsidies are available and how to obtain them, and many other advisory services. In the context of martial law in 2022, a number of options for supporting agricultural producers are provided, as mentioned in the previous section.

Information for agricultural enterprises in Ukraine, in addition to the websites of state institutions, can be found on the websites of agricultural associations and independent public associations. For example, the website of the National Association of Agricultural Advisory Services of Ukraine (NAASU) provides information on distance learning opportunities and information support on new technologies for economic activity, agricultural production, business planning and innovative project design, development of marketing strategies, and diversification of core activities [171]. The website of the Association of Farmers and Private Landowners of Ukraine provides up-to-date information on the protection of farmers' rights, changes in legislation, press conferences, statements to the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, executive authorities, local self-government bodies, meetings of joint working groups with government officials, meetings with top state officials, mass rallies, and farmers' protests [120].

It should be noted that information and consulting services for agricultural enterprises can also be provided by private consulting companies that sell machinery

and equipment, agrochemicals, and other products for agricultural enterprises. For example, Agro Consulting Group is a direct producer of full-cycle agricultural products (cereals and oilseeds: corn, soybeans, wheat, sunflowers) and provides services for auditing and managing agricultural assets [140]. There are also consulting companies in Ukraine that offer turnkey agribusiness development services. For example, Agricultural Consulting Service provides technical audits of agribusinesses, turnkey agricultural projects and farms, and agribusiness consulting [193]. However, the activities of these structures are related to the promotion of specific (own) products on the market or are focused on cooperation with large enterprises in specific product sectors. Advisory services provide a much wider range of services, focusing on the application of developments from various domestic and foreign manufacturers. They significantly expand the access of agricultural producers to scientific achievements and best practices.

Another useful website for agricultural enterprises is Agrianalytica [116]. It is the only platform in Ukraine that offers agricultural producers the opportunity to find optimal financing and purchase the necessary material and technical resources from leading market operators, apply for state support, sell their harvest profitably, and prepare for the opening of the land market: optimise their business processes and increase their financial literacy with integrated online products Agri:Accounting, Agri:Business Plan and Agri: Accounting + Production Management (Fig. 1.9). There is now a wide range of digital technologies available to agricultural enterprises. Rudenko M. V. has grouped the modern digital technologies used by agricultural enterprises into five main groups: space technologies; sensors and detectors; information and communication technologies; artificial intelligence and Internet technologies.

The efficiency of an agricultural enterprise can be improved by training employees to use geoinformation systems.

"Digital" (precision) farming is a fundamentally new management strategy in agronomy, based on the use of "digital" technologies and new technical means, and also involves the implementation of technological measures for growing plants, taking

into account the spatial heterogeneity of the field. This is a new stage in the development of the agricultural sector, associated with the use of geographic information systems, global positioning, on-board computers, management and executive mechanisms capable of differentiating cultivation methods, fertilizer application rates, chemical soil improvers and plant protection products. Precision technologies in agriculture are primarily aimed at economic efficiency and soil protection, increasing yields per hectare of land, reducing crop losses in the fields and increasing the coefficient of useful use of the country's land bank as a whole [184].

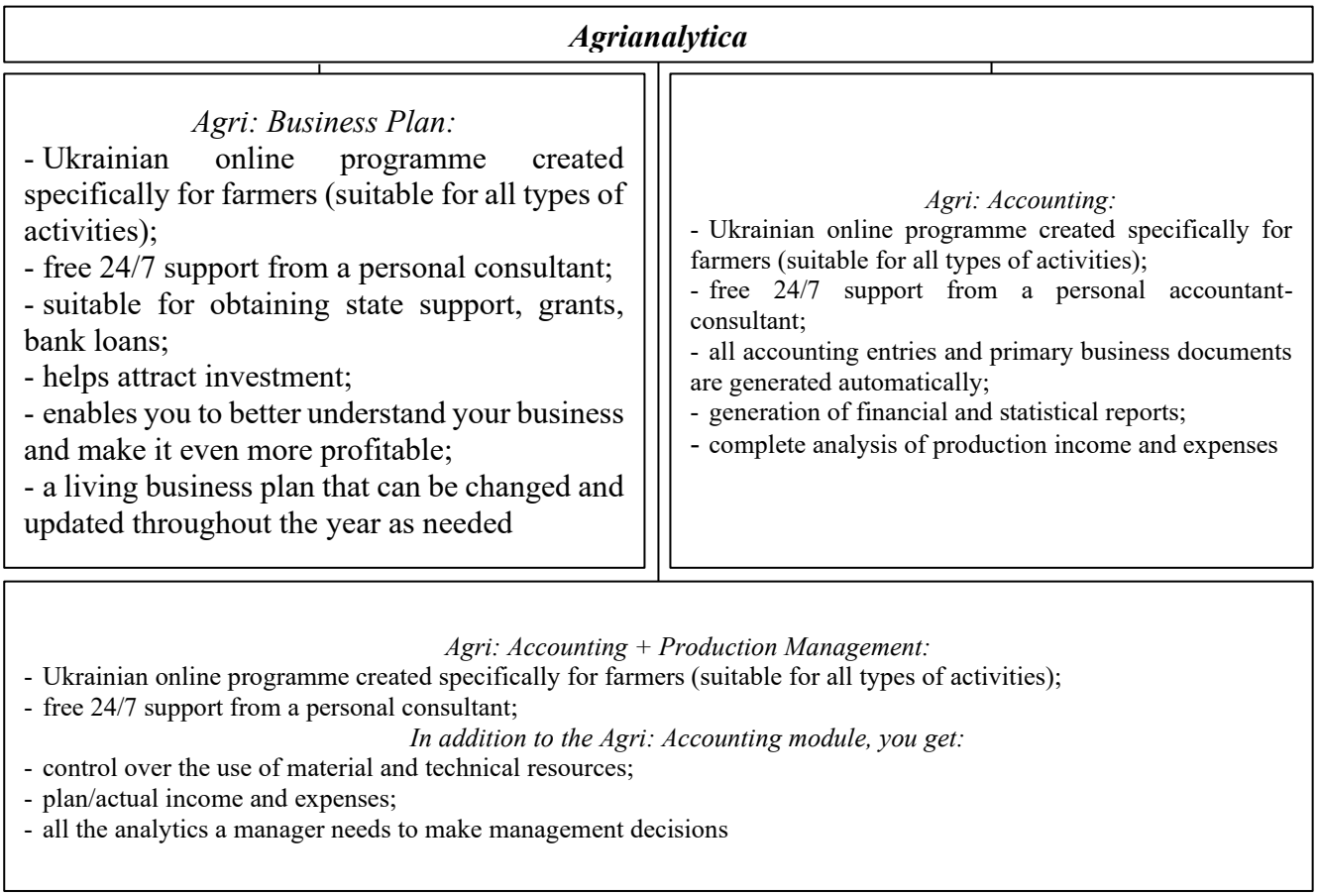

Fig. 1.9. Products from Agrianalytica*

Note. *Developed based on: [116]

Geographic information systems can be used to solve the following tasks:

– centralised storage and management of an agricultural enterprise's cartographic database (the resource contains information on the boundaries of land plots and agricultural land, cartograms of agricultural soil groups, crop rotation projects, agrotechnical passports of land plots, land allocation projects with all accompanying documentation, digital terrain models, etc.);

– effectively manage land resources, promptly resolve territorial conflicts and illegal land seizures, monitor landowners and land users;

– control the performance of agricultural work in the fields, track crops in terms of crops and fields;

– assess soil quality, its potential yield, agroecological condition, degradation processes (identification of particularly valuable soils, nature of soil cover, distribution of land by slope steepness and exposure, contamination by chemical products);

– analyse the effectiveness of agricultural management (justify the feasibility of land parcelling and land formation, assess the compliance of land use with the agricultural potential of soils, etc.);

– conduct operational audits of agricultural land, monitor the activities of remote (field) workers (land surveyors, agronomists), ensure the possibility of collecting spatial data in the field in real time thanks to a mobile mapping application connected to an interactive map;

– automate the process of reporting, planning and forecasting the development of the enterprise [166].

We will distinguish between the capabilities of sensors and detectors used in precision farming by individual blocks and explore in depth the possibilities for the practical use of digital technologies in the field (Fig. 1.10).

Robotic greenhouses and livestock complexes can also be introduced into agricultural production, which will result in significant savings through more efficient use of water, fertilisers and plant protection products. In addition, such technologies will optimise the number of personnel involved in crop care and minimise losses due to human factors.

The use of special sensors and monitoring software included in the robotic livestock complex helps to increase animal productivity and, as a result, improve the quality of the final product through the introduction of automated feeding and milking systems in agricultural enterprises. The use of software and hardware for monitoring the health of cows contributes to an increase in milk yield of up to 40%.

Sensor and detector blocks

The first block of sensors and transducers ensures maximum accuracy in crop monitoring by measuring a wide range of parameters related to weather conditions (measurement of wind speed and direction, precipitation), soil morphology (water potential, temperature and oxygen level in the soil), fertilizer requirements (determining the required amount of fertilizer using the Subscription Index of Electrical Resistance), solar radiation (sensors that measure ultraviolet and short-wave radiation, radiation for photosynthesis), plant growth (dendrometers that monitor the growth of roots, stems and the fruit itself, sensors that measure the temperature of plants on the surface), radiation, etc.

The second block consists of agricultural sensors that allow for high-precision determination of plant vegetation indices. Of course, it is possible to determine various plant vegetation indices using satellite images (space technology), but the accuracy of such calculations is not high enough. Therefore, a small camera with two sensors, mounted on any UAV, will be able to collect actual visual data on plants in individual fields or plots online, which will help agronomists of agricultural enterprises identify problems with their crops much earlier and with greater accuracy.

The third block consists of soil sensors that analyse its condition and the amount of water it needs. A specific feature of soil sensors is their ability to determine the moisture requirements in different parts of the field, which prevents waterlogging and the leaching of beneficial micronutrients if artificial irrigation is used. The use of these sensors allows for the analysis of soil conditions in a specific area of the field and the application of a standardised amount of water, which will subsequently enable the creation of a fully automated irrigation system.

The fourth block consists of sensors that allow monitoring the presence of pests in a specific part of the field. If the detected indicators exceed the critical number of pests, an automated signal is sent to the agronomist of the enterprise to make a decision on localising or eliminating the problem, which can be solved by the rapid distribution of biological substances or beneficial insects using UAVs or other available tools.

The fifth block is closely related to the management and capabilities of the Internet of Things, since it is only possible to combine the above-described set of signals from all sensors and detectors into a single system using Internet tools and, on their basis, to continuously monitor and control the detectors in the field. Timely processing of signals from sensors and detectors will provide sufficient time for management response and problem resolution. Sensors and detectors allow you to monitor fields, livestock and equipment over long distances. Remote diagnostics systems for equipment and machinery alert mechanics and maintenance engineers to potential malfunctions. Collars for animals with GPS, RFID or biometrics transmit biological information about the condition of livestock 24/7. The use of infrastructure condition sensors will allow you to monitor the physical condition of agricultural buildings and track vibrations, etc.

Fig. 1.10. Sensor and detector blocks*

Note. *Developed based on: [166]

Thus, the practical use of sensors and detectors significantly enhances the processes of digital transformation of both production processes and the management of agricultural enterprises. Over the past 10–15 years, the capabilities of agricultural technologies have grown exponentially, while their cost has steadily declined, leading

to significant growth in the AgTech (agricultural technology) market. Therefore, ignoring modern digital drivers of agricultural development makes it impossible to increase its efficiency, which is a key task for domestic agricultural enterprises.

The use of drones is becoming increasingly popular in agricultural enterprises. For example, in China, 15% of work in the agricultural sector is performed by drones, and this share is constantly growing. DroneUA [129] is the market leader in drones in Ukraine. The main services provided by DroneUA to agricultural enterprises are shown in (Fig. 1.11).

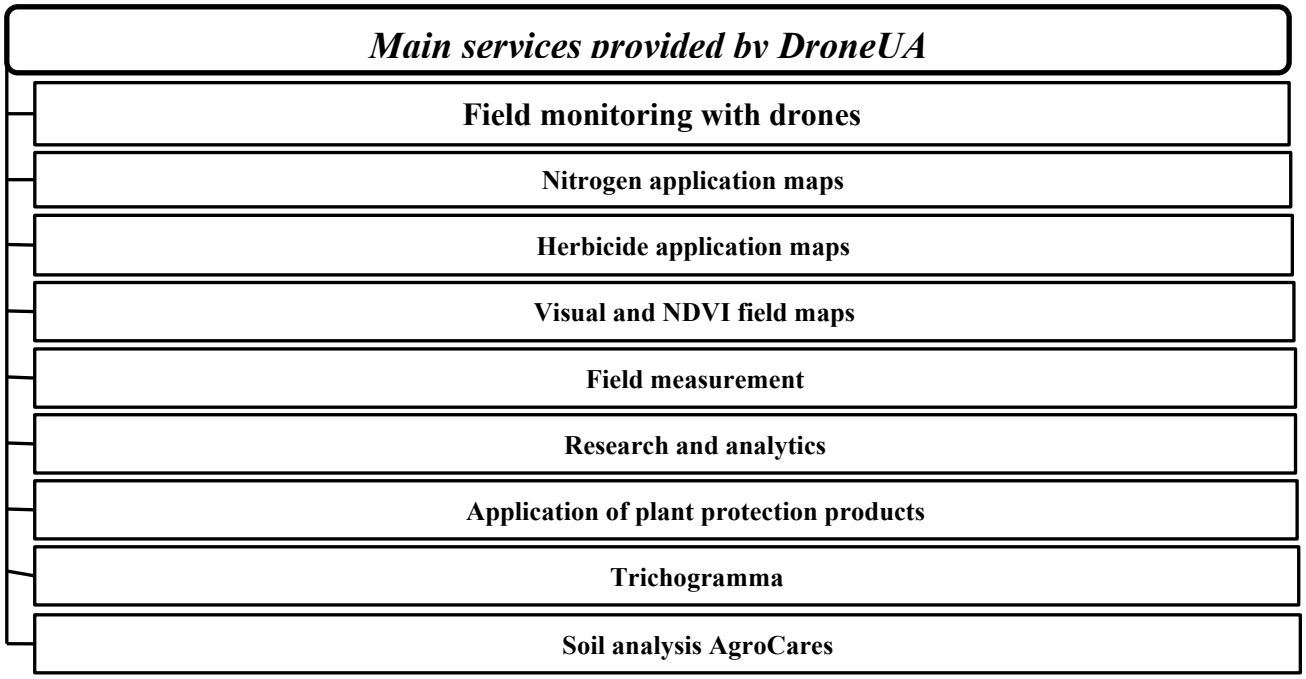

Fig. 1.11. Main services provided by DroneUA*

Note.*Developed based on: [129]

Today, drones are primarily used to monitor the condition of plants at various stages of their development. This includes assessing weed infestation, disease and pest damage, and determining the availability of nutrients and water to plants. This also includes monitoring soil conditions, i.e. high-precision survey data is used to create soil maps, assess soil heterogeneity in terms of humus content and nutrient availability, monitoring soil degradation processes and, in general, any processes occurring in the study area, measuring fields, visual and NDVI maps, maps of fertiliser and plant

protection product application, direct application of fertilisers and plant protection products, and application of trichogramma.

Research conducted for Agribusiness magazine on the use of drones by agricultural enterprises in Ukraine shows that most agricultural producers order the service of measuring land banks using drones, and unfortunately, their use is still limited to this.

For example, blockchain in agriculture allows tracking information in the agri-food value chain in order to improve food safety. Scientists [201] note that the use of blockchain technology in agriculture has potential advantages:

- reduction in transaction time;
- product quality control;
- prevention of product counterfeiting;
- improving product quality;
- transparency of operations;
- supply chain organisation;
- supply chain traceability;
- simplification of product sales;
- consumer awareness increasing consumer satisfaction;
- reduction of overall costs transaction fees;
- reducing dependence on intermediaries [201].

Blockchain technologies can track all kinds of information about plants, including seed quality and the cultivation process, and create a record of the plant's "journey" when it leaves the farm. This data can increase the transparency of supply chains and reduce problems associated with illegal and unethical production and product contamination. Among the risks, experts highlight abuses that may arise when using private blockchains, which have a lower level of security.

Agricultural robots automate slow, monotonous, and repetitive tasks, allowing farmers to focus more on improving overall productivity and efficiency. The most common robots in agriculture are used for: harvesting crops; weed control; autonomous mowing, pruning, sowing, spraying, diluting, etc.; sorting and packaging; milking

livestock, etc.

Today, there are many obstacles to the use of robotic systems by agricultural enterprises. For example, a robotic system for harvesting sweet peppers, which was tested by leading farms in southern Ukraine. Vision systems must determine the location and ripeness of peppers in harsh conditions, including dust, varying light intensity, temperature fluctuations, and wind movement. Therefore, domestic practice has shown that the use of robots for harvesting is still limited.

In today's world, it is impossible to imagine anyone's activities without the use of a mobile phone, especially mobile applications. Mobile applications are one of the sources of information on the Internet that are gaining popularity among agricultural producers. Mobile devices are becoming more and more common in the agricultural sector every year. However, most agricultural workers use mobile phones mainly for communication and social media, without developing their skills in searching for mobile applications, more advanced services and websites.

The use of mobile applications allows agricultural enterprise personnel to achieve a number of important effects (Fig. 1.12).

Mobile applications can be divided into programmes for internal enterprise needs and for external communications, depending on how they are used in an agricultural enterprise. Internal applications are used on employees' devices or on enterprise devices. Based on [179], we can highlight the most popular types of internal agricultural mobile applications, which include:

– systems for general access to the enterprise's working files and joint work on them;

– mobile versions of corporate social networks;

– internal communication, messengers, message trackers;

– field work management systems that require constant collection, refinement, and synchronisation of information;

– systems for collecting marketing information and analysing the company's product, pricing, sales and distribution policies;

– automation of document flow processes, etc. [179].

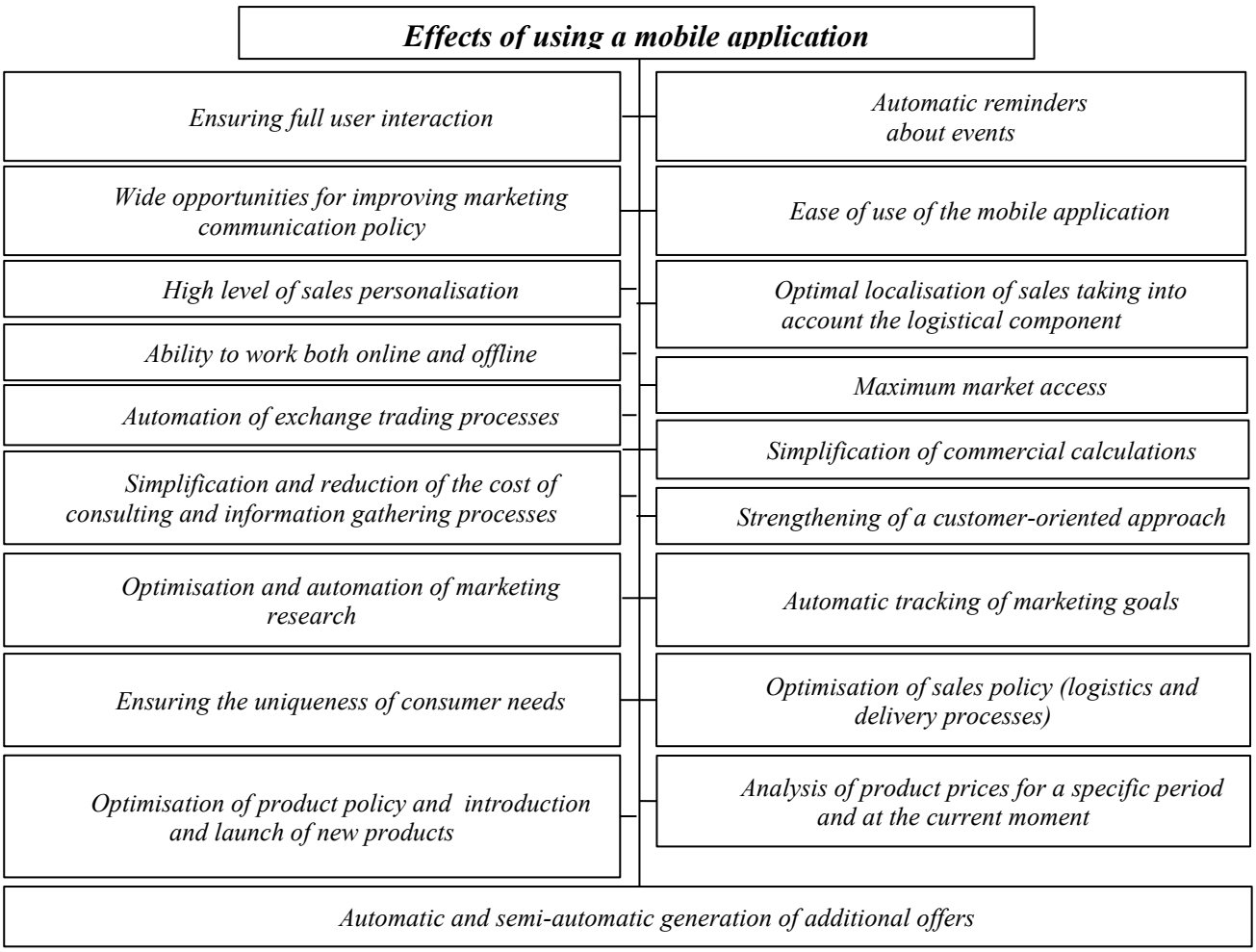

Fig. 1.12. Effects of using a mobile application*

Note: *Developed based on: [165]

Agricultural mobile applications for external use are usually designed to search for business partners, product markets, suppliers of raw materials, seeds, plant protection products, fertilisers, etc., product customers, etc. For example, the AgroPoint mobile application is designed to search for agribusiness partners. Using it, users can find the necessary services, partners, suppliers, and customers in agriculture anywhere in the country with just one click [166]. The PROD mobile application was created for farmers by the USAID Agricultural and Rural Development Support Project. It is a convenient application for working with a database of prices for vegetables and fruits throughout Ukraine. Users receive only current prices for fruit and vegetable products, without having to visit numerous unrelated websites. Everything is carefully collected in one place. With just a few clicks, you can find out

how much a product costs and determine the best price for your purchase. The app allows you to post your own ads for buying and selling fruits and vegetables, quickly contact the author of the ad directly (without intermediaries) to make a deal, and get detailed information about the cost and characteristics of the product, etc. [202].

The founders of the AgroUA mobile app position their product as an agricultural information and communication platform. The app has a wide range of applications, from news and current prices for agricultural products to placing commercial and informational ads. The AgroUA mobile app allows you to be at the epicentre of the country's agricultural life and keep up to date with new events and technologies. You can promote yourself to all market participants, publish in catalogues, advertise yourself and your products, and announce events and innovations. It is also possible to announce tenders, place advertisements for buying/selling, communicate in the forum, follow offers and vacancies on the market, promote yourself to employers, share your experience, follow tenders from agricultural holdings, read news, visit all agricultural Facebook groups, visit all popular agricultural websites, use guides to some agricultural events, and many other opportunities.

