

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.

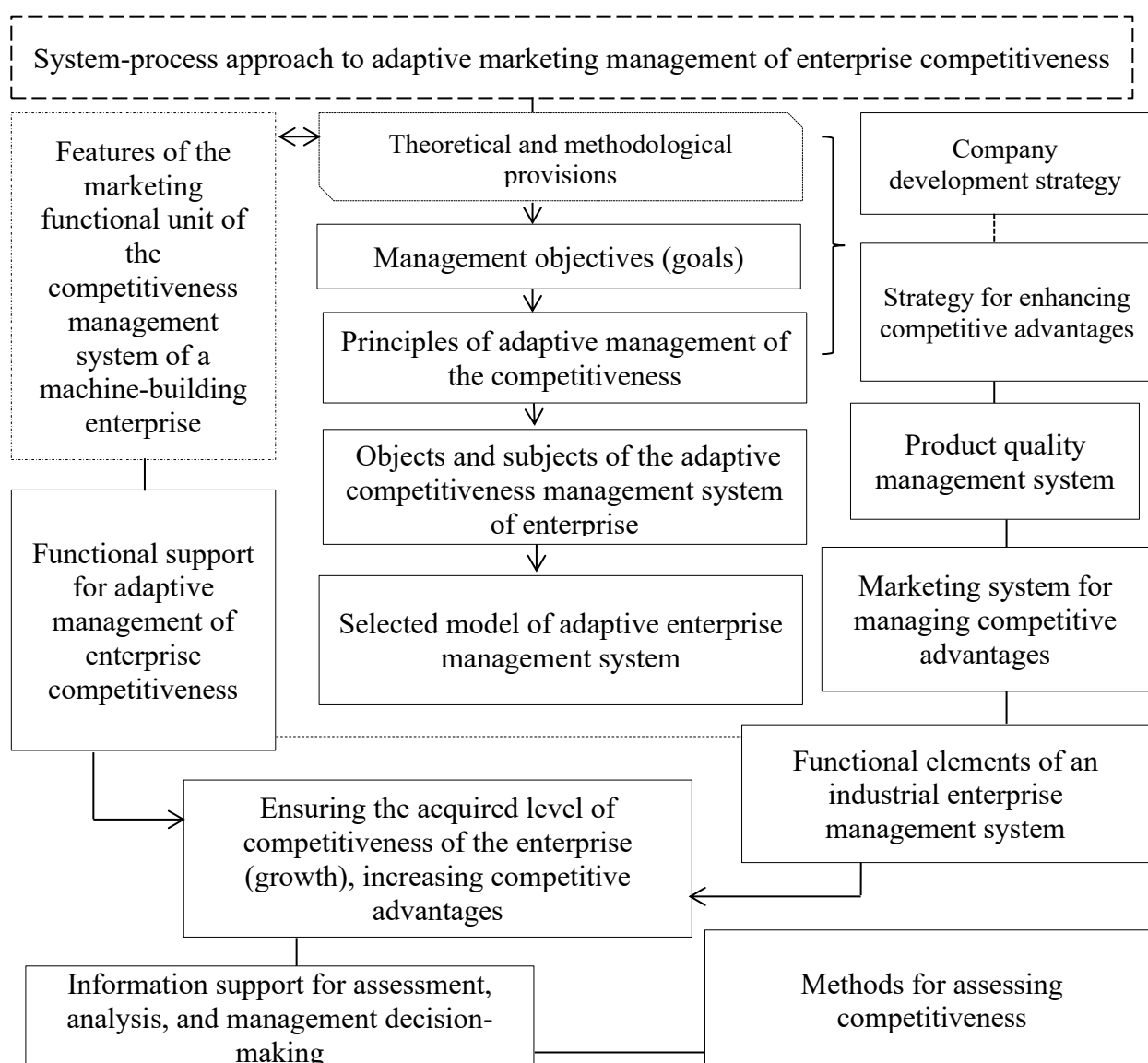


Figure – 1. Components of the adaptive marketing management system for the competitiveness of an industrial enterprise*

**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).

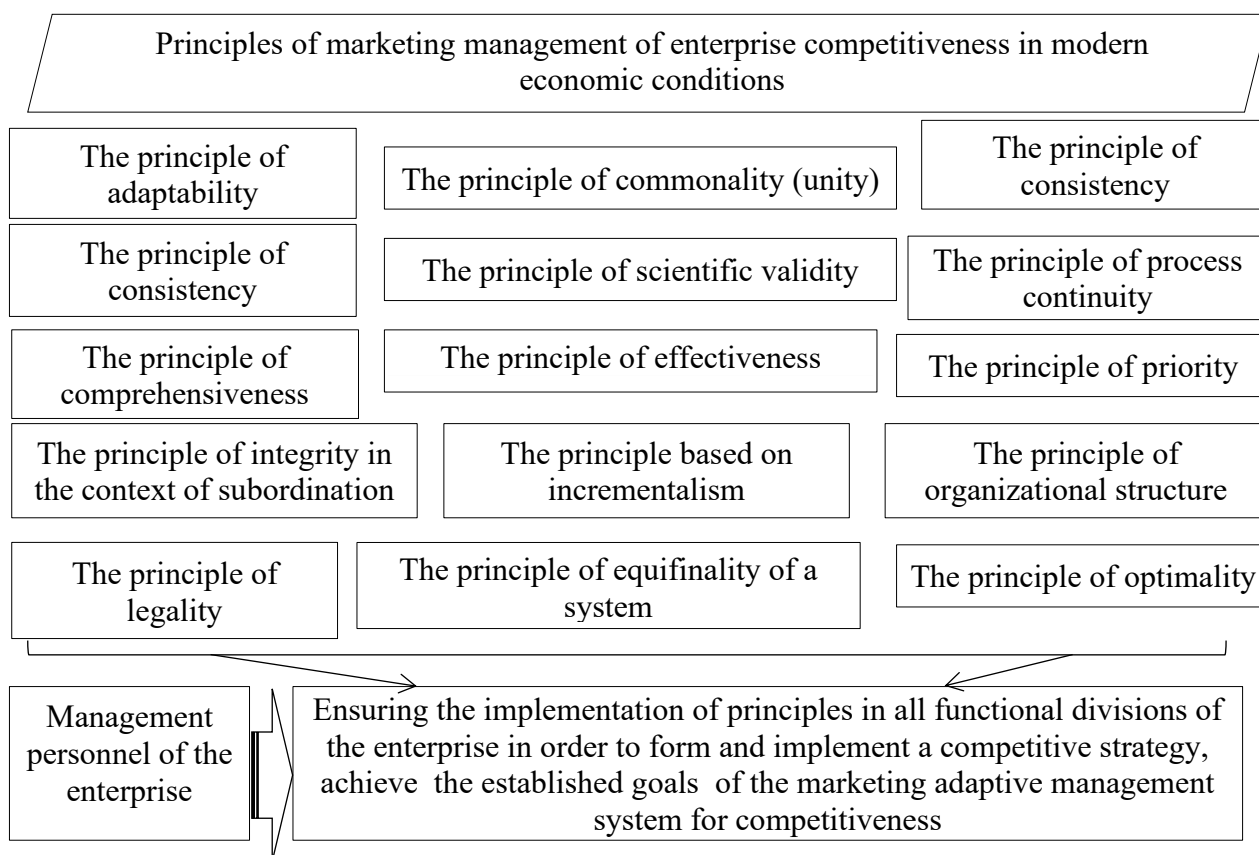


Figure – 3. Systematization of the principles of marketing management of the competitiveness of an industrial enterprise*