An important feature of external agricultural mobile applications is the ability to send push notifications, which allows you to quickly send information to all users at once. Such notifications are displayed on the screens of mobile devices, allowing you to reach all subscribers without exception. Push notifications are a powerful channel for transmitting information to the target audience. This service is used in the AgroShchit project to help farmers in the event of raider attacks (the "raiding" button). The use of modern mobile applications for agricultural enterprises requires employees to have the appropriate skills and literacy.

Social networks are also becoming a popular marketing platform for agricultural enterprises. They provide agricultural enterprises with significant opportunities for interaction and communication with consumers. This allows consumers to exchange information with each other, thereby the effect of electronic interaction, forming social groups. Such online communities facilitate interaction between consumers and agricultural enterprises, which can shape the perceptions of potential customers and

ideas. In addition, leading agricultural holdings have begun to use millionaire bloggers from social networks. These are people who have built a reputation through their knowledge and experience on a particular topic and have gained a large number of followers. With the support of social media bloggers, agricultural enterprises promote their products and services on social media platforms such as Instagram, TikTok, Facebook, YouTube, and Weibo. This allows brands to establish individual connections with consumers in a much more personalised way.

The use of modern digital technologies is impossible without an Internet connection, which is the main source of unlimited opportunities for acquiring knowledge, skills and abilities. However, today most agricultural workers do not have access to high-quality high-speed Internet. According to the national commission that regulates electronic communications, radio frequency spectrum, and postal services, the number of active SIM cards used to connect to the internet in 2022 was 35.356 million. Of these, 26.424 million were 4G SIM cards. Mobile operators themselves estimate that population with access to high-speed mobile internet at approximately 90% [127].

Currently, more than 80% of the population in Europe has access to the internet. The fundamental difference that allows EU countries to achieve universal coverage is the use of low-frequency bands (800–900 MHz) with technological neutrality.

Another equally important tool for the digitalisation of agricultural enterprises is e-commerce on the internet, as an effective component of promotion, advertising and sales of goods. That is why, in order to expand product sales channels and interact more effectively with consumers and suppliers, agricultural enterprises are encouraged to develop their own websites.

When developing websites, it is necessary to use keyword research tools to identify the most relevant and popular search terms in the field of agricultural production. After that, it is advisable to insert keywords into the content of web pages, metadata and other HTML attributes. This improves the recognition of content by robots during scanning and contributes to the growth of the site's position in the Google search engine.

Another important component in website development is proper structuring and intuitive navigation. It is also important to fill the pages with high-quality content relevant to the subject matter of each individual agricultural enterprise. It is beneficial to systematically and regularly publish blog posts and videos about the company's product range. It is advisable to use targeted keywords in the descriptions, which will help transform companies into authoritative sources of information in the agricultural sector.

Having analysed various approaches of scientists to digital competence and digital technologies in agriculture, in our opinion, the implementation of digitalisation in the marketing management of an agricultural enterprise should consist of the components shown in Fig. 1.13.

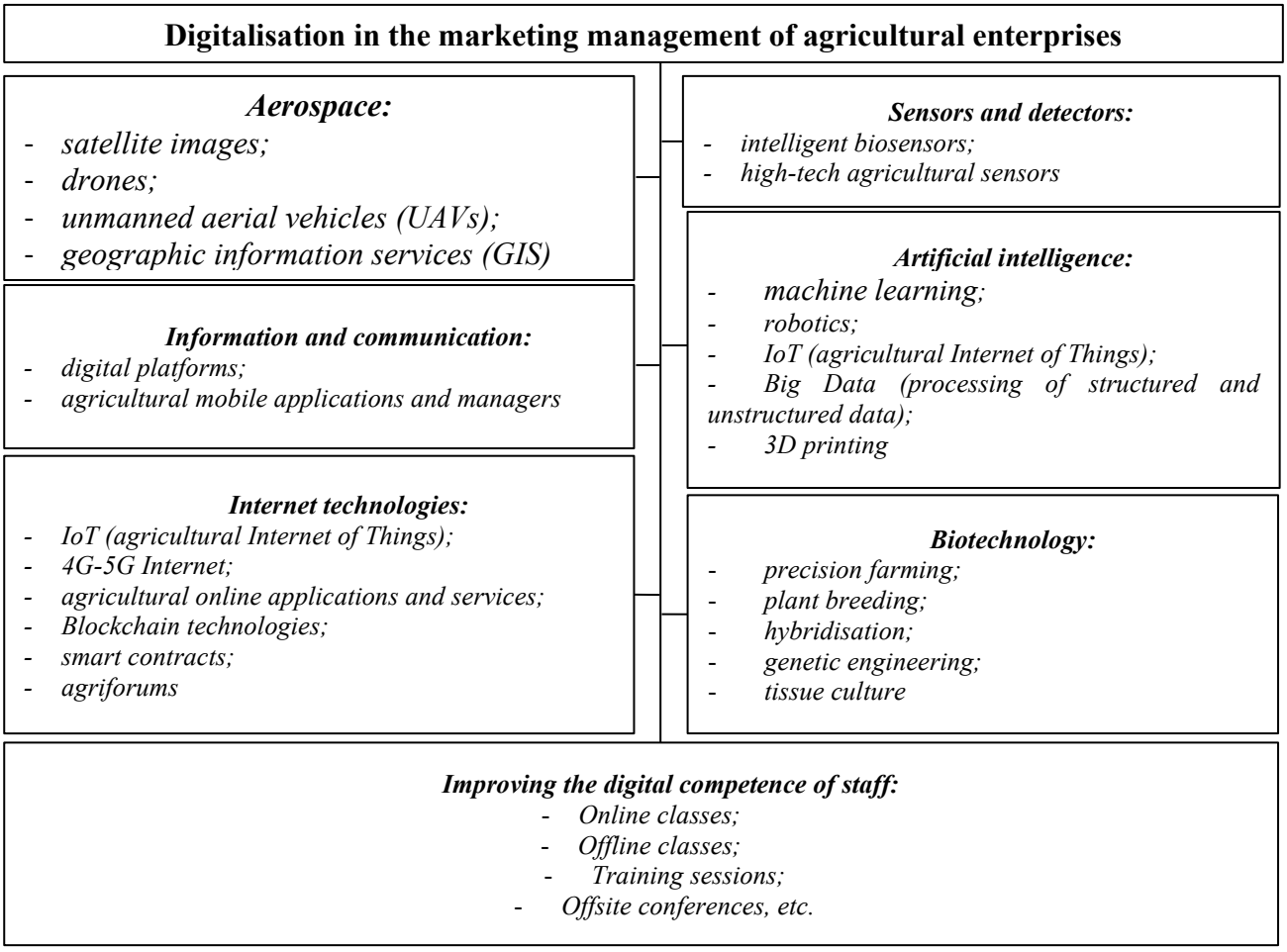

Fig. 1.13. Components of digitalisation in the marketing management of an agricultural enterprise*

Note.*Developed based on: [184, 201, 179]

Thus, digitalisation in the marketing management system of an agricultural enterprise is not possible without the introduction and development of digital technologies (aerospace, sensors and detectors, information and communication, artificial intelligence, Internet technologies, biotechnologies) in all areas of activity of an agricultural enterprise. In addition, the effective implementation of digital technologies requires personnel who possess the relevant digital competencies.

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7. Marketing-based adaptive management of the competitiveness of agricultural enterprises in the context of european integration

In conditions of intense competition, sustainable development can be ensured by those enterprises that activate the marketing component of management, implement practical marketing tools, and define a precise algorithm of actions for personnel in the marketing subsystem of management. Relevant management decisions should be made taking into account a strategic approach and the implementation of organizational changes to ensure the established principles of the marketing management subsystem. The formation of such a marketing management system based on the principles of adaptability is essential for ensuring the competitiveness of an industrial enterprise. This is due to the constant changes in the conditions in which domestic industrial enterprises operate and the impact of the intensification of integration processes in the economy.

Theoretical and methodological research into the issues of adaptive management of marketing activities of enterprises and ensuring their competitiveness has received considerable attention from both domestic and foreign scientists. In particular, thorough research on issues related to managing the competitiveness of enterprises, forming competitive advantages, implementing measures to increase the competitiveness of enterprises, organizing and evaluating marketing activities, determining the role and implementation of adaptive mechanisms in management has been conducted by such well-known scientists as: Balabanova L.V., Belyukov E.A., M.P. Voinyarenko, A.V. Voychak, O.I. Gonchar, A.P. Grechan, O.I. Dragan, Ivanova O.Yu., Kalinichenko L.L., Kalyuzhny V.Ya., Karpenko N.V., Kovalchuk S.V., Kotler F., Kuzmin O.E., Levitskaya I.V., Lepa R.M., Mintzberg H., Mishchuk E.V., Nizhnik V.M., , Orlov O.O., Porter M., Savina G.G., Stadnik V.V., Tarnavska N.P., Fathutdinov R.A., Khrushch N.A., Cherep O.G., Shapoval M.I., Yankovoy O.G. and many other scientists.

It should be noted that today it is necessary to conduct further, more thorough research on the principles of building a system of adaptive marketing management of the competitiveness of industrial enterprises under the influence of various economic factors and European integration processes. Particular attention should be paid to the implementation of adaptive mechanisms in the marketing subsystem, the competitiveness management system, and the overall enterprise management mechanism.

7.1 Formation of key elements of the marketing management system for the competitiveness of agricultural enterprises in the process of adaptation to European agricultural markets

Modern industrial enterprises find themselves in difficult conditions for conducting financial and economic activities. This is due to rapidly changing operating conditions, significant business risks, political and economic instability, the need to attract additional financial resources, etc. In the context of European integration processes, to enter foreign markets, develop export and import potential, and engage in foreign economic activity in general, the products of domestic enterprises must meet quality standards and be sufficiently competitive. Therefore, the management personnel of each production system make every effort to increase competitive advantages. For most industrial enterprises, it is essential not only to maintain the acquired level of product competitiveness, but also to increase it. This situation is negative and requires the use of new approaches in management, in particular, adaptive mechanisms and improvement of the marketing subsystem organization. Developing marketing activities can significantly influence the competitiveness management system of a business entity in the context of expanding external product markets.

Today, it is becoming increasingly important to determine the characteristics of the competitiveness management system of enterprises through the use of adaptive marketing development systems as a functional component of enterprise management. Therefore, the subject of the study is a relevant topic and requires improvement in theoretical, methodological, and practical aspects.

The above-mentioned components of the adaptive marketing management system for the competitiveness of an industrial enterprise are combined with the processes of planning, forecasting, assessing the level of competitiveness, analysis, staff motivation, control, and organization (Fig. 1)

To develop scientific and methodological approaches to improving the competitiveness management system of domestic enterprises based on the use of adaptive marketing to increase the efficiency of financial and economic activities, it is necessary to study the components of this management system.

The conceptual foundations of adaptive marketing management of enterprise competitiveness are based on the theoretical and methodological provisions of modern industrial enterprise management theory. Therefore, the main components of this system are the enterprise's chosen operating objectives (goals), methodological approaches and management principles, objects and subjects, functional support, and adaptive marketing management mechanisms (the chosen model).

In the context of the adaptation of domestic enterprises in the machine-building industry to European markets, the task of enterprise managers is not only to ensure stable financial and economic activities in the face of any economic, political, social, and other factors, but also to develop measures aimed at expanding foreign markets and intensifying cooperation with foreign business partners.

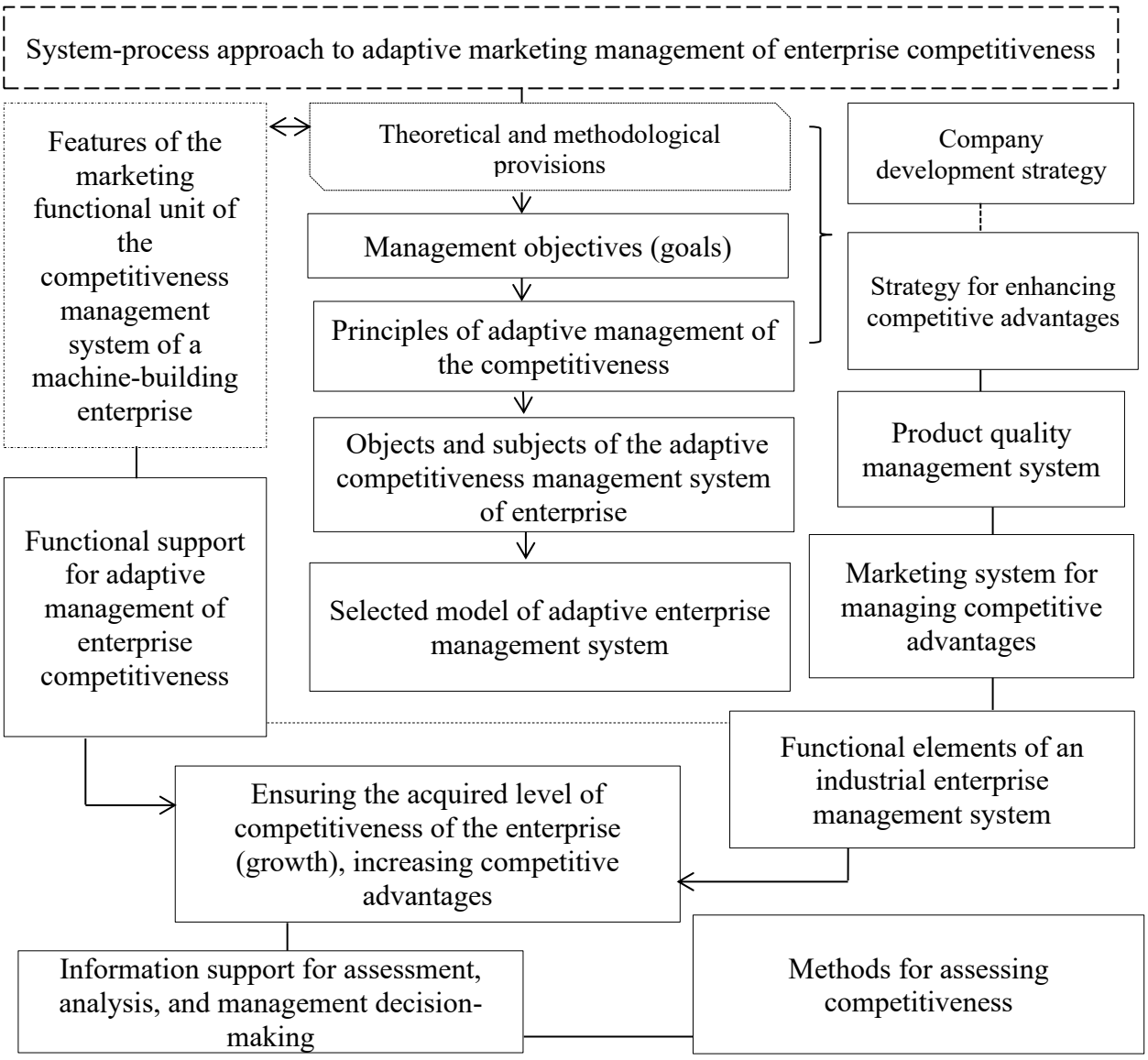

Figure – 1. Components of the adaptive marketing management system for the competitiveness of an industrial enterprise*

**proposed by the author*

According to Figure 1, our proposed systemic-process approach to the system of marketing adaptive management of industrial enterprise competitiveness assumes that this system is subordinate to the overall management mechanism of the enterprise and determines the process of performing several functions related to the management of the enterprise as a whole and functions associated with the formation of competitive advantages, increasing the competitiveness of products, improving marketing

activities, introducing organizational changes in the activities of the economic entity, etc.

The most common definition of the term “process” is the management of economic resources and financial support to achieve various initial tasks. In addition to the process and system approaches to managing the competitiveness of an enterprise, there is a situational approach, which involves taking into account changes in internal and external economic conditions and making adjustments to current and strategic plans. This approach has aspects of an adaptive approach to competitiveness management.

Naturally, subjects influence the objects of any management system, including the system of adaptive management of the competitiveness of an agricultural enterprise. The work should detail the objects of the system of adaptive marketing management of the competitiveness of an industrial enterprise (Fig. 2).

The objects of the adaptive management system for the competitiveness of an enterprise are the management, managers, marketers, and staff of the functional departments of the enterprise. However, it should be noted that there are quite a large number of objects that are influenced by the subjects in competitiveness management, especially in combination with the objects of the marketing functional management system. Therefore, Fig. 2 shows the fundamental objects of influence of industrial enterprises, whose strategic goals are to expand external markets for their products and intensify international cooperation.

The conceptual principles on which the marketing management of enterprise competitiveness is based are as follows:

– the principle of systematicity – characterizes competitiveness management as an integrated system with well-established interrelationships and interdependence of its components, for a thorough study of influencing factors and the implementation of directions for achieving specific management goals;

– the principle of commonality – involves the use, in the marketing management of enterprise competitiveness, of both theoretical and methodological and practical

achievements in the management of industrial enterprises, in terms of commonality (unity);

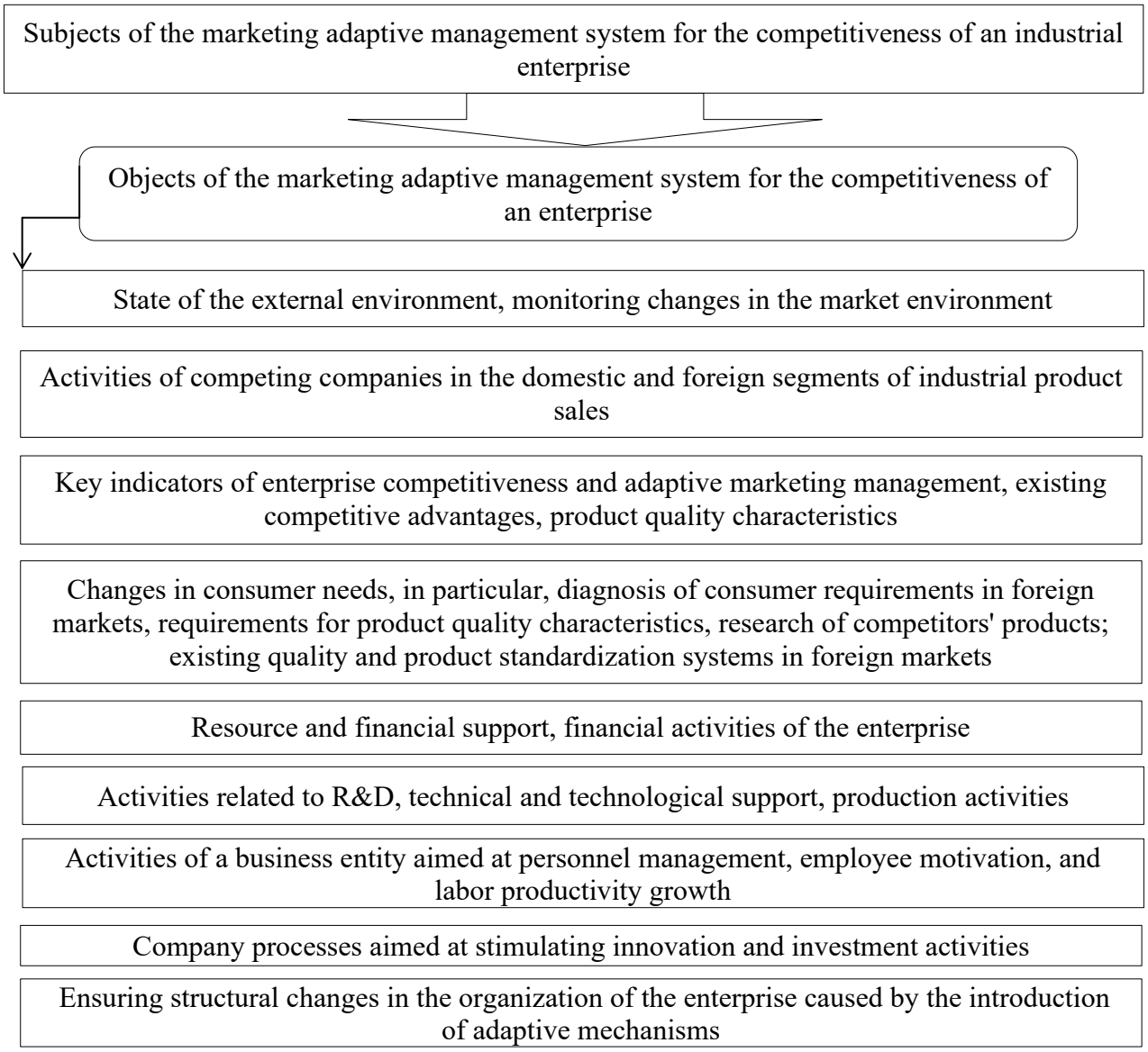

Figure – 2. Details of the objects of the marketing adaptive management system for the competitiveness of an industrial enterprise

– the principle of scientific validity – the company's staff must make decisions regarding marketing management and ensuring the company's competitiveness based on the paradigm of scientific validity and their reliable justification;

– the principle of consistency – aims to go through a series of stages (sequence) regarding the measures taken by management personnel to ensure competitiveness and implement a competitive strategy, conduct marketing activities, etc.;

– the principle of process continuity – a rule that provides for marketing activities in the management of the competitiveness of an industrial enterprise as a continuous, stable process;

– The principle of comprehensiveness is a mandatory element of marketing management of the competitiveness of an industrial enterprise, which manifests itself in the relationship between the structural components of the management system when making decisions regarding the influence of entities on specific objects of marketing management.

– the principle of optimality leads to the adoption of the most effective management decision at the time of marketing activities and ensuring the competitiveness of the enterprise.

– the principle of effectiveness – ensuring the development of the existing resource, financial, and competitive potential of an agricultural enterprise to achieve specific strategic goals for implementing a competitive strategy and improving marketing activities;

– the principle of integrity in the context of subordination – this means that the enterprise has an established model of adaptive competitiveness management. still, at the same time, the system of marketing management of the competitiveness of an industrial enterprise is part of an integrated management mechanism and higher levels of management.

– the principle of system equivalence – based on the ability to achieve planned results through the use of various methods in the marketing management of the enterprise's competitiveness;

– the principle of organizational structure – a rule that determines the establishment of structural relationships within the system of adaptive marketing management of an enterprise's competitiveness in the context of organizational structure;

– the principle of priority – characterizes the rule of the significance of influence on the objects of marketing management of competitiveness in terms of their ranking

for the purpose of distributing resource support for the implementation of adopted directions of activity and management decisions;

– the principle of legality – provides for the use of the existing regulatory and legal framework regarding the conduct of business activities and relations between market participants;

– the principle of incrementalism – characterized by decision-making through adjustments to the competitive strategy and marketing processes at the enterprise, influenced by internal and external operating conditions, including changes in the chosen methods, approaches, or tools, etc.;

– the principle of adaptability – the ability to adapt promptly to changes in the competitive market environment by taking appropriate management measures to maintain the acquired level or increase the competitiveness of the enterprise.

Thus, the above principles of marketing management of enterprise competitiveness are grouped in Fig. 3.

The system of principles of marketing management of the competitiveness of an agricultural enterprise, shown in Fig. 3, includes, in our opinion, the basic rules that can be adjusted (supplemented) depending on the specifics of the economy, the purposefulness of the entity, and the influence of the external environment. Managers can focus on the broader use of one or another principle from the proposed systematization.

Given that the competitiveness of an enterprise is a relative category, the focus of the competitiveness management system is based on analyzing the strengths and weaknesses of the entity's activities, researching the characteristics of similar products of other agricultural enterprises, forming competitive advantages by improving management elements, and, most importantly, the creation and implementation of an appropriate competitiveness development strategy [203].

The competitiveness management system is an interaction of subsystems that ensure the competitiveness of products and enterprises, the formation and enhancement of competitive advantages, and the expansion of markets for the sale of their own

products. The stability of the competitive advantages of agricultural enterprises' products is ensured by maintaining their quality characteristics (parameters).

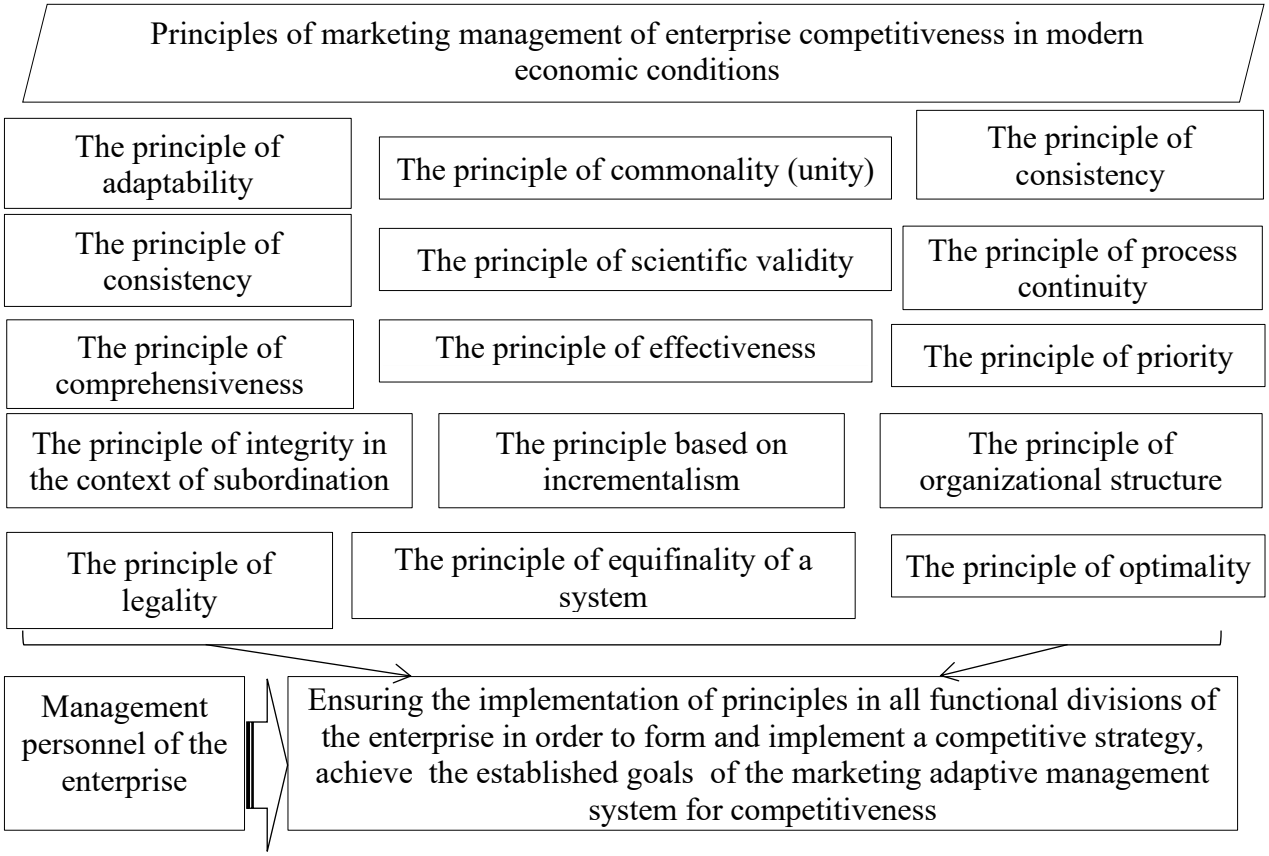

Figure – 3. Systematization of the principles of marketing management of the competitiveness of an industrial enterprise*

**proposed by the author*

For domestic enterprises in the machine-building industry that are focused on expanding foreign markets, high-quality products are those that possess the most essential characteristics that fully satisfy consumer needs in the current period of market relations under the conditions of choosing the European integration vector of economic development. Table 1 provides a step-by-step historical genesis of the scientific paradigm regarding the category of "quality."

The product quality management subsystem of agricultural enterprises cannot exist in isolation from other functional divisions of the entity. However, the most important is the functional division of the marketing service of the economic entity.

Improving the quality characteristics of products depends on the decisions made by the management staff of this unit, aimed primarily at:

– modernizing the production process (introducing new technologies, updating fixed assets, etc.);

– increasing the requirements for such a functional element of management as control and monitoring (mandatory for all structural divisions);

– intensifying the production of innovative types of products;

– making organizational changes and adjustments to the structural aspect of economic activity, etc.

Table – 1. The historical genesis of the scientific paradigm of the category of "quality"*

Authors of approaches and source of formulation	Scientific approaches to defining "quality"
Aristotle (3rd century BC)	Differences between objects; differentiation based on the criterion of "good-bad"
Hegel (19th century AD)	Quality is primarily synonymous with being definite, so that something ceases to be what it is when it loses its quality
Chinese version	The hieroglyph that denotes quality consists of two elements: "balance" and "money," so quality is synonymous with the concepts of "high-class" and "expensive."
Shuhart (1931)	Quality has two aspects: objective physical characteristics; subjective aspect: how "good" a thing is
Ishikawa K. (1950)	Quality is a property that truly satisfies consumers
Juran J. (1979)	Suitability for use (fitness for purpose); subjective aspect: quality is the degree of consumer satisfaction (in order to achieve quality, the manufacturer must find out the consumer's requirements and make their products so that they meet these requirements)
International standard ISO 8402-94	Quality is the set of properties and characteristics of a product or service that give it the ability to satisfy specified or anticipated needs.
DSTU ISO 9000-2001	Differences between objects; differentiation based on the criterion of "good-bad"

**built according to: [204, 205, 206]*

Strengthening control over product quality throughout its life cycle brings the most significant effect. Still, at the same time, we do not deny the importance of using

new technologies and the need to create innovative products in accordance with European quality standards.

We propose a schematic model of marketing measures to ensure the quality of agricultural products, which provides for active cooperation between the enterprise's adaptive marketing system and its functional divisions throughout the entire life cycle of the enterprise's products (Fig. 4). At the same time, the marketing functions of the enterprise for ensuring product quality in accordance with the product life cycle are divided into measures taken before the sales process - at the stage of studying consumer preferences, research and development work, during the production process, and during the period of direct sales of products to domestic and foreign markets.

It should be emphasized that there is a need for a control system for product quality indicators in terms of their life cycle. Table 2 shows a system of indicators of the level of quality and competitiveness of agricultural enterprises. The proposed schematic model of marketing measures to ensure the quality of agrarian enterprises' products refers to the formation of directions for the diversification of production. This process involves the use of the latest technologies, the production of innovative types of products, and entry into new markets with the intensification of innovation and investment activities. Diversification, in real terms, always ensures the gradual development of the competitiveness of an agricultural enterprise.

A diversified enterprise is one whose products are characterized by a variety of uses. The need for diversification is determined by comparing the current level of productivity of the entity with its potential. The processes of enterprise diversification are primarily aimed at increasing its future performance. An indisputable factor in the implementation of these processes is the assessment of the enterprise's financial capabilities and the formation of a diversification plan.

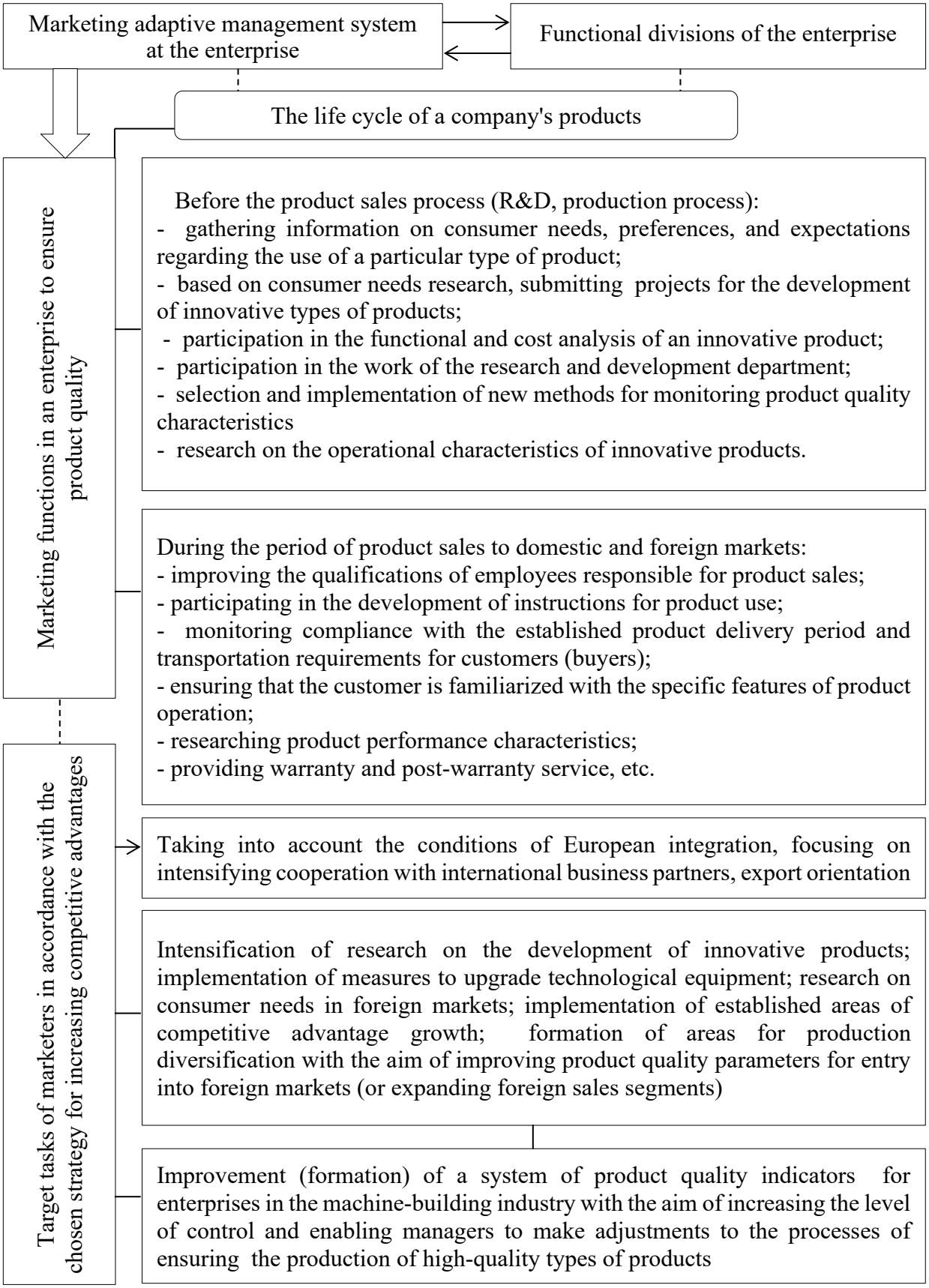

Figure – 4. Schematic model of marketing measures to ensure the quality of agricultural products*

**proposed by the author*

So-called “narrow diversification” is based on the diversification processes of the enterprise within the domestic market. In contrast, “extended diversification” enables the production system to expand external markets for its products and establish cooperation with foreign partner enterprises.

Table – 2. System of quality and competitiveness indicators for machine-building enterprises*

Name of indicator	Types
Product performance and reliability indicators	
Designation indicators characterize the properties of products that determine their main functions, for which they are intended, and determine the field of their use.	- classification indicators; - functional and technical efficiency indicators; - design indicators; - indicators of the composition and structure of costs.
Classification indicators characterize the belonging of products to a specific classification group.	- electric motor power; - excavator bucket capacity; - carbon content in steel, etc.
Functional and technical efficiency indicators characterize the useful effect of the operation or consumption of products and the progressiveness of technical solutions incorporated into the products.	- machine productivity; - accuracy and speed of the measuring device; - strength of the material for manufacturing products.
Design indicators characterize the main design and engineering solutions, the ease of assembly and installation of products, the possibility of their aggregation and interchangeability.	- overall dimensions; - availability of additional devices; - interchangeability efficiency coefficient; - product assembly (modularity) coefficient, etc.
Composition and structure indicators characterize the content of chemical elements or structural groups in products.	- percentage content of components in steel; - concentration of various impurities in acids, etc.
Reliability indicators: failure-free operation	The probability of failure-free operation of a particular type of product - probability of failure-free operation; - mean time between failures; - failure rate; - failure flow parameter, etc.) Durability indicators include: - gamma percentage resource; average resource; - average service life; - average service life to average (major) repair; - average service life to write-off, etc.

Continuation of Table 2

Repairability and product integrity indicators characterize the property of a technical object that consists in adapting to prevent and detect causes of damage and eliminate them through repairs and maintenance.	- average operational duration of scheduled routine maintenance; - average operational labor intensity of technical maintenance.
Preservability indicators: characterize the ability of a technical object to remain in working order during and after storage and transportation, or the ability of a product or material to remain in a usable condition during storage.	- gamma-percentage shelf life; - average shelf life.
Ergonomic and aesthetic characteristics of products	
Ergonomic	- hygienic indicators; - anthropometric indicators used to determine the conformity of the product to the size and shape, as well as the body weight of the person involved in the maintenance of this product; - physiological and psychophysiological indicators; psychological indicators.
Aesthetic indicators of products	- informational clarity; rationality of form; integrity of composition; perfection of production execution and stability of commercial appearance.
Indicators of the technological feasibility of product design: - specific labor intensity of production; - specific technological cost of production; - energy intensity; - unification and standardization coefficients, etc.)	Indicators of labor intensity, material intensity, and cost, which are used for all types of products without exception, include utilization rate and repeatability rate.
Transportability indicators (direct or indirect) Resistance to the external environment Impact on the environment Product safety indicators	Labor costs, material costs for preparing products for transportation and during transportation. Indicators of the ability to perform functions during periods of environmental impact, the degree of harmful emissions, and the level of safety during use.
Economic indicators of product quality	Indicators of economical use of all available resources (resource utilization coefficients per unit of product).
Product standardization and unification indicators determine the level of use of standard or unified components.	Coefficients of component (part) utilization, their repetition, coefficient of mutual unification.

Continuation of Table 2

The patentability indicators of products determine the level of technical solutions renewal, patent protection, and the possibility of product export.	Indicator of patent purity of products, indicators of the level of use of the invention and its patent protection. Weight coefficient of a particular type of product.
Product uniformity indicators determine the consistency of key parameters during production.	They are determined using mathematical statistics formulas, relative to the mean square deviation, coefficient of variation, and variance of a random variable.
Economic indicators of costs for product development, manufacturing, and operation	
Indicators of costs for product development, manufacturing, and operation	- costs of developing, manufacturing, and testing prototypes; - production costs; - costs of consumables during the operation of technical facilities.
The assessment indicators used to determine the level of competitive advantage make it possible to identify deviations and confirm compliance with standards.	Labor productivity, return on assets, financial resource turnover ratio, risk ratio, production cycle stability ratio, production profitability, solvency ratio, absolute liquidity ratio, debt ratio, return on sales, economic efficiency of exports, production specialization ratio, market share, assortment ratio, advertising and sales promotion ratio, ratio of use of modern forms of production organization, ratio of use of modern control methods.

To influence the quality system verification process, the International Organization for Standardization (ISO) has approved the ISO 9000 series of international standards (IS):

– ISO 9000 “General quality management and quality assurance standards. Guidelines for selection and application”;

– ISO 9001 “Quality systems. Model for quality assurance in design and/or development, production, installation, and maintenance”;

– ISO 9002 “Quality systems. Model for quality assurance in production and installation”;

– ISO 9003 “Quality system. Model for quality assurance in final inspection and testing”;

– ISO 9004 "General quality management and elements of a quality system. Guidance" [5, pp. 36-37].

In marketing activities, diversification strategies are used by management personnel only when the economic entity is capable of developing its own potential in

other areas of financial and economic activity. Only those enterprises that use a strategy of international diversification with the corresponding development of marketing programs and strategies can expand external markets for their products.

According to the classification criteria for product quality indicators, there are many groups and, accordingly, their varieties for each group (Table 3).

Table – 3. Classification criteria and main groups of parameters of quality characteristics of industrial products*

№	Classification feature	Groups of parameters of product quality characteristics
1.	By the number of properties characterized	Single indicators Complex indicators (group, generalized, integral)
2.	By use for analysis and decision-making	Basic indicators Relative indicators
3.	By the method of expression	Indicators expressed in natural units (kg, m, points, dimensionless) Indicators expressed in cost units
4.	Depending on the time of determination of the values of the indicators	Predicted indicators Design indicators Production indicators Operational indicators
5.	By the properties characterized	Reliability indicators (failure-free, durability, maintainability, maintainability) Ergonomic indicators Aesthetic indicators Technological indicators Transportability indicators Standardization and unification indicators Patent and legal indicators Environmental indicators Safety indicators

The main elements of product quality management and their use in accordance with the provisions of the 9000 series of international standards developed by the International Organization for Standardization (ISO) are detailed in Table 4.

Table – 4. Elements of the quality management system of international standards ISO series 9000*

№	Components of a product quality management system	ISO 9001	ISO 9002	ISO 9003
1	Management responsibility for quality (organizational structure, rights and obligations)	+	+	+
2	Requirements for the quality assurance system (work organization, instructions)	+	+	+
3	Contract analysis (agreement)	+	+	-
4	Project control (quality control of design work)	+	-	-
5	Documentation control	+	+	+
6	Work with suppliers on the quality of materials and components	+	+	-
7	Product delivery to the customer	+	+	-
8	Product labeling and accounting (identification)	+	+	-
9	Control during the production process	+	+	-
10	Product control, testing (including incoming control of purchased products)	+	+	+
11	Checking control and testing equipment	+	+	+
12	Status of the technical control service (evidence of control and testing)	+	+	+
13	Isolation of defects (procedure for using products that do not meet the requirements of regulatory and technical documents)	+	+	+
14	Quality analysis, handling complaints	+	+	-
15	Requirements for the operation (use) of products, storage, packaging, transportation	+	+	+
16	Requirements for quality documentation	+	+	+
17	Systematic quality self-check	+	+	-
18	Personnel training	+	+	+
19	Application statistical control methods	+	+	+

**constructed according to: [208, p. 38]*

The basic elements of the management system of an agricultural enterprise must be in whole interaction with the functional aspects of the structural-logical model of enterprise competitiveness management. In international practice, approaches to competitiveness management are identified with product quality management processes. For enterprises in the agricultural sector, quality management is the basis of the enterprise competitiveness management system, especially in terms of the established competitiveness development strategy and the chosen directions for increasing competitive advantages. In accordance with international ISO standards,

responsible specialists of the enterprise conduct an assessment of the quality characteristics of the enterprise's products.

In view of the above, we will consider in this paper the processes of planning to improve product quality characteristics, which are based on the implementation of several relevant measures (Fig. 5).

In accordance with the agreements concluded between the product manufacturer and its consumers, the quality system of the economic entity may be checked to ensure that the products supplied comply with certain standards. However, the specific life cycle of certain products is taken into account first and foremost when selecting the standard to be used for checking quality characteristics.

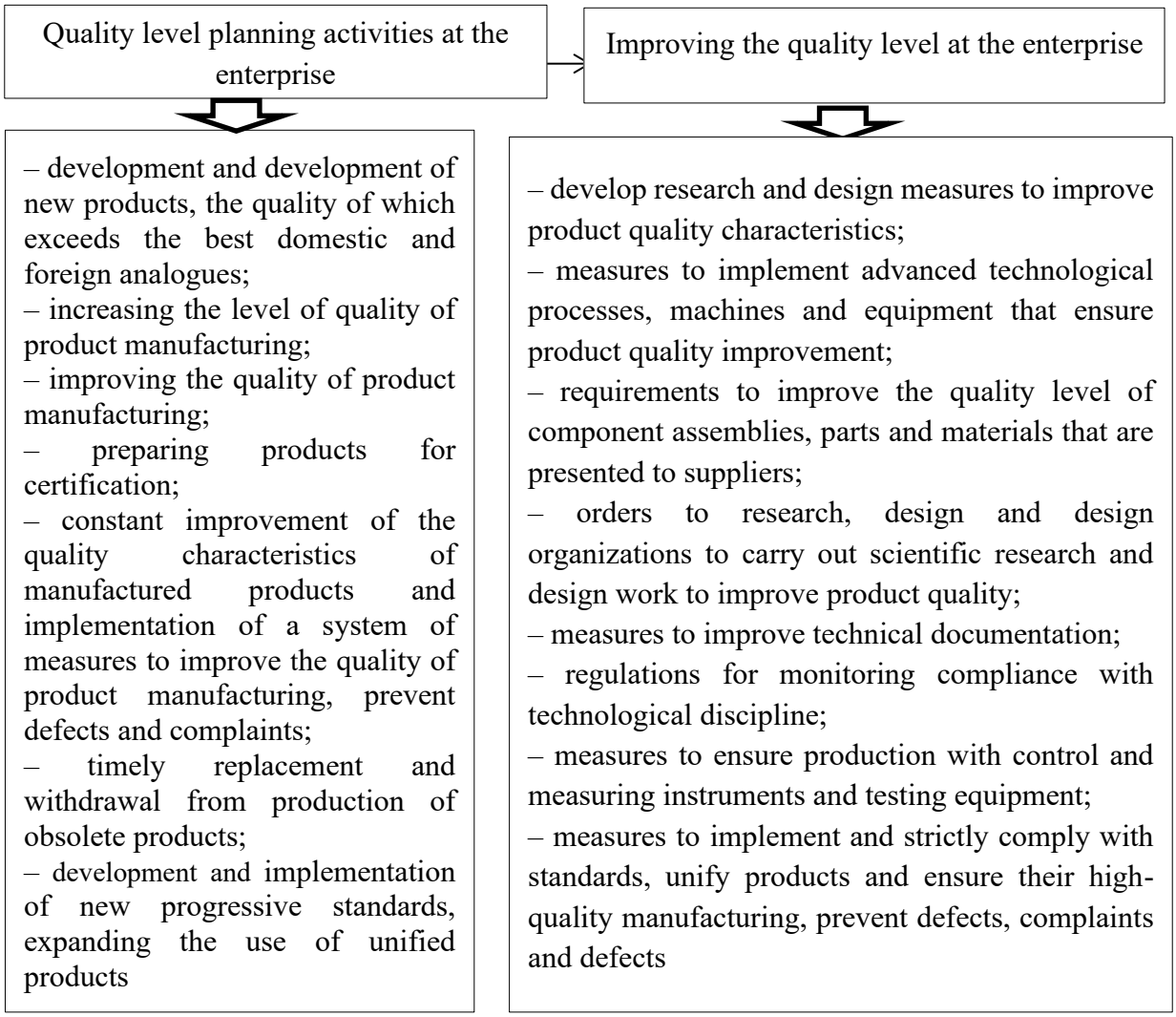

Figure – 5. Measures for planning to improve product quality at agricultural enterprises

Speaking about the structural elements of the system of adaptive marketing management of enterprise competitiveness in the context of European integration, especially in terms of product quality assurance, it is necessary to improve cost management processes and reduce, if possible, the cost of production. To produce high-quality products, the enterprise potentially increases costs, but the task of management personnel is to find production reserves and ensure stable financial and economic activity (Table 5).