**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.

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

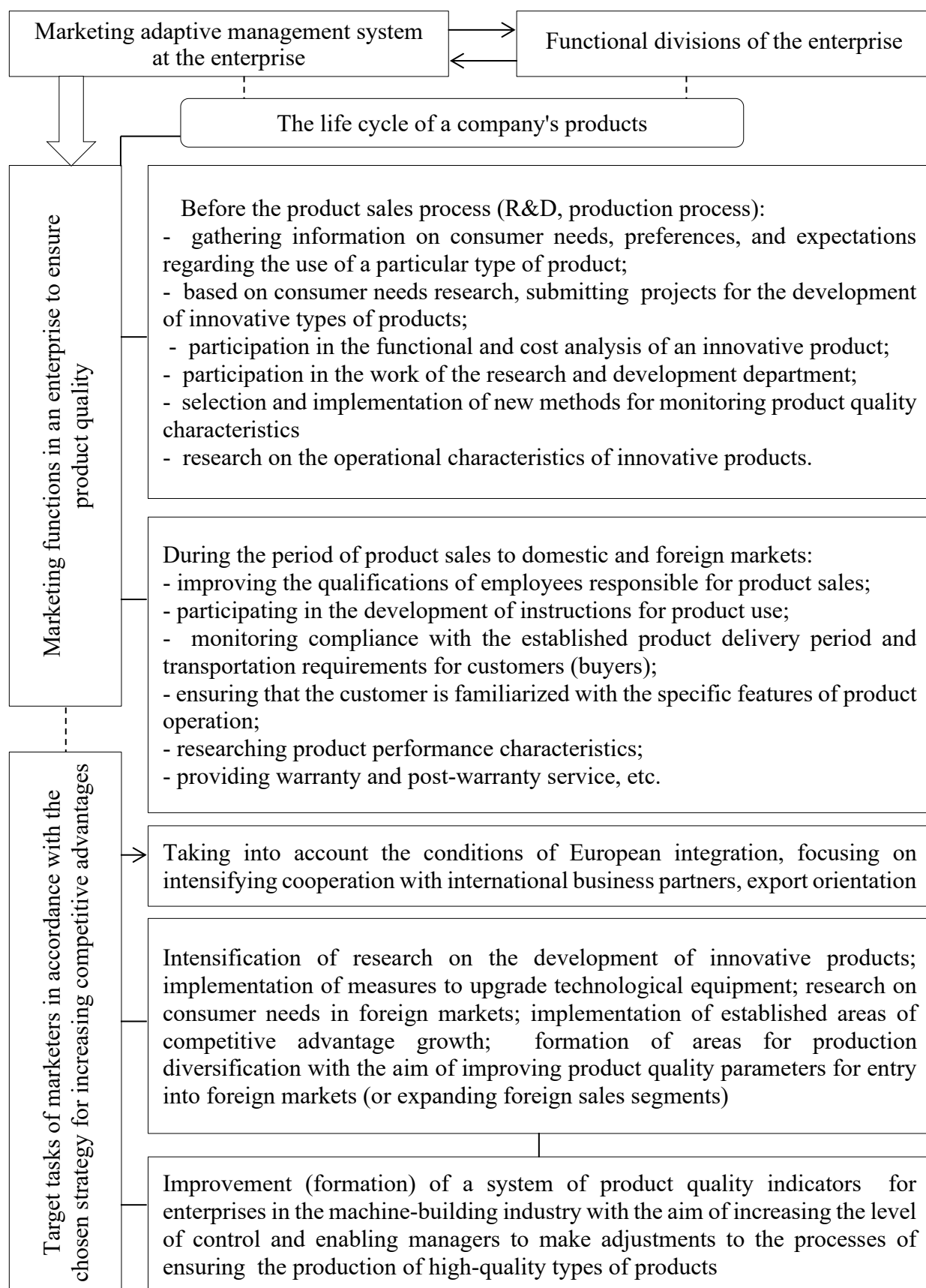


Figure – 4. Schematic model of marketing measures to ensure the quality of agricultural products*

**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.

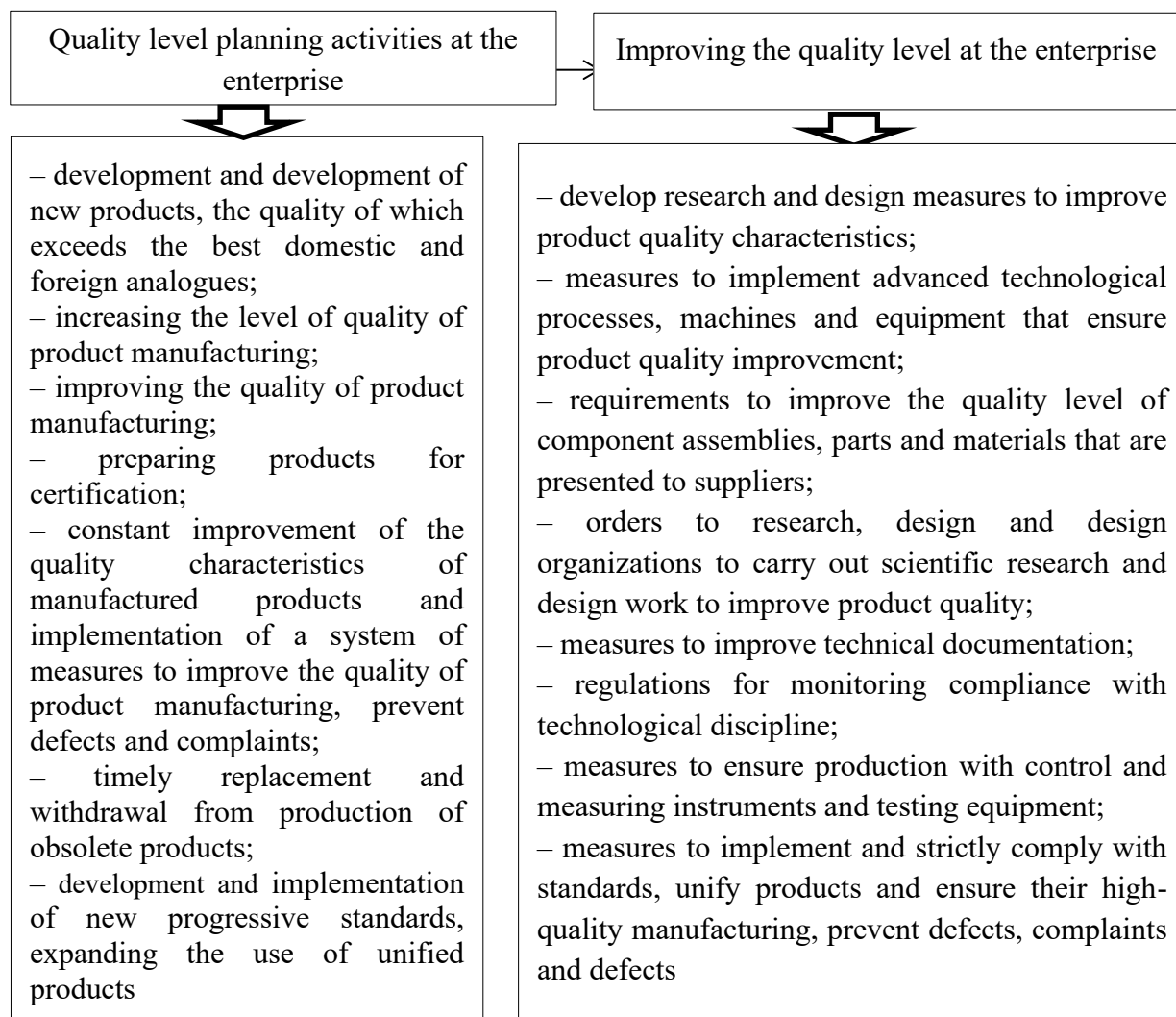


Figure – 5. Measures for planning to improve product quality at agricultural enterprises

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.

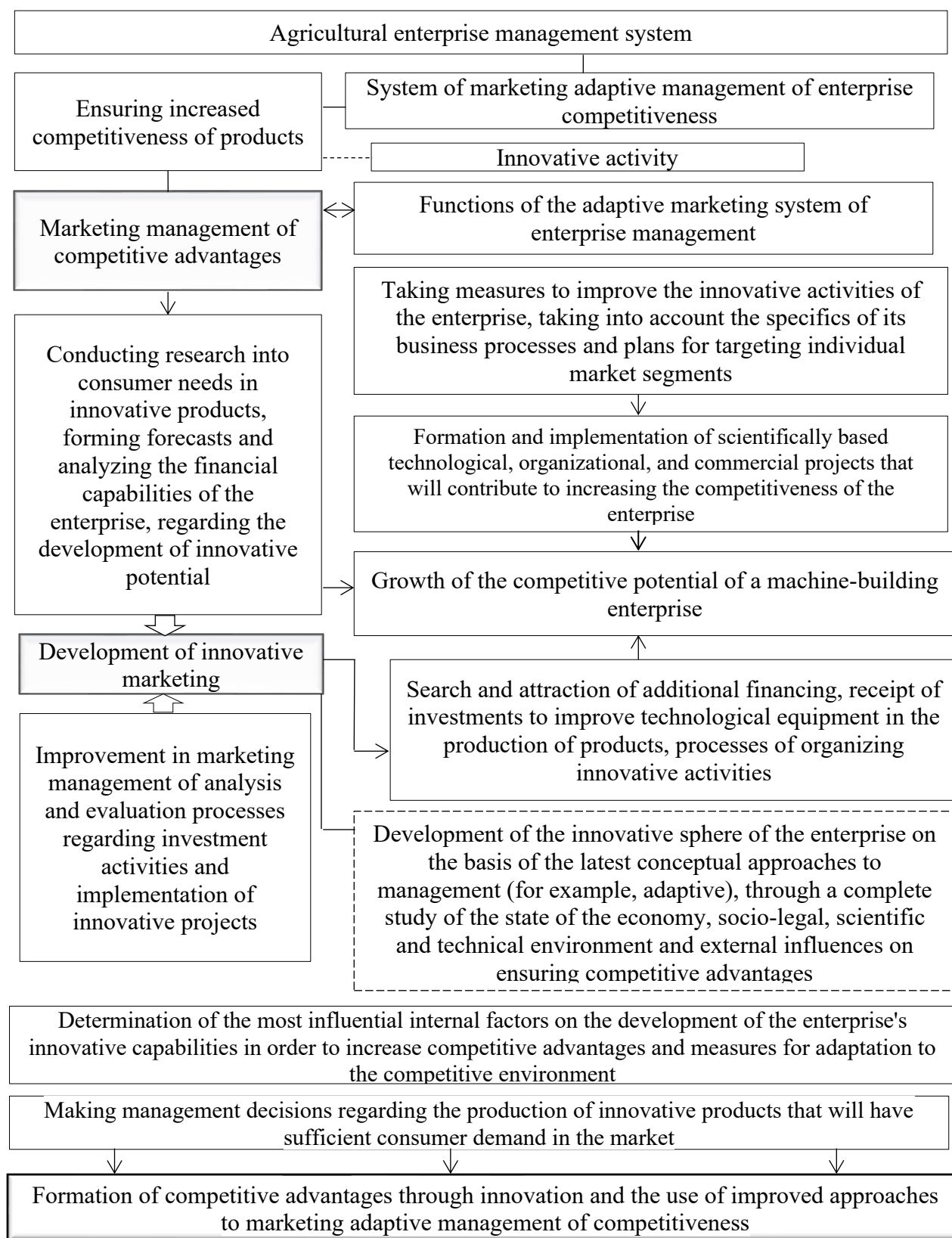


Figure – 6. The role of marketing management of competitive advantages in the innovative sphere of agricultural enterprise development*

*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.