Table – 5. Organizational aspects of improving the cost management system to ensure product quality*

Control elements	Functional divisions	Enterprise cost management measures
Production planning	planning and economic department, engineering department, accounting department	Planning the amount of costs for the development of new types of products with their target distribution; formation of the amount of capital investments to obtain the planned profit; distribution of capital investments between the specified design divisions of the enterprise
R&D process	research and development departments of the enterprise; planning and economic department, engineering department, design bureaus	Determining the cost based on the created prototypes or batches of products; assessing the potential in relation to the target funding and the cost; using functional-cost analysis; making a decision on reducing the discrepancy between the target funding and the determined cost of the product prototype
Production preparation	planning and economic department, engineering departments, production departments, product quality control department	Determining the amount of costs that will take into account preparation for the production process and the capital investment distribution plan; determining the enterprise's ability to achieve target costs; making management decisions aimed at reducing deviations between planned and actual costs received in the future; determining, if necessary, the volume of capital investments in technical and technological equipment; analyzing production plans, assessing production conditions, etc.
Supply process	supply department, planning and economic department	Evaluation of supply plans, terms of purchasing components and raw materials; comparison of terms of cooperation with individual suppliers in order to determine the most profitable ones; based on the analysis of supplier prices, search for the most optimal one in order to reduce the corresponding costs

Continuation of Table 5

Production process	planning and economic department, accounting department and other involved departments that monitor and control the level of production costs	The process of cost management and making adjustments to previously formed plans; taking measures to reduce production costs, based on the economic parameters of activity for previous periods; identifying factors affecting costs; implementing measures to motivate and stimulate enterprise employees in order to reduce costs
Sales process and service	product sales department, accounting department, planning and economic department, etc.	Analysis of actually received costs and comparing them with the planned level; assessment of the effectiveness of cost management at the enterprise and taking measures to (form) improve the cost management system

**revised by the author based on [209, pp. 31-32;]*

Functional-cost analysis (engineering-cost analysis, cost analysis), the methodology of which has been refined since the 1920s, plays a vital role in reducing production costs. The main goal of functional cost analysis is to choose the most optimal alternative for performing functions by the objects of the economic entity at the lowest cost. Enterprises should use functional cost analysis to increase the competitiveness of their products and, accordingly, expand their sales markets. Each type of product has several consumer properties, the implementation of which incurs certain costs for the enterprise during the production of the product. The goal of functional-cost analysis is not only to reduce costs, but also to improve product quality. Marketing adaptive management of the competitiveness of an industrial enterprise, based on a systematic approach, provides for an apparent subordination of the activities of all functional elements of competitiveness management to the defined goals of the management system, taking into account the influence of the competitive business environment in the context of European integration processes. Each enterprise, operating under the influence of rapid changes in the external environment, strives to achieve stability in financial and economic processes. Still, managers need to take into account the need.

The stability of an agricultural enterprise is understood as a state of flexible equilibrium achieved through the use of adaptive and other mechanisms in the adaptive marketing management of the enterprise's competitiveness. The purpose of adaptive

mechanisms is to prevent the economic entity from being thrown off balance and to enable a quick response to dynamic changes in business. The marketing department plays a decisive role in the above processes. In some cases, the use of support mechanisms by an enterprise, on the contrary, can lead to a slowdown in the improvement of economic parameters (sometimes, for example, the financial department) [210]. From this, priority should be given to adaptive mechanisms (which we have thoroughly researched in the previous chapters of this dissertation), i.e., the development of marketing activities at the enterprise.

Suppose the enterprise develops its own conceptual framework for improving the competitiveness management system. In that case, this will have a positive impact on the growth of key economic parameters, namely their effectiveness, and will contribute to the further development of the enterprise in terms of technological modernization, strengthening competitive advantages, etc.

The introduction of adaptive mechanisms into the structure of the marketing management system for the competitiveness of an enterprise will facilitate adaptation to the conditions of the markets in which the enterprise plans to sell its products and justify the choice of tools for developing competitive potential.

To ensure the realization of the economic interests of domestic industrial enterprises, it is necessary to eliminate the so-called price dictatorship of a particular leading enterprise or group of financial entities. The direction for solving this problem is to increase the level of capital concentration, on which the behavior of market participants in a competitive business environment depends.

In an adaptive marketing system for managing competitiveness as a structural component, mechanisms are formed for adjusting the organizational structure and functional elements of management to both internal and external factors of influence. Adaptive marketing management of enterprise competitiveness uses both data from preliminary analysis of financial and economic activities and current assessment parameters to determine a forecast scenario, eliminate identified deviations and measures to prevent them in the future, and reduce the impact of the factors that led to them. However, the priority is that the use of an adaptive approach in the marketing

management of the competitiveness of an agricultural enterprise is based on the formation and implementation of an effective strategy.

It is worth highlighting several adaptation measures in the adaptive marketing management of the competitiveness of an industrial enterprise, including: reducing risks when making management decisions on the distribution of resource and financial support; ensuring the possibility of adjusting specific strategies to increase competitiveness; applying effective models for diagnosing all areas of the enterprise's activities (especially marketing), which will lead to the rationalization of decision-making by management personnel. The adaptability of an industrial enterprise is associated with the prospect of introducing structural and organizational changes and approaches to regulating and managing activities [211, 212, 213].

To process and summarize information data on the adaptive potential of an agricultural enterprise, managers identify areas in which the competitiveness of products and enterprises is assessed, with the parameters to evaluate the adaptive capabilities of the entity being standardized. To increase the competitiveness of an agricultural enterprise and the products it manufactures, the most essential thing in the structure of adaptive marketing management of competitiveness is the use of the latest approaches to its management by management personnel. Using adaptive mechanisms in the marketing functional subsystem of the entity's management, it is possible to achieve an increase in the competitiveness of the enterprise.

To achieve this, it is necessary to make organizational changes to the structure of the enterprise, adjust the tasks facing the marketing department, and expand the capabilities for processing a larger array of information data, which will have a positive impact on the formation of competitive advantages in the current period and in the future. Only by using adaptive mechanisms in management and developing marketing activities is it possible to achieve the set goals of increasing the competitiveness of the enterprise in the strategic perspective. Improving the enterprise's competitiveness management system requires significant organizational changes in marketing activities and the introduction of mechanisms for linking marketing services with other elements of enterprise management.

7.2 Interaction of structural components in the system of effective marketing management of the competitive advantages of agricultural enterprises

Under the current conditions of domestic industrial enterprises, it is essential to use the latest approaches to managing a business entity. The marketing component of enterprise management is of great importance, as it determines the development of financial and resource potential, the provision of competitive advantages, the growth of profitability, etc. Internal integration processes of the marketing component of management in the integrated management system of a business entity will ensure the planned level of economic efficiency and the achievement of set goals. They will contribute to the development of investment and innovation processes, increase labor productivity, and improve the competitiveness of products in both foreign and domestic markets, etc.

Given the lack of a unified approach to defining the structural components of marketing management of competitive advantages at an industrial enterprise, the unity of scientific methods to the formation of a marketing management system for a business entity, the need to implement means of adaptation to the external environment, and the integration conditions of functioning, these issues require further, more in-depth research to improve management processes in these areas of economic activity.

Considering marketing as an essential science, today, its results and further improvement are necessary for the functioning of domestic enterprises, especially in terms of investment and innovation development, growth of competitive advantages, satisfaction of consumer needs, etc. The existing principles of the marketing concept of management guide industrial enterprises in their search for the best solutions in conducting financial and economic activities. The use of the latest conceptual principles and approaches to marketing management of competitive advantages should be characterized by innovative processes at a machine-building enterprise.

To maintain the acquired level of competitive advantages and ensure their growth, domestic industrial enterprises face the urgent issue of developing innovation and investment processes. It is essential to note the significance of developing marketing activities in the innovative sphere of the production system.

Therefore, it is necessary to use tools and, in general, develop marketing activities to improve the efficiency of the enterprise. Marketing is a means through which the formation of value is influenced and, subsequently, processes are designed to enhance innovation activities and, accordingly, the formation of competitive advantages [214].

It is worth exploring the role of marketing management of competitive advantages in the innovative sphere of agricultural enterprise development (Fig. 6). It is the system of marketing management of competitive benefits, performing the set functional tasks, that leads to decisions regarding innovative products that will be in demand both on the domestic and foreign markets.

Innovative marketing is characterized not only by the use of the latest methods and tools for researching market demand for innovative products, but also by the formation, based on the improvement of these methods and tools, of measures to more effectively meet consumer needs with the production of the same range of products.

For the development of domestic enterprises in the machine-building industry in their management system, great importance is attached to measures aimed at ensuring not only the acquired level of product competitiveness, but also its growth, which depends on the functional content of the system of adaptive marketing management of the enterprise's competitiveness. According to Fig. 6, ensuring the competitiveness of agricultural enterprises' products should always be characterized by innovative activity. In the adaptive management system of agrarian enterprises' competitiveness, the effectiveness of marketing management of competitive advantages depends on its functional content and measures to ensure control over the implementation of the adopted measures.

The development of innovative marketing is influenced by processes of improvement in marketing management, analysis, and evaluation of investment activities, and the level of effectiveness of research conducted on consumer needs for innovative types of products. At the same time, it is essential to analyze the resource and financial capabilities of an agricultural enterprise in terms of developing its own innovation and investment potential. The growth of the innovation potential of an

agricultural enterprise is undoubtedly influenced by the volume of investments, the modernization of the technological base of production processes, etc.

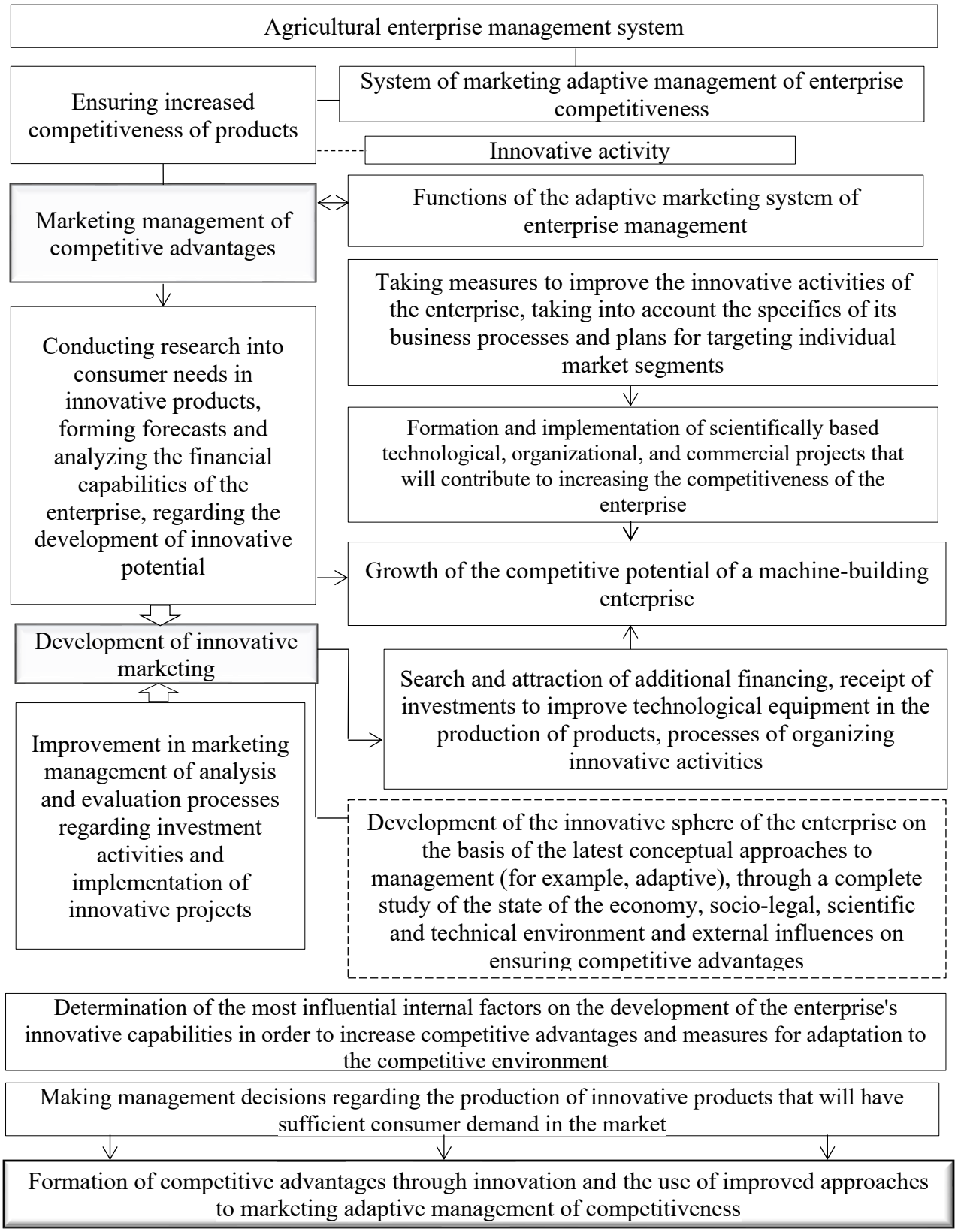

Figure – 6. The role of marketing management of competitive advantages in the innovative sphere of agricultural enterprise development*
**constructed by the author*

Marketers, to form new competitive advantages, must also identify the most critical internal factors for the development of innovative capabilities. Innovative marketing will influence the development of the creative sphere of an enterprise, provided that conceptual approaches to management are used, in particular, the level of effectiveness of research on the impact of external conditions on the functioning of the enterprise.

The interrelated components of marketing management of competitiveness include analysis, forecasting, planning, implementation, and monitoring of the implementation of directions related to the expansion of target external sales markets. The combination of the above measures forms the enterprise's marketing policy regarding a particular product, setting its price, and targeting external market segments for product sales.

Most domestic enterprises today are focused on expanding their foreign economic activity, which will increase profitability, expand cooperation in foreign markets, and improve the competitiveness of their products. The development of a company's marketing activities in the context of increased foreign economic activity provides it with several advantages, namely:

– the effectiveness of the production system;

– the formation of new and increased competitive advantages in the domestic market, which will contribute to increasing the competitiveness of products and expanding foreign markets in the context of European integration and WTO membership;

– the dissemination of information to consumers about the brand and product;

– increasing the profitability of the enterprise through the expansion of market segments for product sales.

An enterprise whose goals are to improve the quality and price characteristics of products to meet the needs of consumers in other countries, to develop innovative products, and to use the experience of economically developed countries is characterized by greater efficiency compared to competing enterprises.

The marketing potential of an agricultural enterprise, which influences the formation and increase of competitive advantages, arises as a result of both internal and external threats, which can be defined as the marketing environment.

The main goal of every industrial enterprise is to gain an edge in the competitive struggle, increase profits, and expand production and sales. The most significant external threats to the activities of industrial enterprises that hinder the growth of competitive advantages are the imperfection of legislative and regulatory regulation; in some cases, the lack of reliable information about the impact of factors operating in the market environment, and the absence of effective state support programs for the development of industrial enterprises. Thus, the effectiveness of the marketing system for managing the competitiveness of an enterprise using adaptive mechanisms is significantly influenced by external environmental factors, especially in the context of European integration processes and the need to intensify foreign economic activity.

Internal threats that arise within the company and are sometimes associated with incorrect decisions made by managers include: the need to improve the distribution of functional responsibilities among marketing department employees; the need to use adequate measures to motivate and incentivize employees of this department; periodic training of marketers, which is associated with constant innovations in this field.

Detailed in the scientific work, endogenous and exogenous factors of influence were systematized by us in the second chapter of the work, among which there are negative factors that can be considered threats to the formation of competitive advantages and ensuring the competitiveness of an agricultural enterprise in the marketing management system.

In effective marketing management of competitive advantages of an enterprise, marketing factors must be coordinated with each other to increase the marketing potential of the enterprise, i.e., to increase the effectiveness of the use of the resource base and improve the functioning of the production system as a whole. For effective marketing management of competitive advantages and countering threats, the structural components of the adaptive management system of the enterprise's

competitiveness must interact with each other, and designated responsible specialists must control the organizational aspects of such interaction.

About the functional support of adaptive marketing management processes for competitiveness, the following key functions should be highlighted: analytical, production, sales, and management. One of the structural components of marketing management of competitive advantages is marketing functions, the preliminary definition of which influences the formation and implementation of strategic guidelines for the marketing department of an enterprise. The analytical function of industrial enterprise marketing is associated with the use of a range of tools for analyzing the market environment, the activities of competing firms, and conducting marketing research aimed at expanding external sales markets to form and implement appropriate marketing plans aimed at increasing the competitiveness of the production system.

The production function of marketing activities is implemented through the formation of the so-called innovation sphere for the production of new products and the improvement of the characteristics of existing products. The purpose of the production function of marketing is to manage the quality and competitiveness of products, determine directions for improving material and technical support, and promote the production of innovative products.

To ensure the competitive position of an industrial enterprise in the external environment, managers must develop an effective sales network. However, it should be noted that the implementation of the sales function of enterprise marketing is a difficult task for responsible specialists, as it requires analysis of many factors in the market environment, consideration of all threats, and identification of intermediaries for the sale of their products.

In terms of management functions, they can be defined as a continuous influence on marketing activities in terms of forecasting, planning, monitoring, organizing, evaluating, and motivating employees to achieve the marketing goals and objectives of the enterprise. An essential functional component of marketing management is also information support and control over these processes. All of them, at the same time, are components of the competitiveness management system of an industrial enterprise.

One of the necessary structural aspects of marketing management of competitive advantages of an enterprise is monitoring the effectiveness of marketing activities, which involves assessing the effectiveness of previously developed programs, strategies, directions, and measures. Management personnel reduce the impact of potential risks on financial and economic activities by taking into account the collected and processed marketing information data when planning and forecasting. This ensures the implementation of the marketing development directions of an agricultural enterprise and the increase of competitive advantages.

In the management system of an agricultural enterprise, marketing activities in terms of forming competitive advantages and interacting with the competitiveness management subsystem will be based on a set of principles, namely:

– focus on research and complete satisfaction of consumer needs, improvement of management decisions in the field of sales activities of the economic entity;

– the principle of continuous collection and processing of reliable information data necessary for making strategic and current decisions, as well as for quick response to external influences in a competitive environment;

– the principle of using situational management approaches, i.e., during the period of identifying problems in the competitiveness management subsystem and ensuring competitive advantages in terms of both internal and external factors of influence;

– the use of strategies of active influence on the market environment in competitiveness management, instead of using approaches that merely adapt business activities to current factors of influence;

– the principle of developing marketing as a special form of management of production processes and product sales processes, which involves constant cooperation between relevant structures to make innovative decisions;

– the principle of focusing on ensuring the implementation of the established competitive development strategy, increasing competitive potential with the expansion of external markets [215].

Marketing management principles can be expanded by enterprise managers and leading specialists involved in the development of the marketing component, which will contribute to the improvement of management processes and the adoption of effective management decisions regarding planning, forecasting, analysis, evaluation, information support, control in the field of marketing activities, and the formation of competitive advantages.

Therefore, domestic enterprises in the agricultural sector are forced to adapt to external conditions, respond flexibly to consumer needs, and ensure their own level of competitiveness, which is a guarantee of increased profitability and growth in the efficiency of basic economic parameters of financial and economic activities.

All components of the adaptive marketing management system at the enterprise are aimed at increasing competitive potential and sales volumes of products in domestic and foreign market segments, with maximum satisfaction of consumer needs to improve their own competitive advantages. The achievement of current and strategic goals, the implementation of plans, the level of marketing efficiency, and its impact on the overall resource and financial potential, and, most importantly, the effectiveness of marketing management in the enterprise's management system.

The development of marketing potential, which is interrelated with factors influencing the enterprise's activities, plays an important role. The possibility of improving other components of marketing management depends on the evaluation process as a functional component of marketing management. The selected theoretical and methodological approaches to management must take into account the specifics of industrial enterprise management in domestic and foreign markets.

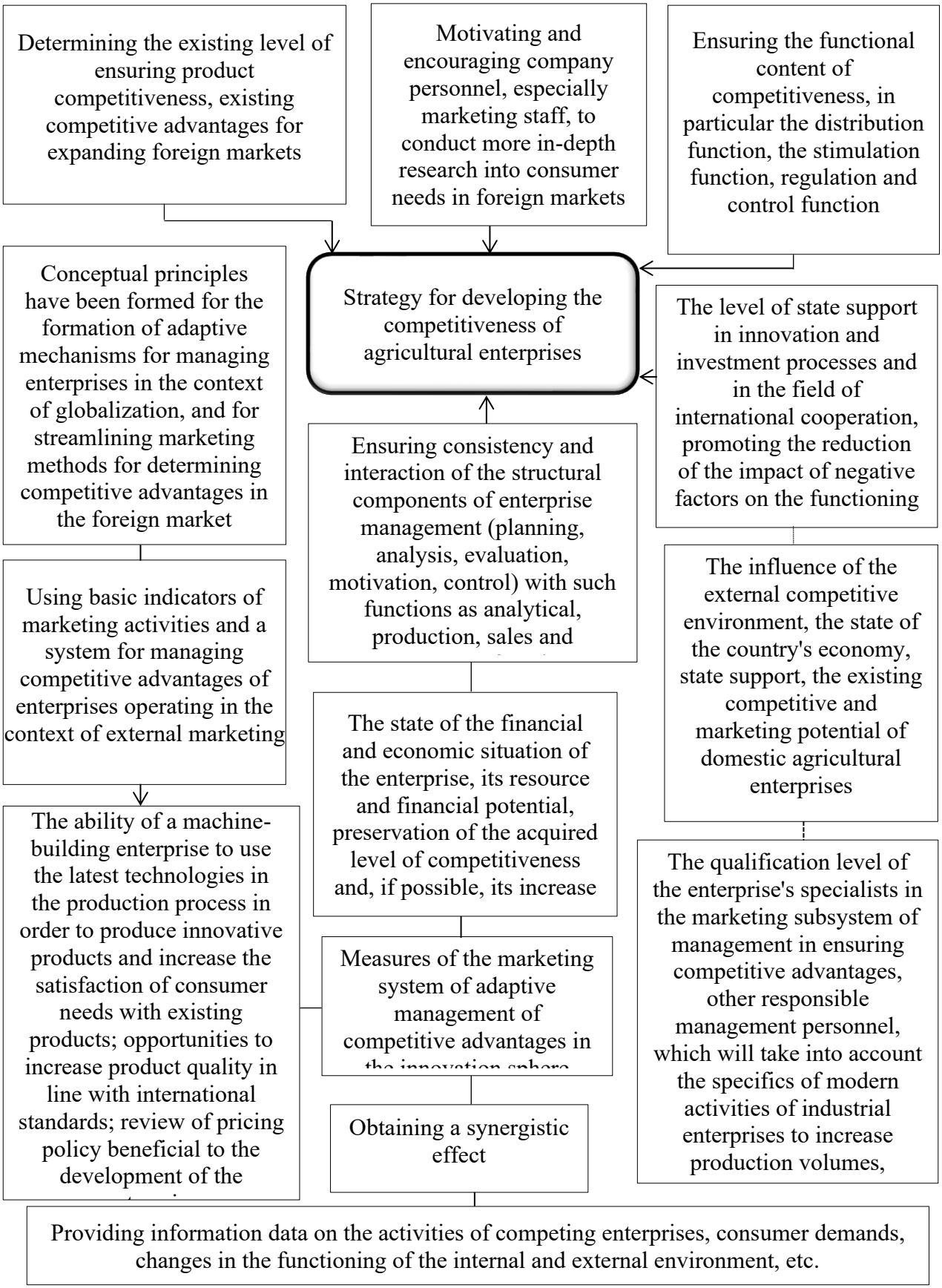

Figure – 7. Key components determining the strategy for developing the competitiveness of agricultural enterprises*

**proposed by the author*

To clearly show the relationship between the main elements for effective marketing management of competitive advantages, the work should identify the main components that form the strategy for developing the competitiveness of an industrial enterprise (Fig. 7).