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

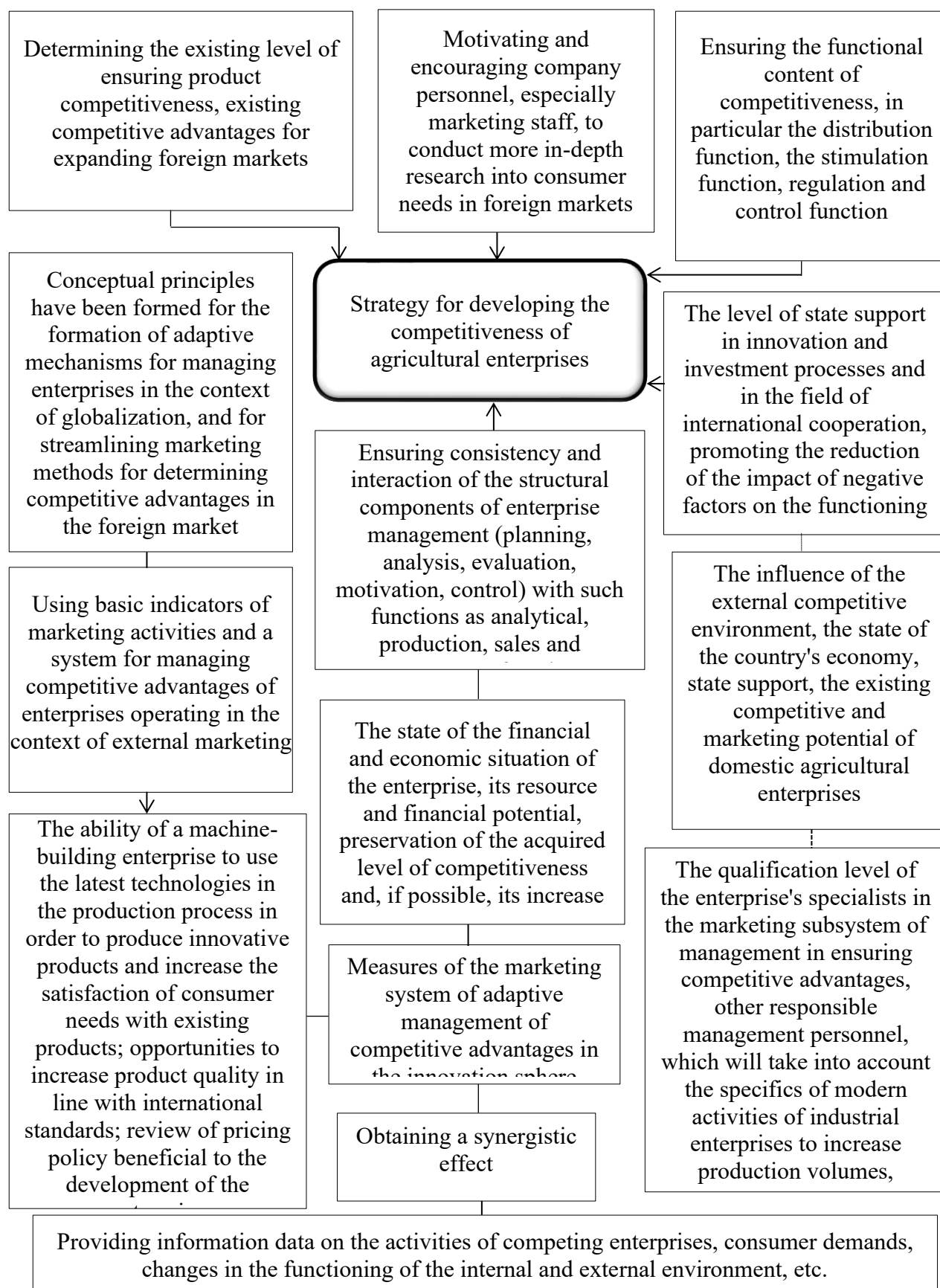


Figure – 7. Key components determining the strategy for developing the competitiveness of agricultural enterprises*

*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.

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

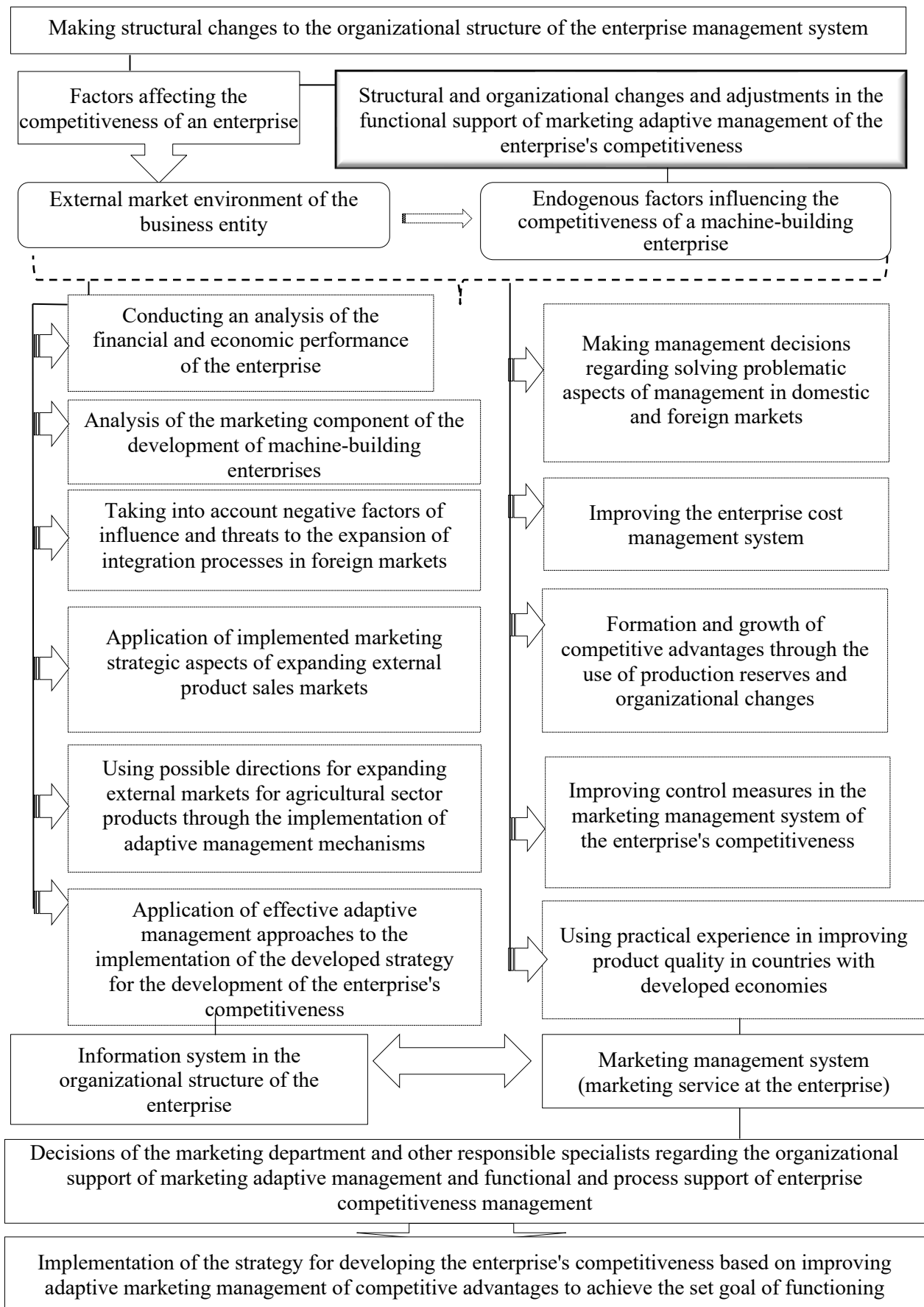


Figure – 8. Directions for introducing structural and organizational changes into the system of adaptive management of enterprise competitiveness *

* 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).

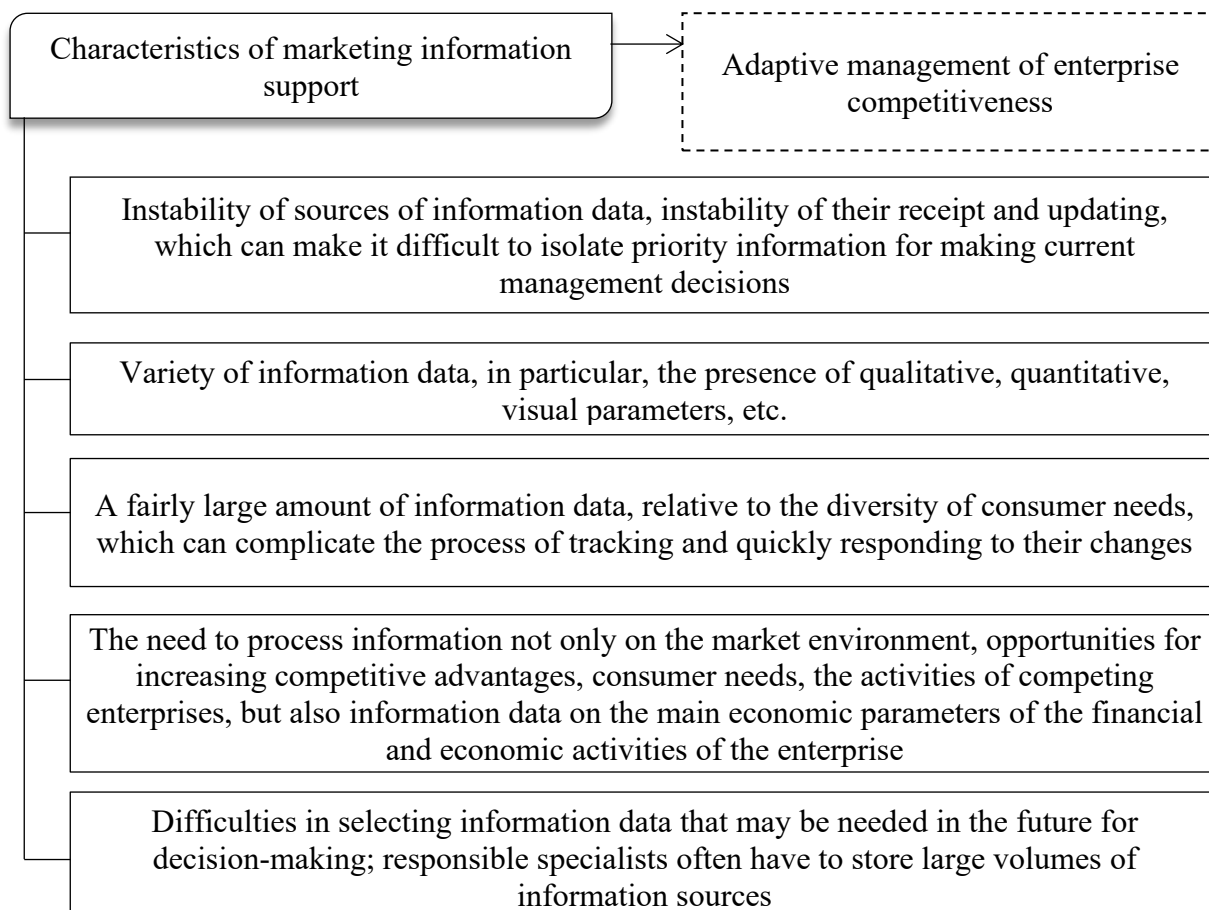


Figure – 9. Features of marketing information support in adaptive management of agricultural enterprise competitiveness*

* *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.