When forming a strategy for developing the competitiveness of an industrial enterprise, enterprise managers take into account the analyzed current level of product competitiveness and existing competitive advantages.

The strategy for developing the competitiveness of agricultural enterprises is based on established conceptual principles for enterprise management in the context of globalization and proven effective marketing methods for increasing competitive advantages in market segments. Based on an analysis of fundamental marketing indicators, the state of the competitive advantage formation system, basic parameters of financial and economic activity, and resource and financial potential, the ability to improve processes for the production of innovative products with appropriate quality parameters that meet international quality standards is determined.

The pricing policy of an enterprise depends on many internal and external factors, which must also be taken into account when implementing the development of the enterprise's competitiveness. Streamlined methods of adaptive management principles will have a positive impact on the speed of management personnel's response to changes in market conditions.

For effective marketing management of competitive advantages, it is necessary to have a sufficient level of qualification among the enterprise's specialists in all structural units. Responsible managers must ensure the consistency of marketing management and management elements such as planning, forecasting, analysis, accounting, evaluation, monitoring, stimulation, motivation, and controlling.

The generalization and processing of information data from the marketing subsystem affects the implementation of measures to increase competitive advantages in the context of intensified international cooperation. Improving the functional content of enterprise competitiveness management and implementing all of the above

measures will provide a synergistic effect for the development of the financial and economic activities of agricultural enterprises.

As noted above, in the system of adaptive marketing management of the competitiveness of enterprises in the machine-building industry, it is essential to make structural and organizational changes (Fig. 8), which will accelerate the implementation of the enterprise's competitiveness development strategy. Structural and organizational changes should be made depending on the impact (positive or negative) of endogenous and exogenous factors, ensuring the competitiveness of an industrial enterprise.

Figure 8 details the actions of the elements of the marketing and other subsystems of the enterprise. In the conceptual directions of introducing structural and organizational changes into the competitiveness management system of an agricultural enterprise, attention is focused on borrowing foreign practices of improving product quality in economically developed countries.

Consideration of these approaches in the marketing management system will contribute to the improvement of functional responsibilities for monitoring the activities of competing enterprises, consumer requirements for products in the machine-building industry, and the formation of effective methods for assessing the level of competitiveness of both products and the enterprise as a whole.

Improving the methodological support for entering foreign markets for engineering products by introducing adaptive management mechanisms should be based on a strengthened set of tools for monitoring the implementation of the tasks set. Having selected effective methods of adaptive marketing management in line with the functions of expanding foreign markets for its products, the enterprise should conduct research into the economic conditions of foreign markets, monitoring consumer requirements in the countries of its business partners. As noted in previous sections of this work, it is essential to improve the cost management system, in particular by reducing production costs and searching for production reserves. The same applies to monitoring internal and external threats to the enterprise's activities.

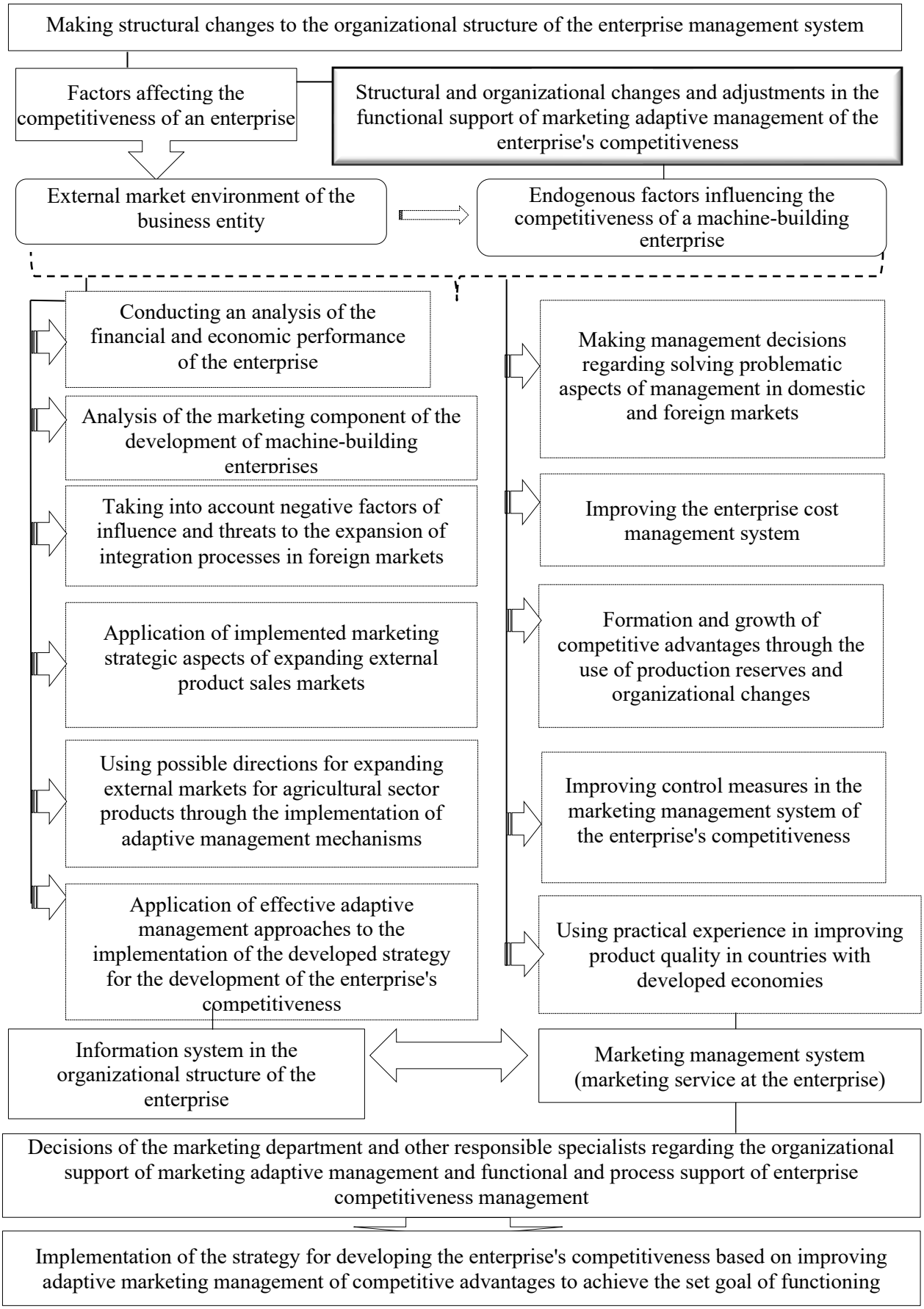

Figure – 8. Directions for introducing structural and organizational changes into the system of adaptive management of enterprise competitiveness *

* *constructed by the author*

The interrelationships between the structural elements of marketing management competitiveness should be based on adequate information support for the marketing management system.

In the process of marketing management of the competitiveness of an agricultural enterprise, the innovativeness of relevant management decisions depends on information support processes and the ability to process and extract necessary (essential) information. When conducting financial and economic activities and processes aimed at increasing the competitiveness of the enterprise and developing marketing activities, information data is used both on the influence of the external environment and the conditions of functioning in it, as well as on internal factors of activity. That is why every industrial enterprise must have a system of marketing support with information data that will increase the effectiveness of forming competitive advantages and ensure an adequate level of competitiveness of both products and the enterprise as a whole. The problem of creating this system lies in the search for and selection of the information necessary for the marketing service. This involves a more in-depth analysis of the priorities of external consumers, the identification of strategic guidelines for promoting products to external markets, the specifics of operating in these markets, cooperation with business partners, etc.

Thus, the information support system, access to information data, and its most effective processing for decision-making by designated specialists form the information potential of the marketing activities of any enterprise.

The informational capabilities for the development of marketing activities can manifest themselves in terms of purely informational data, in terms of insufficient data, and in terms of uncertainty. The ideal option is to have complete, reliable marketing information for the rational use of resources and financial capabilities and to ensure competitive advantages.

There is no single scientific and methodological approach to determining the information potential of the marketing activities of an industrial enterprise. This issue is quite controversial in terms of its basic components. Still, in our opinion, the specifics and peculiarities of the activities of a particular enterprise, its capabilities, the

level of competitive advantages already achieved, the segments of the markets covered by the sale of products, etc., should be taken into account.

In the management system, relevant specialists should take into account the peculiarities of marketing information support in adaptive management of the competitiveness of an agricultural enterprise (Fig. 9).

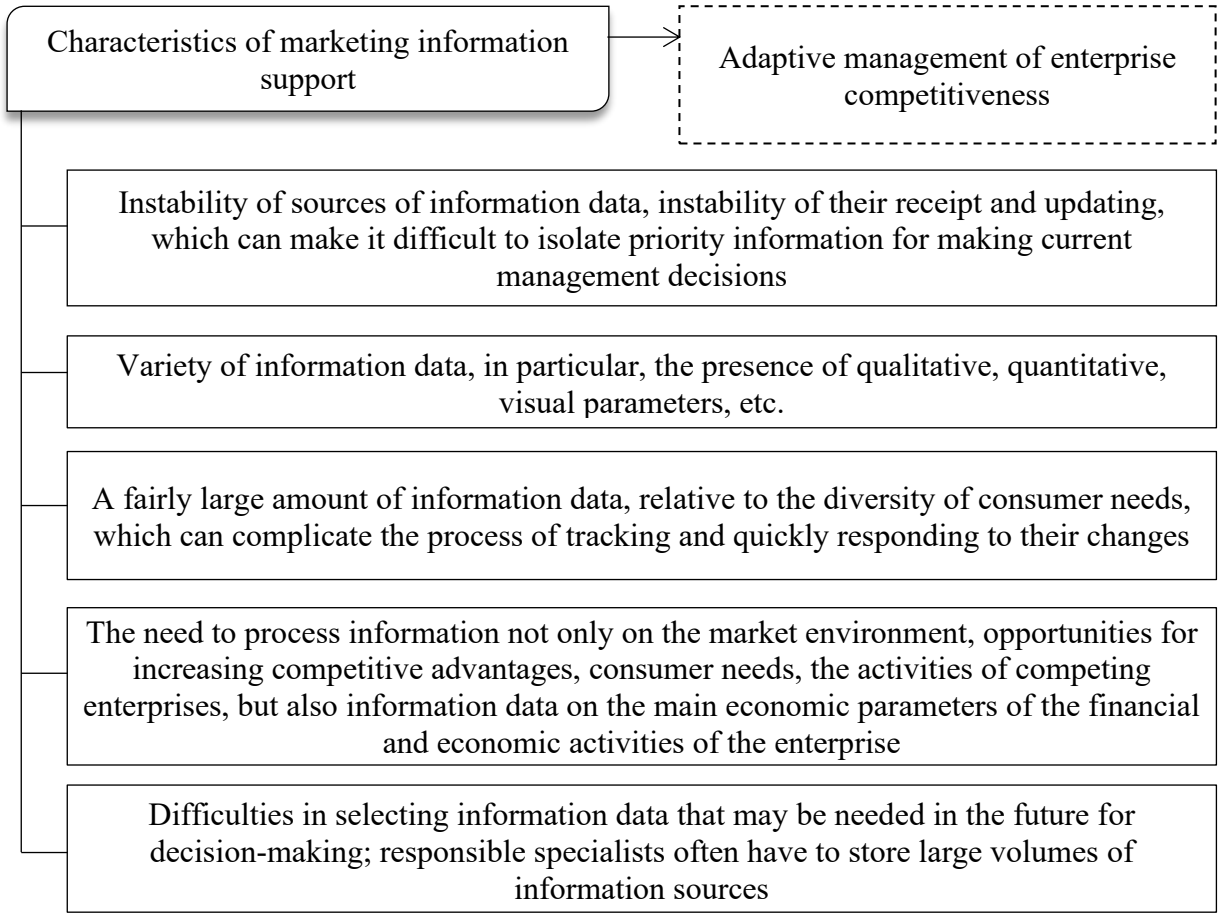

Figure – 9. Features of marketing information support in adaptive management of agricultural enterprise competitiveness*

** supplemented by the author based on: [216, p. 9, 217, p. 30, 218, p. 113]*

This is due to the need to improve organizational aspects related to the collection, generalization, and processing of information data. As can be seen from the figure above, the collection, processing, and selection of the necessary information in the adaptive marketing management of the competitiveness of an agricultural enterprise requires considerable effort from both the marketing service staff and all other specialists of the structural functional units.

The primary task of marketing activities is to provide information on which management decisions are based, and adaptive mechanisms for functioning in the market are selected. Research into market conditions, consumer preferences, competitors' activities, and price trends for similar products is the functional content of marketing management through which an enterprise can increase its economic potential and ensure an adequate level of competitiveness. Marketing information support is a component of the entire information and analytical base of management at the enterprise, the organization of which, based on certain principles, has a significant impact on the effectiveness of marketing management at any enterprise. The use of automated information management systems will facilitate the process of processing marketing information, making management decisions regarding ensuring the competitiveness of products, intensifying foreign economic activity, etc.

Effective marketing management of agricultural enterprises should be based on specific marketing strategies developed by management to increase competitiveness and expand external markets (Fig. 10). In practice, these strategic aspects of increasing competitive advantages and growing product sales markets are primarily based on an appropriate marketing strategy, the primary goal of which is to enter the external sales market.

However, it should be noted that today, enterprises in the machine-building industry are characterized by diversity in terms of financial capabilities, resource capabilities, and the availability of qualified personnel.

In general, a marketing strategy for expanding foreign markets can be defined as a set of measures taken by an enterprise for the stable promotion of products, including targeting, planning, evaluation, and control. The implementation of the strategy includes a logical sequence of tasks.

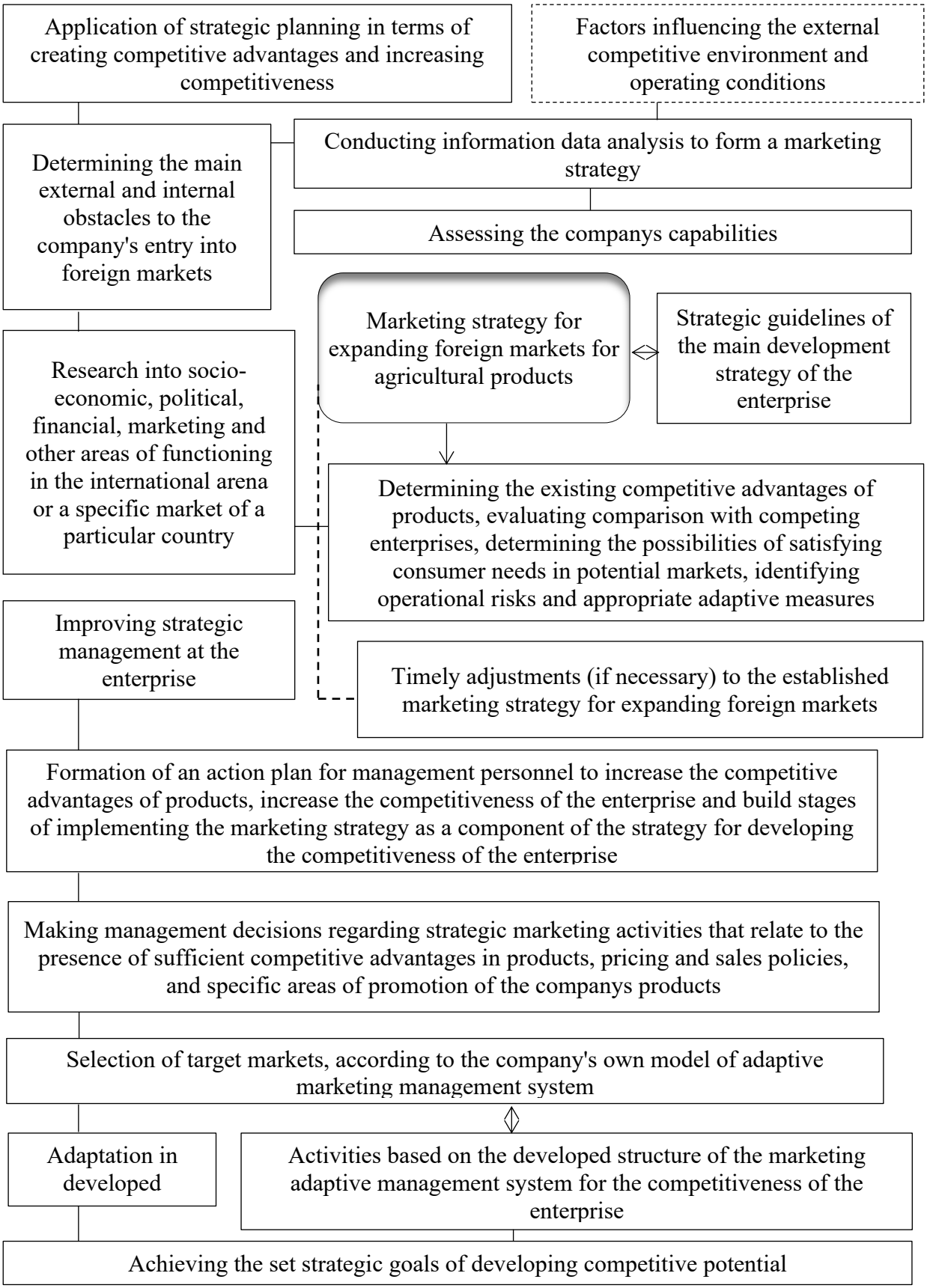

Figure – 10. Marketing strategic aspects of increasing competitiveness and expanding foreign markets*

**proposed by the author*

As shown by the analysis of the marketing component of the development of the agricultural enterprises under study, their primary strategic objectives are to improve their resource and financial potential, upgrade their technological equipment, modernize production, and increase the competitiveness of their products to expand exports to other countries, provided that in-depth marketing research is conducted to increase profitability and build strategic potential.

Today, not all domestic enterprises in the machine-building industry use the principles of strategic planning to increase competitive advantages and improve the competitiveness of the enterprise.

However, this aspect plays a vital role in the formation of an effective marketing strategy for expanding foreign markets and its successful implementation. The marketing strategy for expanding foreign markets for agricultural enterprises' products and increasing competitiveness is part of the overall development strategy of the economic entity.

Before developing an action plan for management personnel to enter the foreign market, an analysis is conducted of all factors influencing the competitive environment, including both positive and negative aspects. This will enable management personnel to assess their own capabilities. International marketing is a rather complex functional task in the enterprise management system. It requires research in many areas of activity in forecasting the country to which it plans to sell its products. Select target markets for product sales based on a model of an adaptive marketing system for enterprise management, which involves choosing one form of adaptation or another in the context of the specifics of the enterprise's economic activity. The processes of adaptation in already developed product sales market segments are complex, since cooperation with foreign business partners is not always stable and is characterized by frequent changes in operating conditions.

Therefore, it is necessary to establish interaction between the structural components of competitive advantage marketing management to ensure effective adaptive management of product competitiveness. This is especially true for the functional content of the adaptive marketing management system in terms of

interaction with the basic elements of the enterprise management system, such as organization, planning, analysis, evaluation, staff motivation, and ensuring the appropriate level of qualification, control over the performance of assigned tasks, etc. The main task of most domestic enterprises in the agricultural sector is to increase profitability to renew fixed assets, grow financial potential, and improve economic efficiency. All these processes are directly related to ensuring an adequate level of competitiveness. Thus, the scientific and methodological justification of the foundations for building a system of adaptive marketing management of the competitiveness of agricultural enterprises in the context of intensified integration and globalization processes is relevant in this work.

7.3 Development of a structural-logical model of adaptive marketing management of the competitiveness of an agricultural enterprise

The main objective of the scientific work, in accordance with the tasks set, is a thorough study of the processes of building the structure of the marketing management system for the competitiveness of enterprises in the general management system based on adaptive management mechanisms. Therefore, like any production management system, the structural system of adaptive marketing management for an agricultural enterprise's competitiveness has its own stages of formation, which provide a clear picture of its fundamental components, measures regarding their interaction, and the sequence of implementation.

The formation of the structure of the elements of the marketing adaptive management system for the competitiveness of an economic entity in the context of the external environment and European integration processes is based on the relevant conceptual approaches to ensuring effective marketing and the level of competitiveness of the enterprise, which we have examined in the previous sections of this dissertation.

When talking about an adaptive approach to management, the structure of enterprise competitiveness management must include processes related to the design of an adaptive industrial enterprise management system, as they concern the entire organizational structure of the production system and all stages of the product life

cycle. In terms of improving the effectiveness of marketing activities, a model of adaptive marketing management of enterprise competitiveness can only be formed after the organizational and economic foundations for building a model of an adaptive management mechanism for a business entity in general have been put in place.

Marketers and responsible specialists, with the help of analyzing the financial and economic activities of the enterprise and determining marketing indicators, will be able to form the fundamental directions for strengthening competitive advantages.

According to Fig. 11, the fundamental stages of building a structure for adaptive marketing management of the competitiveness of an agricultural enterprise are scientific justification of the need to use adaptive mechanisms for marketing support of the enterprise's competitiveness in the context of intensifying integration processes and determining the leading marketing research of the competitive environment, highlighting factors that positively influence the expansion of both internal and external product sales segments by the enterprise.

Also, according to Fig. 11, the implementation of a strategy for developing the competitiveness of an enterprise based on adaptive approaches involves making structural and organizational changes to the system for managing the competitiveness of the entity.

Every management system structure implemented in various aspects of an enterprise's activities requires a set of measures to assess the effectiveness of its implementation and functioning. This also involves management personnel to make appropriate management decisions, namely, to determine the principles for evaluating the effectiveness of the implementation of a marketing adaptive management system for the competitiveness of an agricultural enterprise.