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

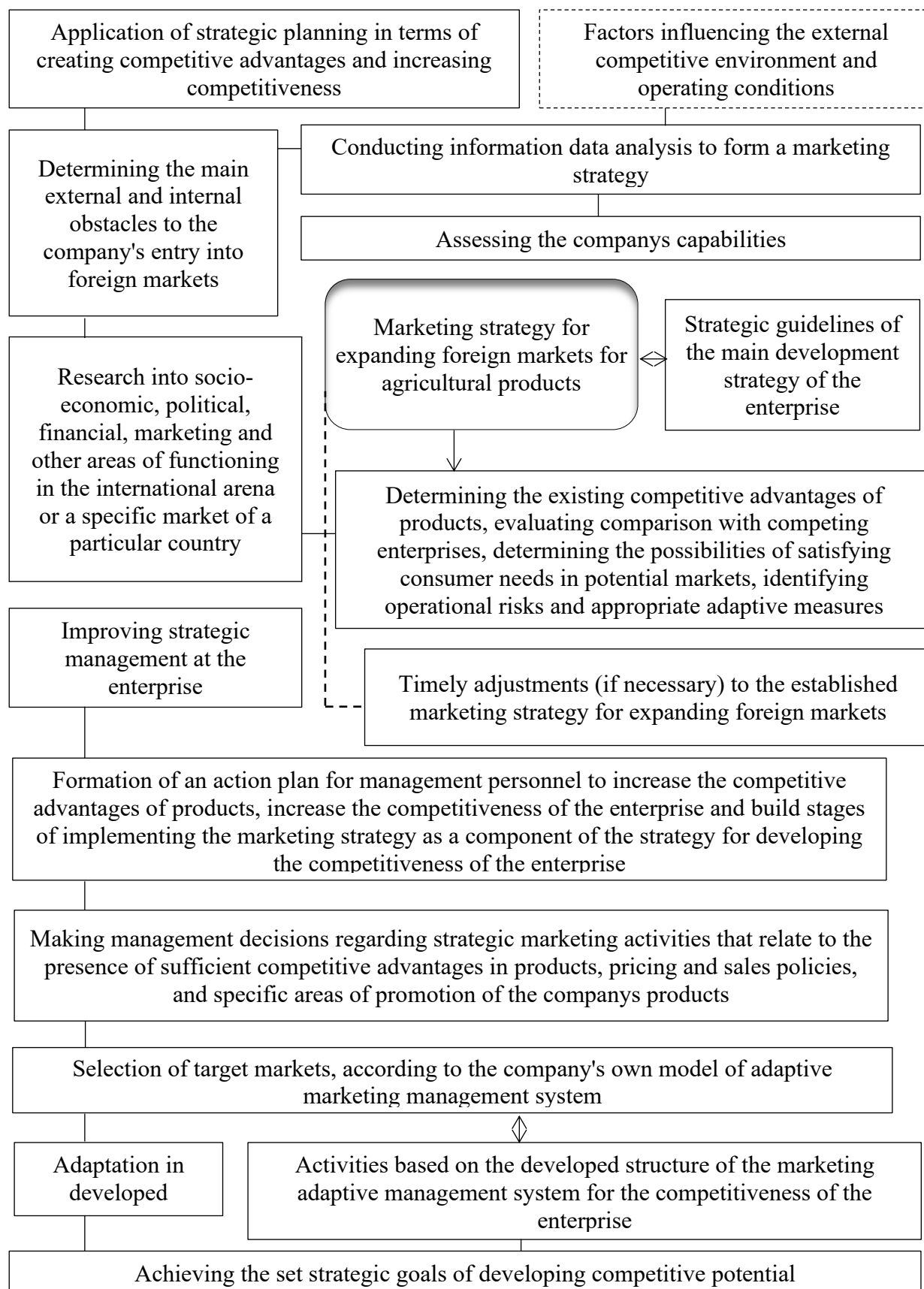


Figure – 10. Marketing strategic aspects of increasing competitiveness and expanding foreign markets*

**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.

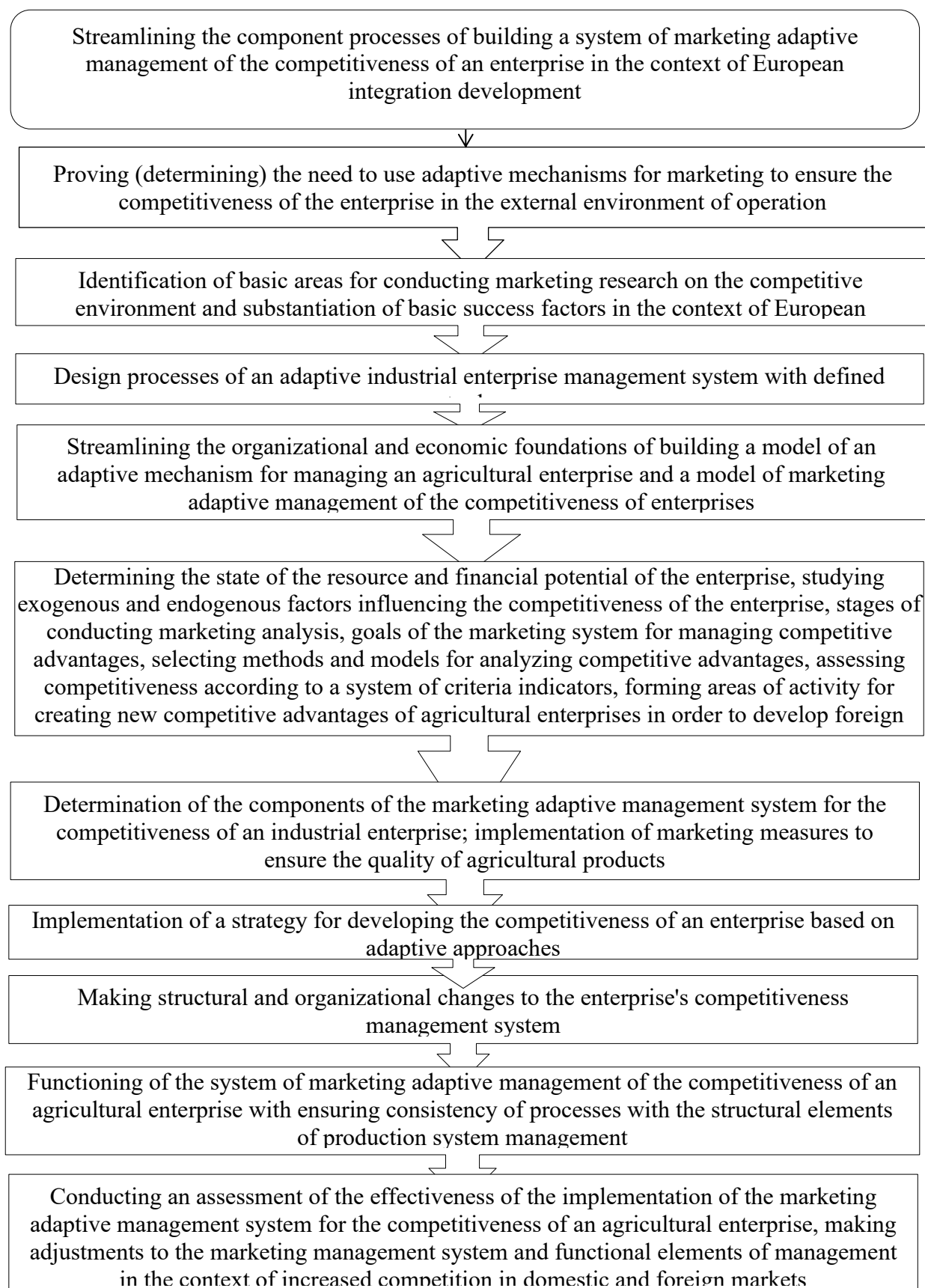


Figure – 11. Conceptual stages of forming the structure of the marketing adaptive management system for the competitiveness of an agricultural enterprise in the context of European integration*