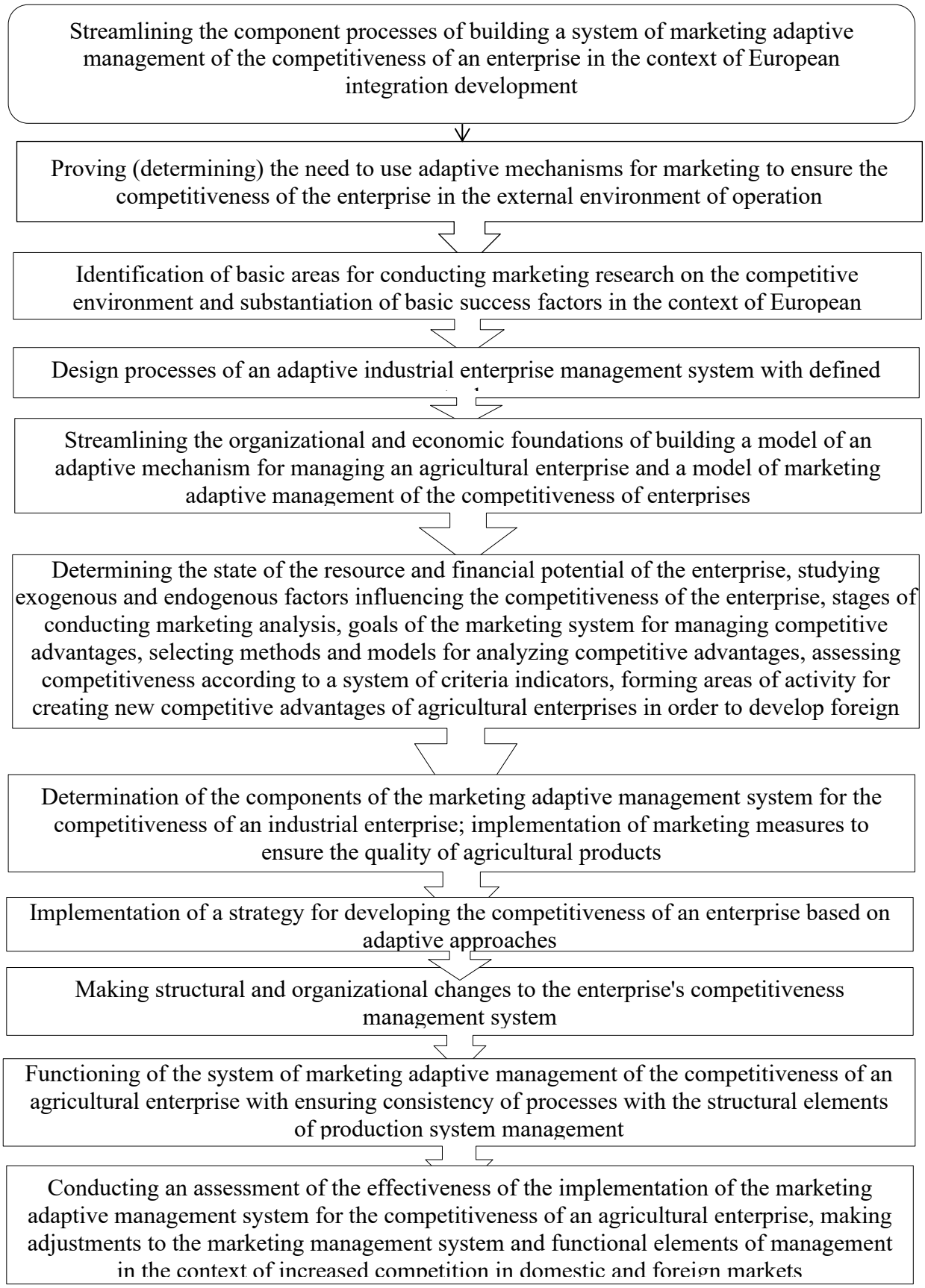

Figure – 11. Conceptual stages of forming the structure of the marketing adaptive management system for the competitiveness of an agricultural enterprise in the context of European integration*

**proposed by the author*

Marketing adaptive management of the competitiveness of an agricultural enterprise is aimed at solving several management tasks, monitoring the decrease or increase in demand for products to meet consumer needs, increasing sales volumes while maintaining the acquired level, or rising competitiveness.

A distinctive feature of adaptive marketing management in the management system of an agricultural enterprise is that these processes (management approaches) are not limited to the marketing department. Consequently, the adaptive marketing management system incorporates the functions of the enterprise management system. The main tasks of adaptive marketing management include:

– analysis – diagnosis of the external and internal environment, market research, market conditions, research into the characteristics and behavior of the enterprise's target markets;

– planning – formation of a marketing strategy, formation of marketing plans based on research, development of marketing programs;

– organization – implementation of established plans, formation of the organizational structure of marketing at the enterprise, development of specific tasks, determination of powers and responsibilities for the implementation of marketing activities;

– motivation – development and implementation of material and moral incentives for personnel, maintenance of a favorable corporate climate at the enterprise;

– marketing control – control over market research, implementation of marketing programs, correction of identified errors, and marketing audit.

Organizational aspects related to changes in the marketing activities of industrial enterprises are interdependent with several internal factors of a particular enterprise, taking into account the range of products manufactured and sold, the product life cycle, selected quality standards, specific pricing policies, management approaches, production volumes, etc.

Thus, the specifics of marketing support in managing the competitiveness of enterprises are revealed in the types of activities, with the identification of tasks (processes) for each of them (Table 6).

Table - 6. Areas of marketing support in managing the competitiveness of industrial enterprises

Activities	Detailing of work
Marketing research	study of the market and its target segments
Pricing policy	management of costs and profits of the enterprise by forming and adjusting prices
Product policy	forming the product range and ensuring the appropriate level of product quality
Distribution policy	organizing the timely and full delivery of manufactured products to the consumer
Communication policy	creating an appropriate communication space to inform consumers about the existing and new products of the enterprise
Service policy	ensuring proper service at all stages of product promotion from the manufacturer to the end consumer
Corrective and adaptive policy	ensuring feedback for adjusting decisions when deviations are detected and adapting to changes in the internal and external environment
Competitive policy	directions for ensuring the acquired level of product competitiveness and ensuring the implementation of adopted strategic measures to increase the competitiveness of the enterprise to meet the set goals and objectives of functioning

Marketing support plays an essential role in managing the competitiveness of each enterprise and in its management system, from the start of R&D, production, sales, after-sales service, current and strategic decision-making, etc.

When considering the issue of marketing support in managing the competitiveness of an industrial enterprise, it is necessary to take into account the functional content of the marketing service with the monitoring of these management processes and the relationship of this service with the basic components of the management system (structural units). This relationship influences the methods of forming the marketing policy of an industrial enterprise and assessing the possibilities for ensuring the competitiveness of the enterprise.

Given that the introduction of adaptive mechanisms into the management system of an industrial enterprise is accompanied by organizational changes, our proposed structural-logical model of adaptive management of enterprise competitiveness in the context of European integration highlights the organizational support of adaptive marketing management, which influences the definition of the constituent elements of the marketing management system for competitiveness and the selection of adaptive

management tools (Fig. 12). After all, in the first chapter of the dissertation, we presented various forms of adaptive management, and not every enterprise (due to its organizational, financial, and economic capabilities) can choose any adaptation to the market environment. The processes of designing an adaptive management system for an industrial enterprise depend on the adaptive management tools developed by responsible management personnel.

In addition to the above organizational support, the proposed structure of the adaptive marketing management system for enhancing enterprise competitiveness within the European integration context places significant emphasis on providing functional and procedural support for managing the competitiveness of agricultural enterprises. The chosen goal and objectives of the enterprise determine its competitiveness development strategy, which should be implemented through the functional components of the management system. The product quality and pricing policy management subsystem includes a system of product quality indicators. As noted in the previous subparagraph of the section, the processing of information data for marketers and responsible specialists of the enterprise is crucial in making management decisions, especially with the use of an adaptive approach and the need to respond quickly to the conditions of the competitive environment.

In the first section of the work, the use of benchmarking as an effective method for determining competitive advantages was proven, in our opinion, managers should pay more attention to this methodological approach, especially given the focus on developing external markets, which is only possible if products comply with international quality standards, satisfy consumer needs, and, of course, provide their own advantages from the implementation of this system.

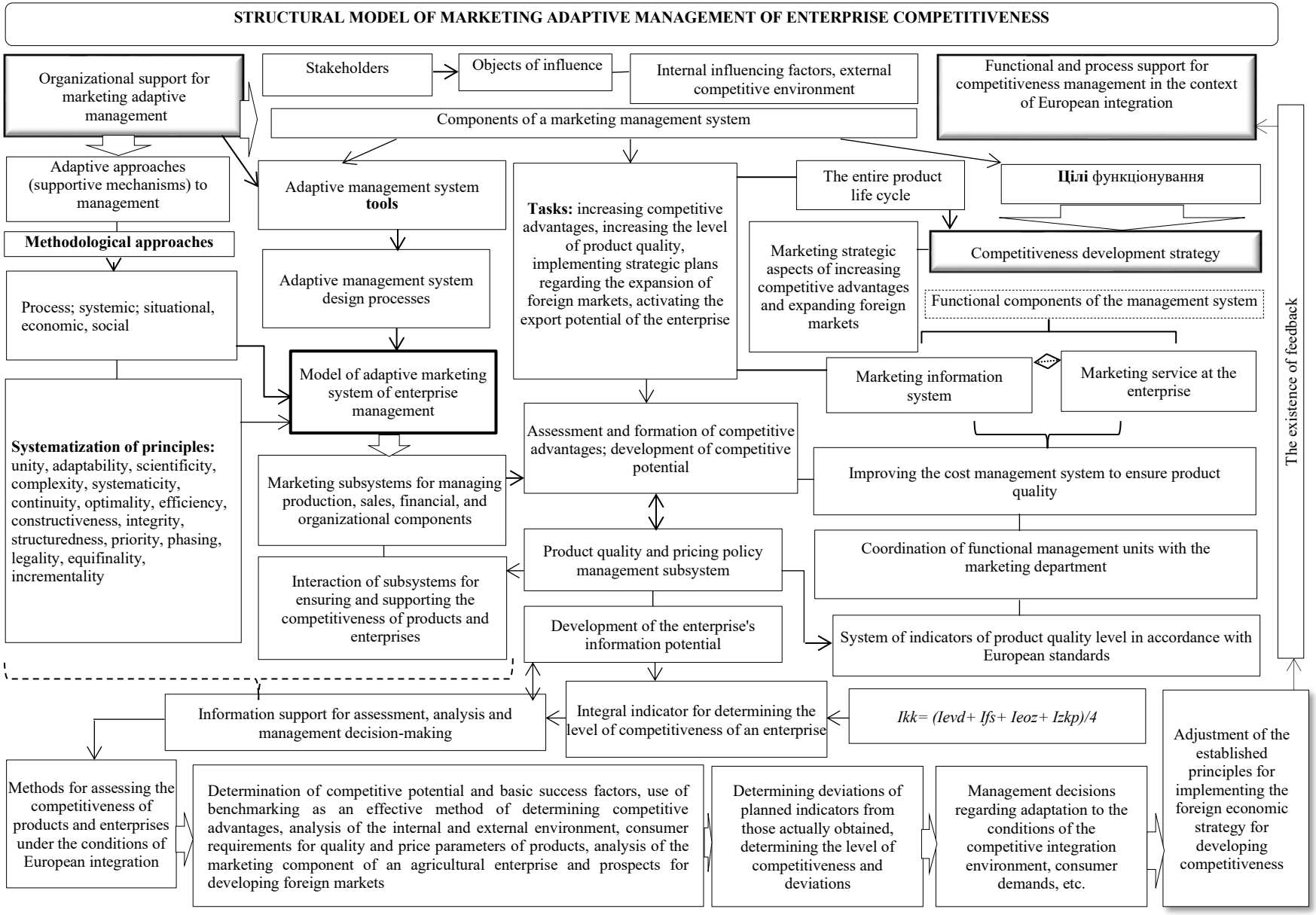

Figure – 12. Structural-logical model of adaptive marketing management of enterprise competitiveness in the context of European integration

The structure of the marketing adaptive management system for the competitiveness of enterprises is characterized by feedback, which is explained by frequent changes in the external conditions of enterprise functioning, the instability of the socio-political situation, and the need for rapid adaptation to maintain the acquired level of competitiveness of both products and the enterprise as a whole. After identifying the deviation of planned results from actual results, management decisions are made, which are primarily aimed at adjusting the established principles for implementing the enterprise's competitiveness development strategy. In turn, this will lead to a review of the functional and process content of the competitiveness management system.

The actions of management personnel in forming the structure of the adaptive marketing competitiveness management system are primarily based on the identification of several management subjects and corresponding objects.

The subjects are management personnel, managers, and specialists involved in marketing activities. The subjects direct the performance of their functions to a set of objects of marketing management of competitiveness (which we detailed in the first subparagraph of this section) to achieve the desired result. Taking into account the specifics of their own enterprise, managers choose the principles of adaptive marketing management of competitiveness. Methods, levers, and tools, as well as tasks, are selected taking into account the target markets that the enterprise intends to enter or expand existing market segments for product sales.

Marketing management at an industrial enterprise, focused on increasing competitiveness, is characterized by a set of marketing tools. Marketing tools for enterprise management are primarily aimed at managing demand by implementing pre-formed marketing plans and strategies.

Problems with marketing implementation can arise at three levels: at the stage of performing marketing functions, when implementing marketing programs, and when implementing marketing policy at the enterprise as a business concept.

The process of evaluating marketing activities plays an essential role in determining the level of effectiveness and, most importantly, in making corrective

management decisions based on identified deviations of the obtained operating parameters from the planned ones. To conduct the evaluation, management personnel determine a system of relevant indicators that must take into account the specifics of the industrial enterprise's operations.

Marketing management concepts are dominated by a process that includes: analysis of marketing opportunities; development of marketing strategies; planning of marketing programs (development of systemic tools); organization of implementation; control of marketing activities, which is closely interrelated with strategic planning. Thus, complex analytical, planning, and organizational work at all available levels of the entity in the process of marketing management is ultimately subordinate to the formation and management of systemic marketing tools [219, 220]. The formation and implementation of marketing tools based on an adaptive management approach involves adjusting the planning processes, functional content of the marketing service, and its organization and control, which we have detailed in terms of the adaptive approach in the previous sections of this work.

It is necessary to pay considerable attention to the processes of planning and forecasting marketing activities, as these are essential components of a comprehensive system for managing competitiveness in an enterprise. Marketing planning in the management of an industrial enterprise serves as the foundation for planning all other areas of activity, including evaluation, analysis, and control, in terms of forming competitive advantages.

Marketing activity is the process of transforming established plans and defined areas of activity into marketing measures to achieve goals, strategic objectives, and develop the competitiveness of the enterprise. By conducting effective marketing management, a machine-building enterprise forms new competitive advantages in the foreign market. For example, among several enterprises that have the same strategies for developing competitiveness, the opportunity to expand into new market segments lies with the enterprise that is quicker to implement its strategic guidelines. To do this, it is necessary to use adaptive competitiveness management approaches in the developed marketing plans. The competitive development strategy of an enterprise,

within the system of adaptive marketing management of competitiveness, is interrelated and interdependent with the organizational structure, in particular with the management decisions of the leadership, the professional skills and abilities of responsible personnel, etc. This is especially true for the marketing department or marketing service at the enterprise, one of whose functions is to monitor the implementation of the competitive strategy and the fulfillment of the tasks set.

A precise distribution of responsibilities in the marketing service reveals its functional organization, which becomes more complicated when the enterprise's focus changes, for example, when making decisions regarding the expansion of external product markets or the intensification of the innovation component, the need to take into account the requirements of consumers in other countries with which the company plans to cooperate in the future.

In the structure of the adaptive marketing management system for enterprise competitiveness in the context of European integration that we propose, the interconnection between the marketing department and other functional components of the management system that implement the enterprise's competitiveness development strategy is indicated. However, at the end of the second subparagraph of this section, when justifying the role of information support and directions for its improvement, we focused on the proposal to separate the marketing information system from the enterprise's marketing department (Fig. 13). Marketing information support is a means of improving marketing planning, analysis, and control processes.

The marketing department in the adaptive management system of the enterprise's competitiveness can be formed from several divisions, in particular the market research department, a department for managing the enterprise's product range, an advertising department, a pricing policy department, a service department, a promotion and sales stimulation department, a department for planning in strategic management of competitive advantages, and a department for conducting research in the context of expanding external sales markets.

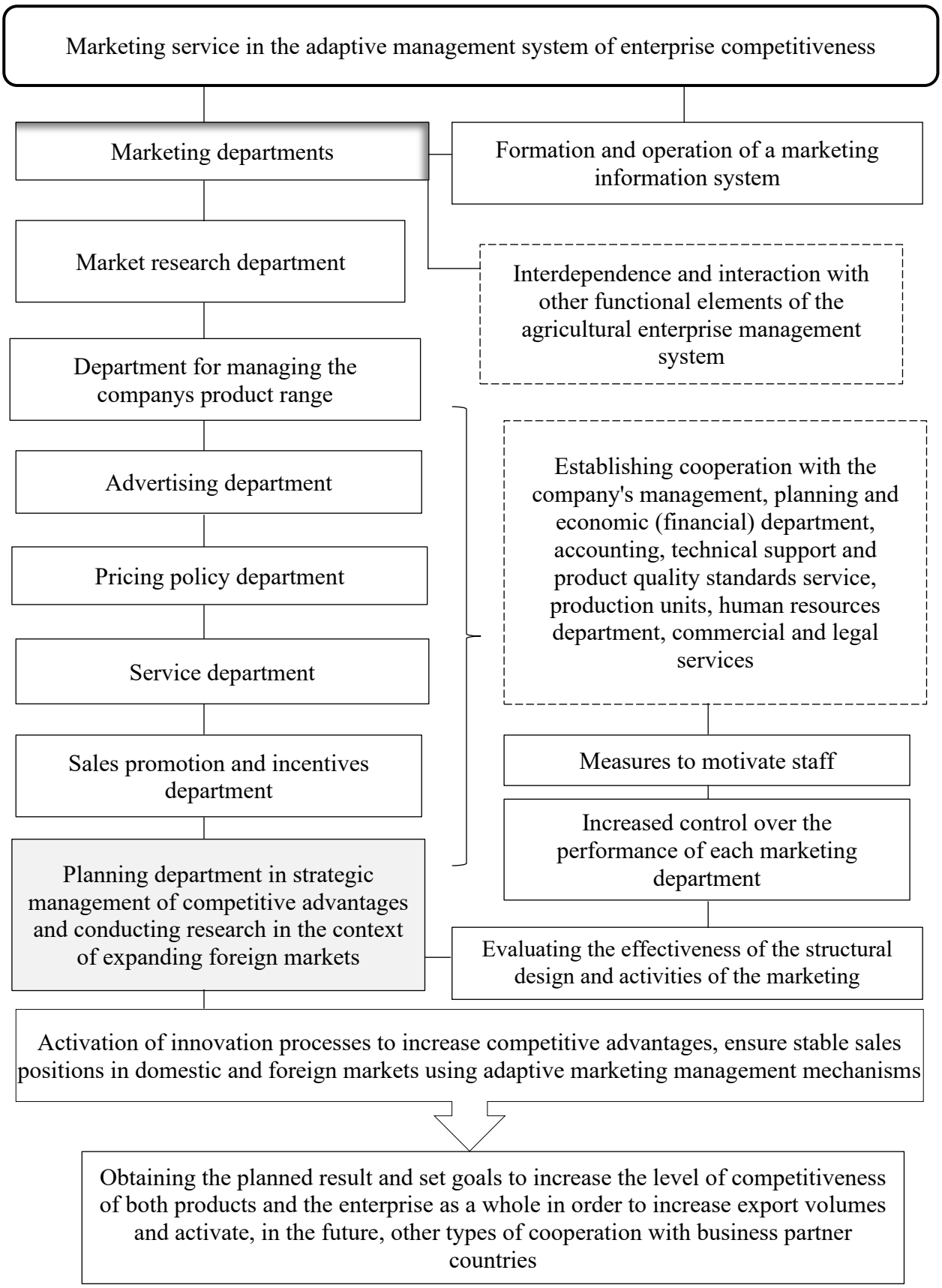

Figure – 13. Improving the functional content of the marketing service of an agricultural enterprise*

**proposed by the author*

Of course, the separate divisions in our proposed functional structure of the marketing department can be merged or adjusted at management's discretion, depending on the size of the enterprise. Suppose the enterprise is small in size and has a relatively narrow range of products. In that case, all of the above departments will be located in a single marketing department, where each specialist will be assigned specific functional responsibilities, for example, regarding: information gathering, product range analysis, advertising, control over the enterprise's pricing policy, customer service, etc.

Not all companies have a department for planning and strategic management of competitive advantages and conducting research on expanding foreign markets; instead, this may be reduced to processes of intensifying the company's foreign economic activity in terms of its basic structural functional management elements.

However, in our opinion, if a company has the opportunity to form and increase competitive advantages, improve product quality, and develop export potential within a specific period of time, the existence of such a department is necessary for a comprehensive marketing service in the system of adaptive management of the competitiveness of machine-building enterprises.

The marketing department in the system of adaptive management of the competitiveness of an entity is naturally interdependent with all, without exception, functional elements of the management system of an agricultural enterprise. The task of management is to establish a transparent interconnection in these processes to prevent the duplication of functional duties by employees.

In addition, an important role belongs to such a component of the enterprise management system as staff motivation, in particular, marketers at the enterprise. There are many ways and methods to motivate and stimulate personnel. Depending on the capabilities and rational management decisions of the management, the most effective method of stimulation will be selected for a particular enterprise. After all, methods of stimulating employees that are effective in one enterprise may not always bring the desired results in another.

The organization of structural departments of the marketing management service at an industrial enterprise is based on a number of principles, including: purposefulness, adaptability, consistency of the organizational structure of service departments, cost-effectiveness, etc.

In essence, the principles on which the activities of the marketing department are based in adaptive management of the enterprise's competitiveness involve the use of all the principles we have proposed for building the structure of the marketing adaptive management system for competitiveness.

Today, it is also important for management to understand the importance of the functioning and improvement of the marketing department, which requires appropriate financial support for its maintenance. The principle of economy in the organization of functional departments of the marketing department lies precisely in obtaining greater profits than the share of costs incurred for the maintenance of the marketing department.

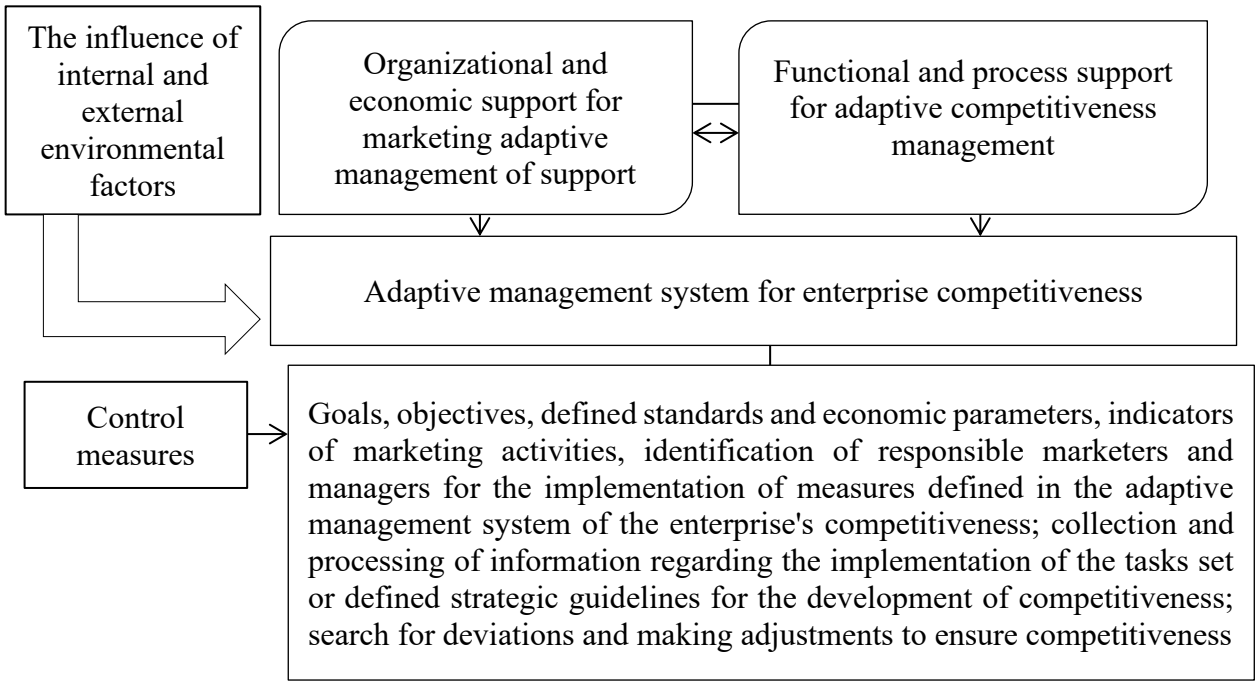

Figure – 14. Elements of the function of controlling the effectiveness of the adaptive management system of enterprise competitiveness*

**proposed by the author*

Controlling and monitoring marketing activities at an industrial enterprise is a rather laborious process, as it requires research into the level of profitability, analysis of financial and economic activities, the level of effectiveness of marketing activities, and the fulfillment of set plans and tasks. Based on annual plans, managers draw conclusions about production and sales volumes, the amount of profit earned, etc.

The effectiveness of the marketing activity control and monitoring system in the proposed system depends to a certain extent on the availability of feedback, which makes it possible not only to control the implementation of specific measures, but also to make adjustments to management processes. In accordance with the identified deviations of the obtained parameters from the planned ones, corrective management decisions are made with subsequent, if necessary, enhanced control of one or another management process.

In our opinion, the marketing system of adaptive management of enterprise competitiveness under the influence of constant changes in environmental conditions must be constantly improved. Marketing as a management function should be interrelated with other functional components of management. Improving the process of marketing management by using the latest, more effective approaches will also have a positive impact on the effectiveness of marketing activities.

In order to determine the effectiveness of implementing a structural-logical model of adaptive marketing management of industrial enterprise competitiveness, the proposed algorithm of a methodological approach to the relevant type of assessment can be used (Fig. 15).

If, after the assessment, it is determined that the system of adaptive marketing management of competitiveness meets the set goals regarding the expansion of foreign markets, further monitoring of the structural elements of the implementation of the strategy is carried out.

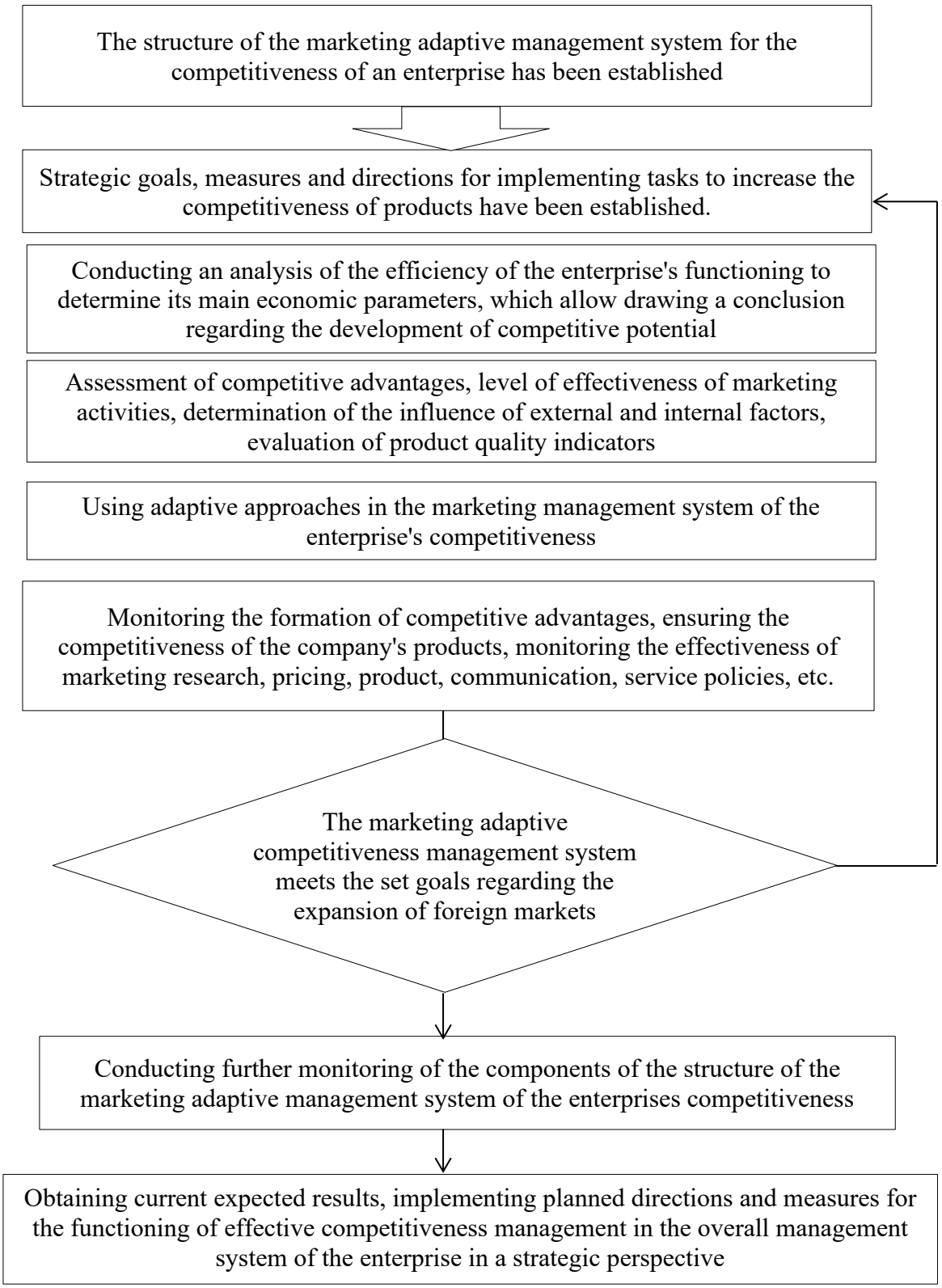

Figure – 15. Algorithm of a methodological approach to assessing the effectiveness of the structural-logical model of marketing adaptive management of the competitiveness of an enterprise*

**suggested by the author*

If the implemented system of adaptive marketing management of competitiveness does not meet the requirements of the management, the responsible managers make adjustments to the established measures and directions for the implementation of tasks to increase the competitiveness of products and the marketing management subsystem at the agricultural enterprise.

From the very beginning of the formation of a marketing management system at an enterprise, it is necessary to take into account the specifics of its activities, cooperation with business partners, economic conditions, factors influencing its activities, and especially the implementation of mechanisms for adapting to external conditions of financial and economic activities.

The use of adaptive systems makes it possible to adapt to rapidly changing operating conditions and adapt the organizational structure to be able to counteract external threats to activities. The marketing system of adaptive management of enterprise competitiveness must be adjusted by management personnel at the necessary intervals. This is due to the need for internal development of the enterprise, changes in consumer needs, and the influence of external factors on ensuring competitiveness. The same applies to the adaptive system of enterprise competitiveness management.

The current paradigm of managing the competitiveness of industrial enterprises is based on a strategic approach to these processes, which includes all levels of management. From the perspective of adaptive marketing management, the criteria for assessing the competitiveness of agricultural enterprises are the approaches chosen by the enterprise to identify threats and the chosen directions for counteracting their negative impact, ensuring the security of operations in a competitive risk environment; thorough processing of marketing service data regarding the identification of consumer needs; the formation of so-called innovative behavior in the market; the ability to make informed management decisions regarding changes to the competitiveness management system using adaptive mechanisms; the ability to improve the management of the enterprise's competitive advantages, etc.

Conclusions

Based on the results of the study, the following conclusions can be drawn in the scientific work:

1. The work examines the components of the marketing adaptive management system for the competitiveness of agricultural enterprises, which are combined with the processes of planning, forecasting, assessing the level of competitiveness, analysis, staff motivation, and control. The use of systemic-process, situational, and adaptive approaches to competitiveness management is justified.

2. The fundamental objects of influence of agricultural enterprises are presented, whose strategic goals are to expand external markets for products and intensify international cooperation; the principles of marketing management of competitiveness are grouped in accordance with the fundamentals of management and theoretical and methodological principles in the field of competition; management decisions aimed at improving the quality characteristics of agricultural enterprises' products are characterized.

3. A schematic model of marketing measures to ensure the quality of agricultural products has been proposed, which provides for active cooperation between the marketing subsystem of the enterprise and its functional divisions throughout the entire life cycle of the enterprise's products; classification criteria and leading groups of parameters for the quality characteristics of industrial products have been substantiated; the main elements of product quality management and their use in accordance with the provisions of international standards are detailed; the principles of planning the level of product quality and its improvement are determined.

4. The organizational aspects of improving the cost management system to ensure product quality are substantiated; adaptive systems in the management of the competitiveness of industrial enterprises are characterized; the peculiarities of adaptation processes in the management of enterprise competitiveness under modern conditions of financial and economic activity are revealed.

5. When grouping the interaction of structural components in effective marketing management of competitive advantages of an enterprise, it was concluded

(proven) that there is no single approach to determining structural components; marketing concepts of management for the development of the innovation sphere were investigated; interrelated components of marketing management of competitiveness were identified.

6. A set of principles for marketing management of competitive advantages is revealed; the main components that determine the strategy for developing the competitiveness of an agricultural enterprise, which is an essential structural component in the marketing management of competitive advantages of agricultural enterprises, are proposed.

7. The conceptual directions for introducing structural and organizational changes in the system of managing the competitiveness of an enterprise are substantiated; the importance of information support is determined with a proposal to form an information marketing service in the organizational structure of the enterprise; the meaning of the category "information potential of marketing activities" and its features in the marketing management system are revealed.

8. A study of the conceptual stages of forming the structure of the system of adaptive marketing management of the competitiveness of agricultural enterprises has been conducted, with justification of each stage in terms of sequential implementation; justified the functions of adaptive marketing management in terms of ensuring the competitiveness of the enterprise; identified the areas of marketing support in the management of the competitiveness of agricultural enterprises with a detailed description of the work in terms of each type of activity related to improving product quality and competitive advantages.

9. We suggest creating a structural model of adaptive marketing management of competitiveness in the context of European integration, which consists of organizational support for adaptive marketing management and functional and procedural support for competitiveness management.

10. The constructed structural-logical model of adaptive marketing management of enterprise competitiveness defines methodological approaches, systematization of principles, functional objectives, and tasks that reveal the peculiarities of its

functioning; it shows the significance and peculiarities of the marketing planning system, the marketing service organization system, its functional improvement, and the marketing control system.

11. The role of the marketing service is defined with a proposal to separate the marketing information system and strengthen control over other departments of the service; the elements of the control function over the level of effectiveness of the adaptive management system of enterprise competitiveness are grouped; an algorithm of a methodological approach to assessing the effectiveness of a structural-logical model of marketing adaptive management of industrial enterprise competitiveness is proposed.

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8. Theoretical basis of managing the development of competitive advantages of an enterprise

The essence and definition of competitive advantages

The theory defines three approaches (concepts, directions) to the sources of competitive advantages of an enterprise: market, resource, and institutional. The evolution of these approaches took place in the order indicated.

The market approach was formed and dominated in the 1950s-1970s. In scientific works, the dominance of the market concept is associated with the period of the 1970s-1980s. In the early stages of this approach's development, the behaviour of the enterprise was ignored, and it was believed that it was almost entirely determined by the market structure and industry conditions. In the process of developing this direction of competitive advantage theory, Harvard School experts determined that the strategic success of an enterprise depends not only on the structure of the industry in which it operates, but also on the fundamental strategy chosen for a given economic area, i.e., on the positioning of the firm in the industry. Sysueva O. notes that this approach considers the effective industry and market position of an entity, chosen taking into account its specifics, as a source of competitive advantage.

Characterising the market concept, scientists note that, originating within the economic theory of industry organisation, it considers the issue of forming competitive advantages from the perspective of the current competitive situation, namely the analysis of the industry structure. The main object of analysis is the attractiveness of the industry as the basis for market success. The process of forming competitive advantages boils down to finding industries with a favourable business environment and developing a strategy that would maximally contribute to limiting the impact of the main forces of competition on the enterprise.

Representatives of the market position believe that an enterprise has sustainable competitive advantages when it: meets consumer requirements; is unique; its advantages cannot be replicated by competitors; is profitable.

In the late 1980s, as a counterbalance to the market-oriented approach, a resource-based approach began to take shape in competitive advantage theory, according to which it is impossible for a company to achieve strategic success without possessing unique resources, without advantages in skills, abilities, resources and their use.

The resource concept assumes that differences in profitability between companies within the same industry are much more significant than differences between individual industries, and the main reason for this heterogeneity is the unique resources and capabilities of the company. At the same time, resources are the source of a firm's capabilities, and capabilities are the main source of its competitive advantage. Companies differ from each other in terms of their resource endowment, which explains the difference in their levels of efficiency and profitability. Therefore, from the perspective of the resource concept, the main source of sustainable competitive advantage is the systematic development of its unique characteristics. The resource approach allows sustainable competitive advantages to be identified as the result of specific capabilities, resources and unique factors at the disposal of the enterprise. The approach requires the firm to proactively create, maintain and develop its specific resources and competencies. Experts have identified a pattern: the more intense the changes in a particular area of business, the less important the structure of the industry and the position of the enterprise in it, and the more significant the role of unique resources at its disposal, especially the most important of them – knowledge in areas relevant to the business. Yagafarova E., giving preference to the resource concept, believes that the sustainability of a firm's competitive advantage depends on the availability of a "valuable resource" characterised by imperfect mobility, durability, impossibility of imitation/substitution, opacity and scarcity. The scientist considers intellectual capital to be such a resource .

In recent years, a significant number of scientists have expressed the opinion that both the market and resource approaches to the theory of competitive advantage, when considered separately, are one-sided and do not ensure maximum success for the enterprise. They do not contradict each other, but rather complement each other, which

requires their balanced combination. In fact, the strategic success of an enterprise depends on its ability to track relevant changes in the competitive environment in a timely manner, on the one hand, and to develop its own key competencies in line with these changes, on the other.

Stein O. advocates the unification of scientific approaches. The scientist proposes to combine the industrial-economic and resource approaches to create a market-oriented paradigm. In terms of content, the industrial-economic approach is a market approach.

The modern interpretation of the theory of competitive advantages, according to the approach of Tsarenko O., is also based on the integration and balancing of resource and market directions. Agreeing with this scientific approach, we consider the presentation of the stakeholder analysis method as part of the market direction and the element of "organisational culture" as part of the resource direction of the theory of competitive advantages to be debatable. In our opinion, the aforementioned method and element belong to the tools of the institutional approach to the sources of competitive advantages.

The institutional approach, in which long-term relationships with consumers, partnerships, and strategic alliances play a key role, began to take shape in the 2000s with the emergence and development of new organisational forms. This approach is based on new institutional economic theory, sociology, and research on network formations. The network nature of the organisation of entities in the modern economy leads to changes in the fundamentals of competition in the direction of combining competitive and cooperative relations between market participants, which are a source of additional advantages in the form of cost minimisation, access to information flows, etc. Gordeev V. proposes to consider institutionalism as a factor in the development of a new theory of competition.

From the point of view of the institutional approach, the economic behaviour and choices of an enterprise are determined not only by technological and informational capabilities and profit-making objectives, but also by constraints that are social in nature, such as human norms, values, traditions and attitudes. The source of

competitive advantage is the integration of an enterprise into the surrounding business environment, its information field, and the system of industry and market relations that free the enterprise from isolation in society. According to this concept, institutional operations are the result of the interaction of processes at the individual (norms and traditions followed by managers), organisational (corporate culture, value system) and inter-organisational (influence from the state, industry alliances, social expectations) levels. The goal of integrating interaction processes is to form and use collective competitive advantages that generate special "relationship rents." The main conclusion of the institutional concept is that compliance by firms with existing norms, traditions and social requirements leads to their homogenisation and the levelling of differences in their structures and operations. As a result, those companies that agree with social factors are successful, gaining support and legitimacy as a result.

Some scholars define the connections that a company forms with its external environment as its intangible specific resources, while the institutional approach defines them as an interdisciplinary resource approach. We consider this definition to be debatable, since, in our opinion, the institutional approach has every reason to exist and develop as an independent approach, the popularity of which is becoming increasingly widespread at present.

Recently, scientific approaches have begun to emerge that propose combining market, resource and institutional approaches to form sustainable competitive advantages. Thus, Smirnov E., justifying his own approach from the standpoint of strategic vision and operational efficiency, adhered to this position.

Within the approaches to the sources of competitive advantage, the directions of advantage diagnosis are important. There are several positions on this issue in scientific works. Thus, Bramesa I. and Wensley R., within the market approach, distinguish two directions of diagnosing competitive advantages: focused on consumers and on competitors. Usually, firms tend to follow the first or second direction, while it is necessary to maintain a balance between them. Recent empirical studies have shown, for example, that excessive competitive orientation has a negative impact on the success of a company. According to the approach of Lisovska L. and Ivanets L., in the

case of gaining a competitive advantage, the main importance belongs to the company itself, its competitors and customers. These three elements form the axes of a strategic triangle, which can be considered as a starting point for identifying advantages. Focusing on this model shows that in order to achieve its goals, it is not enough to simply produce high-quality goods and services; the company as a whole must become better than its competitors. Kotler F. suggests monitoring the environment according to the "4 Cs of market positioning" to achieve success in the market: customers, channels, competition, and company characteristics. Smirnov E. also identifies four areas of competitive advantage diagnostics focused on the internal and external environment: the company, consumers, competitors, and the market system. The resource approach provides orientation towards the internal environment; the market approach provides orientation towards consumers and competitors, and the institutional approach provides orientation towards the market system.

Scientists associate the formation and development of the theory of competitive advantages with various factors of the external environment. Thus, Sysoeva O. associates the emergence and evolution of the theory of competitive advantages with the development of international economic relations, determined by the scientific and technological progress of society and competitive relations. Russian scientist O. Shershnova predicts that the further development of the theory of competitive advantage will be based on the imperatives of the development of the world community. Competition based on intellectual leadership in the context of further intensification of globalisation processes and reduction of resources will be the driving force behind economic development.

The large number and variety of theories and concepts of competitive advantage requires their systematisation. Modern foreign and domestic scientists do this in different ways, trying to place their own emphasis on the interrelationships between theories and concepts, to form their own approaches to the content and structure of modern theories of competitive advantage. Thus, Otenko I. and Poltavska E. grouped the concepts of competitive advantages according to their affiliation with schools of thought. The concepts defined within each group, in our opinion, can be attributed to

one of the approaches (market, resource or institutional) to the formation of sources of competitive advantage, or to several approaches at once.

A detailed analysis of global theory and practice in building competitive advantages, developed over the last three decades, is presented in the scientific work of Tarnavska N. The researcher identified the conceptual provisions of the most well-known theories of competitive advantage and, based on them, proposed the creation of a modern paradigm of competitive advantage. Analysis of theories of competitive advantage made it possible to determine their affiliation with market, resource, institutional approaches or a combination thereof. The vast majority of modern concepts represent several approaches (Table 1). Porter's theories of competitive advantage, competition for the future, the concept of

"value disciplines", the theory of ecosystems and co-evolution, building competitive advantages based on the theory of co-competition B. Shpotov refers to theories of industry leadership. If we consider that these theories represent a market approach, then this position is debatable, because, in our opinion, the above-mentioned theories of competitive advantage are related to several approaches to the sources of competitive advantage formation.

Currently, scientific works propose new approaches to the formation of sustainable competitive advantages. Thus, Sotnikov A. proposes to distinguish stakeholder, technological, "knowledge", humanitarian, informational, and financial approaches. Kostyaev R. has developed a concept for forming sustainable competitive advantages for a company, which can be achieved through a holistic approach to identifying opportunities provided by the Internet.

Table 1.1

The relationship between theories of competitive advantage and approaches to the sources of competitive advantage

Name of theory	Approach to the sources of competitive
Porter's theory of competitive advantage	Market, resource
Theory of competition for the future by Hamel G. and Prahalad C.	Market, resource
The concept of "value disciplines" Tracy M. and Virsemi F.	Market, resource

Continuation of Table 1.1

Concept based on the business model "Balanced Scorecard" by Kaplan R. and Norton D.	Market, resource, institutional
Theory of ecosystems and co-evolution by Moore J. F.	Market, institutional
Co-competition theory Brandenburg A.M. and Neale B.J.	Market, institutional
Concept of value and capital migration Slivotska A.	Market
The concept of the "blue ocean" by Kim, W. and Mauborgne, R.	Market
The modern paradigm of competitive advantage Tarnavska N.	Market, resource, institutional
Stakeholder approach	Resource, institutional
Technological approach	Resource
Knowledge-based approach	Resource
Humanitarian approach	Resource-based, institutional
Information approach	Resource-based, institutional
Financial approach	Resource, institutional
Concept using Internet technologies	Resource-based, institutional

Kostyaev R. believes that traditional methods of forming competitive advantages are easily copied by competitors. Competitive advantages formed using Internet technologies have a significantly higher level of resistance to copying.

We have established a connection between modern approaches and conceptual approaches to the sources of competitive advantage formation. Compared to the now classic theories of competitive advantage, which correspond to a combination of approaches with the mandatory presence of a market approach, modern ones are based on resource and/or institutional approaches.

The modern concept of sustainable competitive advantages should be based on the integration and balancing of market, resource and institutional approaches to the sources of competitive advantages. We consider four areas of competitive advantage diagnostics to be relevant: enterprise-oriented, consumer-oriented, competitor-oriented and market system-oriented.