**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.

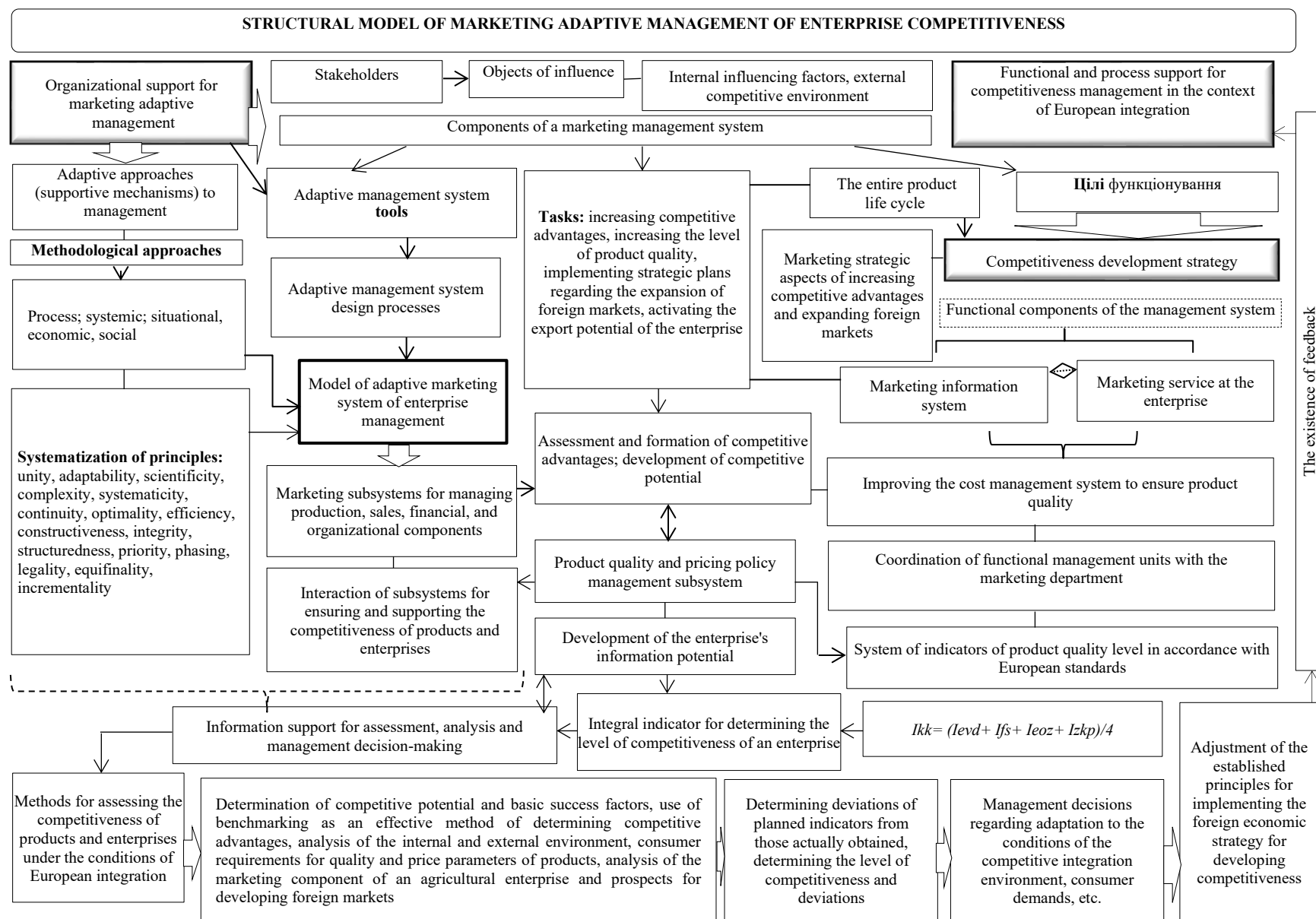


Figure – 12. Structural-logical model of adaptive marketing management of enterprise competitiveness in the context of European integration

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.

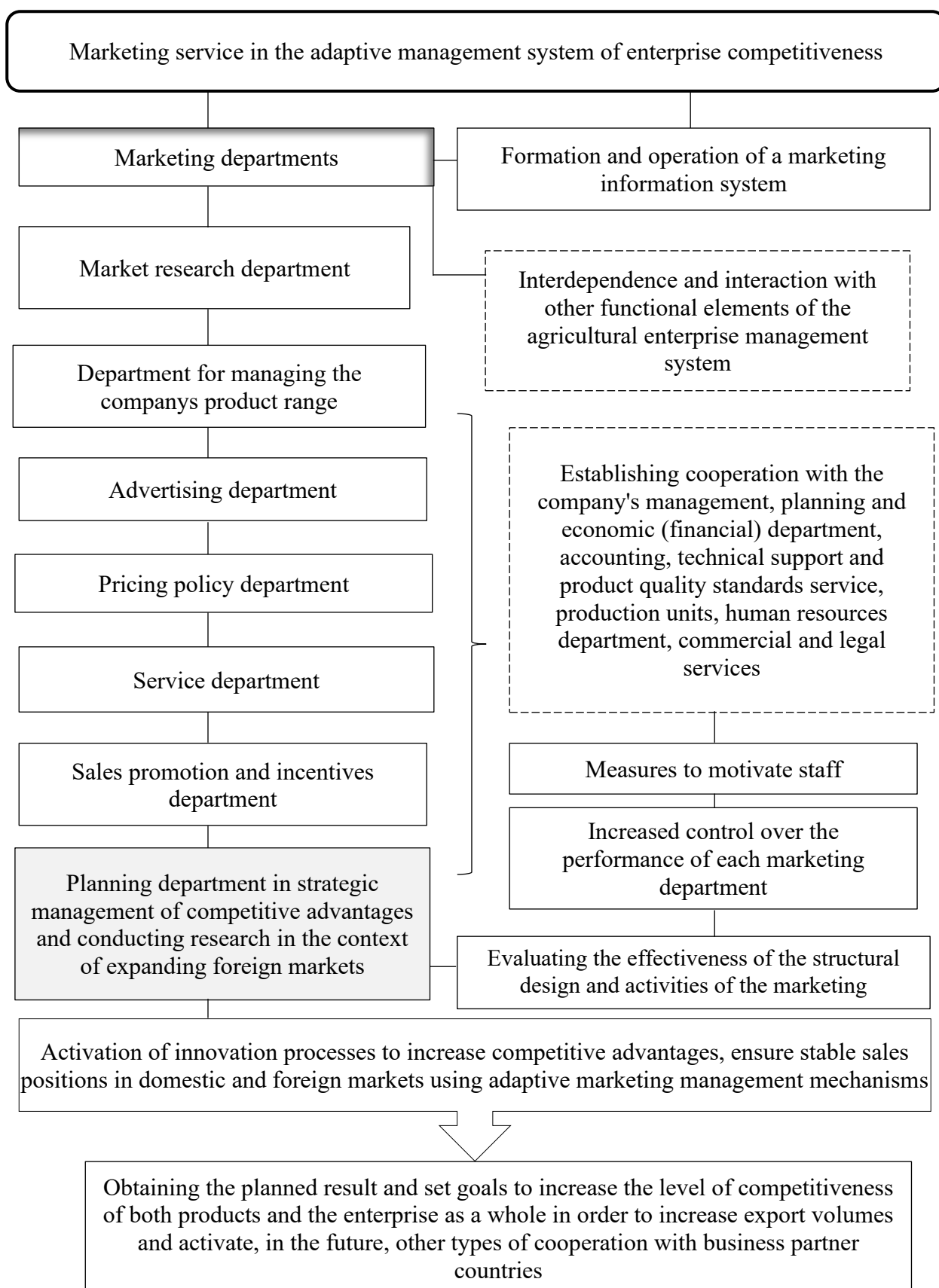


Figure – 13. Improving the functional content of the marketing service of an agricultural enterprise*

*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.

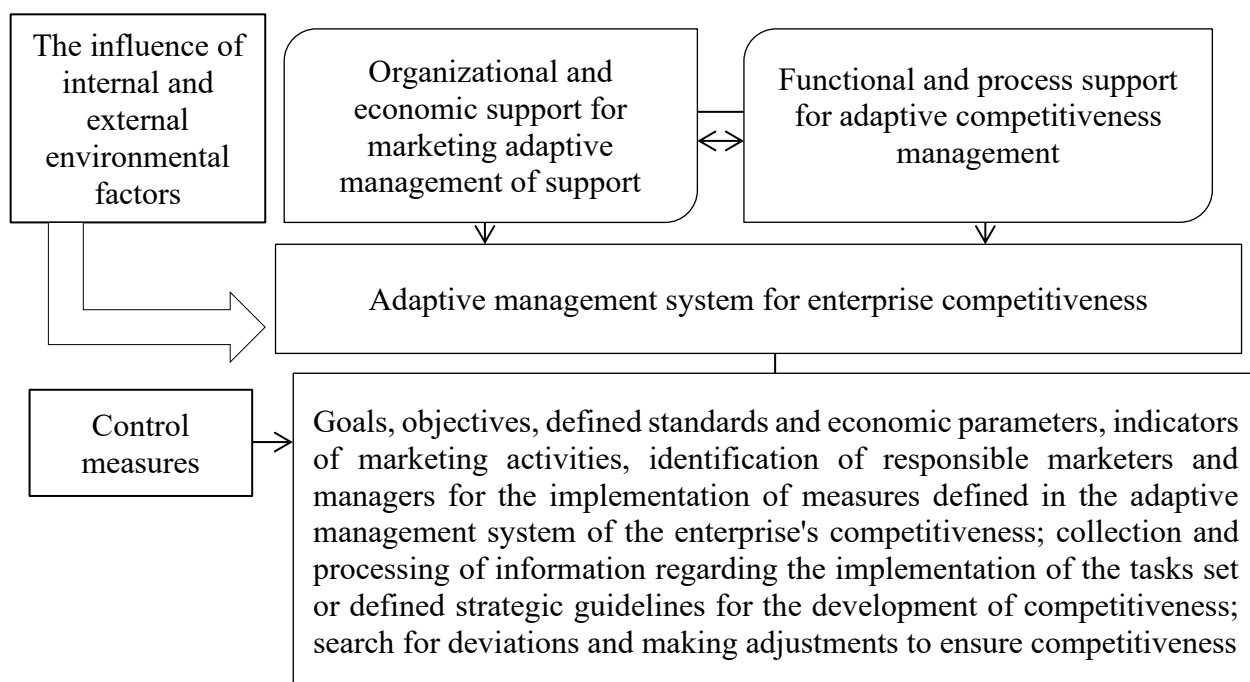


Figure – 14. Elements of the function of controlling the effectiveness of the adaptive management system of enterprise competitiveness*

**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.

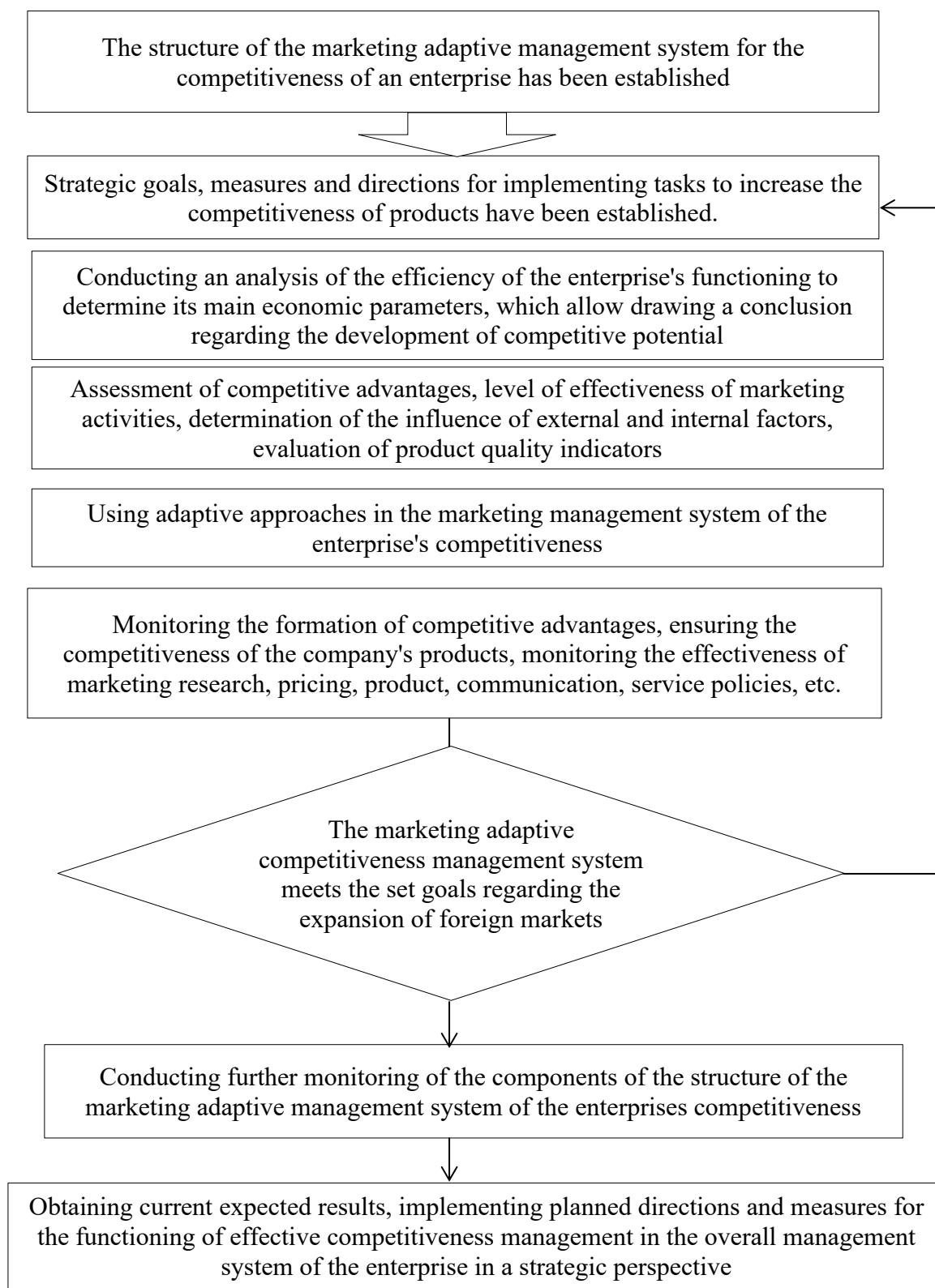


Figure – 15. Algorithm of a methodological approach to assessing the effectiveness of the structural-logical model of marketing adaptive management of the competitiveness of an enterprise*

**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.