It is the integration of approaches that will enable the enterprise to obtain all the important components of a sustainable competitive advantage – the advantages of competitive potential, competitive position, and competitive status, as stated in the author's edition of the essence of the concept of "sustainable competitive advantage". The resource approach ensures the formation and development of competitive potential

advantages; the market approach ensures competitive position advantages; and the institutional approach ensures competitive status advantages for the enterprise (Fig. 1.1).

This position explains the origin of sustainable competitive advantage in the internal and external environment, in contrast to the scientific approach of Smirnov E., according to which sustainable competitive advantage is formed in the internal environment of the enterprise.

Thus, studying the essence of approaches to the sources of sustainable competitive advantages and determining the relationships between the concepts of competitive advantages and approaches to their sources has made it possible to substantiate the content of the modern concept of sustainable competitive advantages.

The vision of the modern concept of sustainable competitive advantages of an enterprise consists of the following provisions.

1. Integration of resource, market, and institutional approaches to the sources of sustainable competitive advantage formation.

2. Diagnosing sustainable competitive advantages with a focus on the internal environment – the enterprise; on the external environment, including consumers, competitors, and the market system.

3.Formation of the mandatory components of a sustainable competitive advantage of an enterprise: advantages of competitive potential in the internal environment; advantages of competitive position and competitive status – in the external environment.

The results of scientific work are planned to be used in the formation of the concept of sustainable competitive advantages of restaurant businesses.

Competitive advantage management as a system

Since the dawn of early forms of production, people have been faced with the question: "How and what to produce so that the products are needed by someone and can be sold or exchanged?" In answering this question, one producer or another, without realising it, formed a certain set of competitive advantages for their products

and production activities. An analysis of scientific literature has led to the conclusion that scientists try to interpret this concept in different ways, not always correctly understanding its essence. In particular, Markova V. D. and Kuznetsova S. A. note in their work that the competitive advantage of an enterprise is its position in the market, which allows it to overcome competition and attract buyers [226]. However, in this case, it would be appropriate to use the concept of "competitive position," since it is the position of an enterprise in the market that is achieved as a result of the formation and use of a set of competitive advantages.

A. V. Voychak and R. P. Kamyshnikov understand competitive advantages as characteristics or properties that give an enterprise an advantage over its direct competitors. However, this definition does not specify the characteristics and properties of which object are competitive advantages – goods, production technologies, personnel, etc., and therefore we consider this definition of competitive advantages to be incomplete.

According to R. A. Fathutdinov, competitive advantages are any exclusive value that a system possesses and that gives it an advantage over its competitors. However, in our opinion, this definition is also not entirely correct, since the competitive advantages of an enterprise can be not only certain values, but also the way they are applied or used in the process of economic activity. Moreover, in order to form competitive advantages for an enterprise, values may not be exclusive; simply their combination will create a more advantageous position for the enterprise compared to its competitors in the eyes of consumers.

A similar definition can be found in S. P. Gavrilyuk, who defines competitive advantages as those assets and areas of activity that are strategically important for an enterprise and enable it to prevail in competitive struggle. Again, we consider this definition to be incomplete, since only strategically important assets of an enterprise cannot be considered its competitive advantages, and even more so, a sphere of activity cannot be considered a competitive advantage, since it is the presence of several or more enterprises operating in a certain sphere that allows us to identify certain competitive advantages in one of them.

O. Zozulov interprets the essence of a company's competitive advantages as a set of measures aimed at improving its own activities, directly weakening competitors and influencing changes in the market environment. However, we believe that the concept of "competitive advantage" cannot be interpreted as a "set of measures"; rather, competitive advantages are the results of implementing these measures.

Some researchers define competitive advantage as the comparative advantage of an enterprise over other producers in a given industry. This advantage lies in achieving or having the potential to achieve a higher level of profitability. This definition is incomplete, as it does not take into account the competitive advantages that an enterprise has in the eyes of its customers. In our opinion, more complete definitions of the essence of competitive advantages of an enterprise can be found in J.-J. Lamben, P. S. Smolenuk, L. V. Balabanova, and others. Thus, J.-J. Lamben proposes to understand competitive advantages as the characteristics and properties of a product or brand that create a certain advantage for an enterprise over its direct competitors. These characteristics (attributes) can be very diverse and relate both to the product itself (basic service) and to additional services accompanying the basic form of production or sales.

Based on a generalisation of the approaches of many researchers, Smolenyuk P. S. believes that competitive advantages in the field of production are the ability of an enterprise to strengthen its competitive position, adapt its activities to the chosen strategy, choose an effective policy of relations with competitors, and respond quickly to changes in the competitive environment. In other words, the competitive advantages of an enterprise consist in staying ahead of competitors by implementing market success factors or key competencies.

When studying competitive advantages, L. V. Balabanova understands this category as the strengths of an enterprise that provide an advantage over competitors and are important for the target market.

I. Z. Dolzhansky and T. O. Zagorna consider competitive advantages to be the level of effective use of the types of resources available to a firm and divide them into external (based on the distinctive qualities of a product that create value for the buyer)

and internal (based on the firm's advantage in terms of production costs, which are lower than those of its competitors).

Thus, today there are a number of definitions of competitive advantages of an enterprise, and while some of them quite accurately and fully reflect the essence of this concept, others are partial and relate only to certain areas of activity of production units.

In general, when characterising the essence of the concept of "competitive advantages of an enterprise," we can note that the competitive advantages of an enterprise are a combination of its available resources (raw materials, space, labour, management, technology, information, marketing, etc.) and the ways in which they are used, which provide it with broader opportunities for production and sales compared to its competitors.

Research of scientific sources has shown that there is no consensus on the essence of competitive advantages of an enterprise, and there are different approaches to determining the sources of their formation. Thus, J. Lamben identifies three groups of factors (sources) for the formation of competitive advantages of an enterprise (Fig. 1.2).

The most common approach in scientific circles today is to divide the sources of a company's competitive advantages into internal and external. Internal sources of competitive advantages include characteristics of a company's internal activities that exceed those of its competitors. These include, in particular, the organisation and technology of the production process, the management system, labour productivity, the level of production costs, the overall level of operating costs, etc.

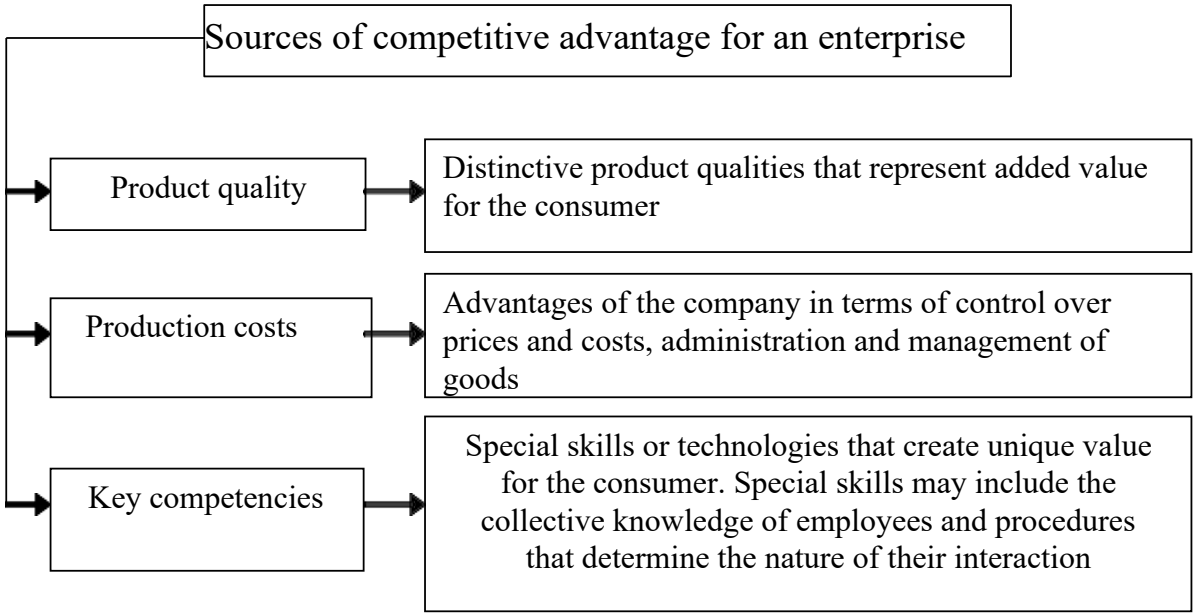

Fig. 1. 2 Sources of competitive advantage formation for an enterprise according to J.-J. Lamben

Source: [Lamben]

Scientists consider external sources of competitive advantage to be those based on the ability of an enterprise to create more significant value for consumers of its products.

In addition, there are other approaches to identifying sources of competitive advantage for an enterprise (Table 1.2).

Table 1.2

Sources of competitive advantages of an enterprise in scientific research

Author	Sources of competitive advantage
Shekhovtseva L.	factors of production (natural resources, skilled labour, favourable conditions for the production of goods; effective investment in education, technology, licences; creation of new types of products, production processes and other innovations; use of created wealth to ensure economic growth
Ligonenkova L. O.	significant reduction in production costs; increase in activity, consolidation of enterprises; expansion of activity in segments with better conditions
Sekerin V., Molchanovsky E., Tolokonnikova Yu.	improving product quality, optimising the product range; price regulation; application of production technologies that enable the manufacture of unique products location of raw material suppliers

Source: compiled by the author

Thus, the competitive advantages of an enterprise are a combination of its available resources (raw materials, space, labour, management, technology, information, marketing, etc.) and the ways in which they are used, which provide it with broader opportunities for production and sales compared to its competitors. It is these resources that are the sources of its competitive advantages, and therefore, the establishment of a management system for the formation and effective use of existing and potential competitive advantages in the course of economic activity is of particular importance for ensuring the successful operation of each enterprise.

Table 1.3

Classification of competitive advantages of an enterprise and the main sources of their formation

Competitive advantages	Characteristics	Components of economic potential, due to which they are formed
Internal competitive advantages		
Production	Labour productivity, cost efficiency, efficient use of fixed assets, availability of material and technical resources.	Production and technological, human resources, financial, organisational and managerial
Technological	Modernity, perfection, flexibility of technological processes, use of scientific and technological advances.	Innovative, investment, human resources, organisational and managerial
Qualification	Professionalism, skill, activity, creativity of personnel, inclination towards innovation.	Personnel
Organisational	Modernity, progressiveness, flexibility, structuredness of the existing organisational structure.	Organisational and managerial
Management	Effectiveness and efficiency of the existing management system, effectiveness of working capital management, quality, production, procurement and sales processes, effectiveness of the staff motivation system	Organisational and managerial
Innovative	Systems and methods for developing and implementing new technologies, products, services, availability and implementation of know-how.	Innovative, investment, personnel
Consequential	Market culture of the enterprise, traditions, history of development.	Conjunctural
Economic	Availability of funding sources, solvency, liquidity, profitability, return on investment	Financial
Geographical	Location, proximity to sources of material and human resources, markets, transport routes and distribution channels.	Infrastructure
External competitive advantages		
Information	Systems for collecting and processing data operating at the enterprise, the extent to which the enterprise is informed about the state and trends of market development, the forces and conditions of the surrounding marketing environment, the behaviour of consumers, competitors and other economic entities.	Organisational, managerial, personnel, market.
Design	Technical characteristics of products, their design, packaging.	Production and technological, financial, human resources
Qualitative	Product quality level as assessed by consumers.	Production and technological, financial, human resources, market.

Continuation of Table 1.3

Behavioural	The extent to which the marketing philosophy is disseminated among the company's employees, the focus of its activities on meeting the needs of consumers in specific target markets.	Market, human resources, organisational and managerial.
Conjunctural	Market conditions, competitive environment (number and behaviour of competitors, intensity of competition).	Conjunctural.
Service	Level and quality of services provided by the enterprise.	Organisational, managerial, financial, personnel.
Image	General consumer perceptions of the enterprise and its products, popularity.	Market, market conditions.
Price	Price level and possible dynamics, their social orientation, market power of the enterprise.	Market, conjunctural, organisational and managerial.
Sales	Order portfolio, methods and techniques of product distribution.	Market, conjunctural.
Communication	Channels and methods of disseminating information about the enterprise, availability and use of communications.	Market, conjunctural.

Source: [Maslak]

The following should be considered among the features of activity that ensure a sustainable competitive advantage:

1. Economies of scale. The positive effect of economies of scale is that as production and sales volumes grow, a number of factors begin to work towards reducing average production costs. These factors primarily include: specialisation of labour and increased labour productivity, specialisation of management personnel and effective management decisions, and efficient use of capital.

2. Diversification. Diversification allows companies to "stay afloat" in difficult economic conditions by producing a wide range of products and services: losses from unprofitable products (temporarily, especially new ones) are offset by profits from other types of products. A wider range of products allows the company to offer a more diverse set of products than its competitors.

3. Product (service) quality – helps the company attract and retain customers. Most companies view quality as a highly effective means of outperforming competitors by constantly offering goods and services to the market that, thanks to their superior quality characteristics, better meet consumer needs than similar products from competitors.

4. Unique product features – attract buyers who need products with unique properties. This level of assortment management also includes planning assortment updates, product export volumes, and assortment structure by product behaviour type

in order to focus on products that can be perceived as a commodity brand.

5. High efficiency – allows products to be manufactured at lower costs compared to competitors. Economic effect is an absolute indicator that characterises the result of activity in monetary terms. In turn, economic efficiency is a relative indicator that allows you to compare the effect obtained with the costs that must be incurred to obtain the planned effect.

Efficiency is understood as:

- evaluation of a specific result;
- the correspondence of the result (process) obtained to the planned one;
- a numerical characteristic of the satisfactory functioning;
- the probability of achieving certain goals.

One of the main prerequisites for ensuring the effectiveness of an enterprise is the assessment of its level. The assessment of effectiveness begins with the establishment of effectiveness criteria, i.e. the main feature of effectiveness assessment. The content of the effectiveness criterion stems from the need to maximise the results obtained or minimise costs based on the objectives of the enterprise.

6. Experience – ensures the effective use of knowledge and technological improvements, as well as cost reduction thanks to the so-called experience curve effect. There is a direct link between profitability and market share. The use of the experience curve shows that with each doubling of accumulated output, the costs per unit of output associated with newly created value and adjusted for price effects are potentially reduced by 20-30%.

A competitive advantage factor is a specific component of a company's external/internal environment in which it outperforms its competitors. Competitive advantage factors can be tactical and strategic.

1. A tactical competitive advantage factor is a specific component of the external/internal environment of a company, in which it prevails or will prevail in the near future (up to a year) over competing enterprises.

2. A strategic competitive advantage factor is a specific component of a company's external/internal environment in which it can outperform its competitors after fulfilling

specific conditions in the future that determine the company's advantage over competing firms in terms of this component.

Thus, identifying competitive advantages makes it possible to use the company's resources and opportunities more rationally and to choose the most appropriate directions for developing economic potential in the short and long term.

The assessment of competitive advantages enables the economic entity to determine the most rational structure of its potential at all stages of the life cycle, to develop enterprise development programmes that take into account the expediency of using certain resources and opportunities to ensure maximum efficiency and achieve a high competitive position in the market for similar goods and services.

The main stages of assessing the competitive advantages of an enterprise based on ensuring the development of its economic potential are presented in Fig. 1.

Features of determining and managing the competitive advantages of agricultural enterprises

Most leading experts from developed WTO member countries believe that in order to ensure food security, the share of domestic products in the population's food consumption should not be less than 70%. This requires that at least 80-85% of the products offered by domestic producers in Ukraine be competitive with imports. Therefore, the problem of competitiveness and the formation and realisation of competitive advantages of domestic agriculture is one of the most acute and pressing issues for the agricultural sector of Ukraine's economy.

The basis for the development of Ukraine's agricultural sector is, first and foremost, the competitiveness of agricultural products in both regional and international markets. Increasing the competitiveness of the agricultural sector of Ukraine's economy is a major strategic issue, especially given the rapid growth of its share in the country's gross domestic product, the formation of the revenue side of the state budget and export potential.

The study of competitive advantages is of great importance for enterprise management, as the development of an organisation is inevitably linked to competition and confrontation in the market with other producers and suppliers of similar products.

In addition, competitive advantages in the global market are the basis of the international division of labour. That is why the topic of research is quite relevant today.

The works of most Ukrainian scientists, as a rule, highlight individual Western theoretical developments, which indicates the absence of a systematic approach to the methodology of analysis and assessment of competitive advantages.

Thus, according to Ukrainian scholars L.E. Dovgan and V.D. Nemtsov, the main approaches used in global practice to assess competitive advantages and the competitiveness of enterprises are:

- a method based on the theory of effective competition;
- methods based on the theory of competitive advantages;
- approaches to assessing the competitiveness of an enterprise based on determining the competitiveness of a product;
- the benchmarking method.

Competitive relations are inherent in the agricultural business, which determines the importance of developing competitive strategies taking into account the factors of influence for enterprises operating in a saturated agricultural market. Agro-industrial production has a number of multi-level features that should be taken into account when substantiating the concept of forming competitive advantages for enterprises. According to S.I. Melnyk, "...the combination of competitive advantages in complex interaction constitutes the competitiveness of an enterprise, which is a manifestation of its existing and potential capabilities". The fundamental task in forming the competitiveness of an enterprise is to study the factors that have the greatest impact on its activities and products. Together, the factors that influence competitiveness determine changes in the enterprise. Knowledge of the factors and their impact that provide competitive advantages in market conditions and in integration conditions (EU, Eurasian Economic Union, BRICS, GUAM, etc.) is important for managing the competitiveness of enterprises. The manifestation of competitive advantages is determined by external and internal factors that influence the functioning of the enterprise. Its position in the market depends on external factors and, mainly, on the

ability to take them into account and use them to achieve strategic goals. Taking into account the factors of influence identified in the work and their classification, a structure of the main competitive advantages of agricultural enterprises in market conditions is proposed.

The competitive advantage of an enterprise, its effectiveness and sustainability are determined by the combined multidirectional influence of a multitude of factors. Moreover, the same factors in different conditions can both strengthen and weaken a specific competitive advantage. For example, modern technology contributes to the creation of advantages in the areas of design and quality, but it can increase the cost of a product due to the growth of depreciation charges associated with the high cost of its acquisition. Therefore, when studying competitive advantages, a systematic approach is of particular importance, the use of which ensures that the most important factors affecting the compared objects are taken into account and highlighted.

The formation of competitive advantages of agricultural enterprises ensures the competitiveness of the agricultural sector of the economy and, therefore, contributes to solving problems related to food security.

The competitiveness of organisations is the ability of producers and sellers of goods to compete with their rivals who supply similar goods to the same markets. In such competitive struggle for market domination, organisations use advertising, price reductions, product quality improvements, and pre- and after-sales services to attract buyers.

Competitiveness refers to the degree of advantage a product has in the market compared to other competing products of similar purpose.

Competitive advantage is the exclusive value that an organisation possesses and which gives it an advantage over its competitors, which in the global market is linked to the international division of labour.

T. Peter and B. Waterman formulated general principles that give competitive advantages to manufacturers:

1) the focus of each and every employee on action, on continuing the work that has been started;

2) proximity of the enterprise to the customer;

3) creation of autonomy and a creative atmosphere in the enterprise;

4) increased productivity through the use of people's abilities and their desire to work;

5) demonstration of the importance of common values for the enterprise;

6) the ability to stand firm;

7) simplicity of organisation, minimum levels of management and administrative staff;

8) the ability to be both soft and firm. Keep the most important issues under strict control and delegate less important ones to subordinates.

Given Ukraine's place in the international division of labour in the agricultural sector, its competitive advantages stem from:

1) natural and climatic conditions (flat terrain, temperate climate, large areas of agricultural land, large fields, etc.);

2) resource capabilities (minerals, mobile labour resources, etc.);

3) geographical location (availability of transport corridors, favourable delivery radius for agricultural products, transit location, etc.);

4) market conditions (high demand for major export-oriented crops, possibility of creating agricultural pools, etc.).

The large number of competitive strategies is due to the multifaceted nature of the aspects used to change or defend a competitive position. However, the differences between strategies are very similar when considering the objectives of a company's activities in the market and the types of competitive advantages that the company is trying to gain.

Therefore, in order to achieve advantages in market competition, it is necessary to develop a clear strategy for their implementation. The need to develop strategies has prompted marketers to look for analogies in military science. According to G. Assel, the study of the works of the greatest military theorists and practitioners prompted marketers to use four principles borrowed from them to achieve advantages over competitors: concentration of resources; seizing the initiative; manoeuvring resources;

ensuring flexible planning.

As global market relations show, the interdependent solution of these problems and the use of these principles guarantee an increase in the competitiveness of enterprises.

The main directions for ensuring the competitive advantage of an organisation are: concentrating the firm's resources to prevent competitors' actions, maintaining the initiative in competitive struggle, ensuring the resource potential to achieve the set goals, developing a flexible system for planning the firm's activities in the market by substantiating an effective strategy for interaction with competitors.

The competitive advantage possessed by various rivals (competitors) in global markets is a significant factor in the climate or competitive situation in the commodity market. Competitive advantage is determined by a set of characteristics and properties of a product or brand that give an agricultural enterprise a certain advantage over its direct competitors.

The advantage is assessed by the relative, comparative status and position of the organisation in relation to the competitor that occupies the best position in the commodity market or market segment. It can be external or internal. A competitive advantage is external if it is based on the distinctive qualities of a product that create "value for the buyer" by reducing costs

costs or increasing efficiency.

Internal competitive advantage is based on the advantage of an agricultural enterprise in terms of production costs, company or product management, which creates "value for the producer" and a lower cost price than that of the competitor. This advantage can be created by implementing a cost leadership strategy through the introduction of organisational and production innovations in the company.

Thus, the ratio of "market power" to "productivity" can characterise the level of a company's competitive advantage over its competitors.

Diagnosing the competitive environment requires not only an analysis of the state of various methods of competition, but also a study of the image of the product and the image of the organisation. Indeed, by lowering the price of its product or service, an organisation gains the opportunity to strengthen its position compared to its

competitors. Increasing the price of a product or service leads to a decrease in its competitive advantage. By improving the quality characteristics of a product, a company gains a significant advantage over its competitors, which, in turn, may be a reason for setting a higher price. If an organisation keeps the price of its goods at the level of competitive goods, then higher quality creates a leading position in the market, allowing it to increase the number of consumers and, accordingly, the size of the company's market share.

Existing methods for assessing competitive advantages are based on the essence of value , which is the source of advantage (material, intangible, monetary, social and other values) and depends on its content, source of origin, dynamism of manifestation, scale of distribution and other conditions.

To solve existing problems, the following measures need to be implemented: establishing a modern agricultural market infrastructure, creating specialised banks to provide preferential loans to agricultural enterprises, increasing the export potential of domestic agricultural producers by improving Ukraine's reputation in the international market, strengthening cooperation between private farms and agricultural producers, and establishing cooperation between agricultural producers and research institutions. In order to form and consolidate the competitive advantages of agricultural products on the global market, the following measures should be implemented:

- ensure a reduction in the costs of production and processing of agricultural products;
- establish the provision of loans and guarantees for product exports;
- develop a trade infrastructure, in particular wholesale trade in sugar;
- assess product quality by quality categories in accordance with international standards

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