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**MANAGEMENT OF MARKETING ACTIVITIES OF  
AGRICULTURAL FORMATIONS IN THE  
CONDITIONS OF EUROPEAN INTEGRATION**

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## ANNOTATION

In modern conditions of global and transformational changes, the role of management of marketing activities of agrarian enterprises is growing. Understanding and using the concept of marketing in the management of agro-industrial enterprises in the conditions of European integration is a mandatory element of effective entrepreneurial activity. The quality of marketing activity in management is decisive, as it determines the highly profitable rhythmic activity of the enterprise.

Studies of agricultural enterprises of Ukraine confirm that, although the implementation of marketing is becoming more and more widespread, all existing forms of management of marketing activities are not yet fully used. What would ensure the competitiveness of agricultural enterprises, adaptation to constant changes in the external environment and market conditions, stability of economic conditions.

Management of marketing activities plays a significant role in the development and effective operation of an agricultural enterprise. It is effective work in the field of marketing activity management that will increase the competitiveness of an agricultural enterprise, expand its opportunities to enter new markets, and lead to an increase in product sales and profit growth. Due to inertia, many enterprises do not pay attention to the importance of such a component as marketing management, which in the future negatively affects their economic indicators. The article examines the main features of marketing management of agricultural enterprises of the Vinnytsia region and Ukraine as a whole in the conditions of European integration. The significance of the research on the management of marketing activities, which is necessary not only for profit, but also for being competitive in the market, is determined. The necessity of using an integrated marketing approach is substantiated. The expediency of using modern methods of product promotion has been determined

The scientific basis of managing the economic development of agribusiness entities is revealed in the works of Ukrainian economists - V. Andriychuk, I. Balaniuk, I. Gryshova, G. Kaletnik, M. Malik, P. Sabluk, A. Tretyak, O. Shpykulyak and other scientists. Theoretical issues of strategic management are highlighted in the scientific

works of M. Albert, O. Amosov, I. Ansoff, Y. Zavadskiy, M. Meskon, G. Mintzberg, H. Mostovoi, G. Odintsova, M. Porter, A. Thompson, A. Fayol and other domestic and foreign authors. The theoretical principles of marketing activity management became the object of research by H. Armstrong, L. Balabanova, O. Varchenko, A. Voychak, O. Gudzynskiy, P. Doyle, H. Kaletnik, S. Kamilova, F. Kotler, Zh-Zh . Lamben, I. Lytovchenko, L. Naumova, M. Oklander, O. Osnach, P. Ostrovsky, A. Pavlenko, I. Reshetnikov, M. Sakhatsky, I. Solovyov, O. Chirva, O. Shpychak, many other domestic and foreign scientists.

Theoretical studies and practical recommendations of the mentioned scientists formed the general methodical basis of marketing management of agricultural enterprises. However, research on the management of marketing activities of agribusiness subjects is not sufficiently systematic and complete.

In the practice of domestic agricultural enterprises, there are a number of shortcomings that reduce the effectiveness of marketing activities in the conditions of European integration. These include: chaotic use of individual elements of marketing, reduction of marketing functions only to stimulating the sale of goods, food, orientation to the short-term perspective, lack of flexibility and ignorance of consumer requests.

To solve these tasks, it is necessary to develop measures to promote the sale of products through the formation of a sales support system and the development of cooperation with the EU. In these conditions, the role of marketing activity of agricultural enterprises increases and the need to develop recommendations for the organization and development of marketing tools in agro-industrial production at the level of enterprises and the region, which determines the relevance of this scientific research.

The results of the research presented in the monograph were carried out as part of the initiative theme of the Department of Agrarian Management and Marketing of Vinnytsia National Agrarian University "Development of the concept of management of marketing activity of agricultural enterprises" state registration number: 0122U002111. for 2022-2024

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#### **4. Modern aspects of marketing management activities of agricultural enterprises**

The formation and effective development of market relations in Ukraine necessitates the improvement of the management system of agricultural enterprises, the orientation of the management system to the market conditions of business, the ability to respond in time to changes in the marketing environment. Currently, only a small proportion of agricultural enterprises use marketing management methods in the management process, and only a few of them use a systematic approach in management based on marketing.

The current stage of development of the agricultural sector of the economy of Ukraine is characterized by the gradual creation of fundamentally new conditions for entrepreneurial activity. An economic situation is forming, in which there is an urgent need for the further development of the market orientation of production. In turn, the global food crisis caused a number of peculiarities in the production and commercial process of this industry. In connection with this, marketing activity becomes a real economic tool for organizing the activities of agrarian enterprises, taking into account the requirements of the market – a complex and systematic method of solving the problems of organizing agricultural production. All this requires the solution of a number of research tasks based on a systematic approach, the development and implementation of market management strategies for agricultural enterprises.

In a number of cases, marketing activity is considered as an element of the activity of an agricultural enterprise, which exists separately and is an independent object of management. But market economic transformations require consideration of all spheres of enterprise activity through the prism of marketing. As a result, the entire management system of the agricultural enterprise should have a marketing orientation, especially in the context of European integration. There is a need to consider and solve problematic issues of developing strategies for the transition of enterprises from outdated forms and methods of management and management to new, scientifically based market methods, in particular such as systematic marketing management.

As you know, Ukraine is an agrarian country that provides the lion's share of the export of agricultural products. In connection with the war on the territory of Ukraine and, as a result, the inability to export agricultural products in the appropriate volumes, the ongoing problem affected not only the Ukrainian agrarian business, but also threatened with a global food crisis. Even developed European countries felt the consequences of armed aggression on the territory of our country on the efficiency of their economic development, because Ukrainian producers provided a significant share of the market for both finished agricultural products and raw materials for their production.

It is important to emphasize that, despite the war, our entrepreneurs, including agrarians, confidently and actively maintain "their front", ensuring the production of agricultural products for domestic and foreign consumers, as well as filling the country's budget, and as a result, they support the stability of the economy. It is worth realizing that after Ukraine's victory in the war, it will be necessary to actively rebuild our country, raise the economy, and one of the important factors that will contribute to this is the effective activity of business, including agricultural business. For the sake of the competitive development of entrepreneurship in general and the competitiveness of products in particular, in our opinion, it is important to focus business attention precisely on active marketing activities.

The development of marketing activities of agricultural enterprises is characterized by the following directions:

- integration of forces and means aimed at the implementation of additional branches of agricultural production;
- creation of an effective market system for the movement of commodity products;
- meeting the needs of raw materials for processing enterprises.

On the part of state regional marketing centers, these can be:

- marketing research on the food market and information and advertising support for product sales;

- optimization of agricultural production and product range of agricultural products;

- improvement of the system of managing the movement of products and merchandise circulation.

Domestic agricultural enterprises in the process of marketing management solve the following tasks:

- comprehensive and systematic study of market demand;
- adaptation of products to the requirements of the foreign market;
- production of competitive products to increase exports;
- promoting the interests of the enterprise on the basis of marketing [45].

The following is necessary for effective marketing management at an agricultural enterprise:

- reliable, reliable and timely information about the agricultural market, the structure and dynamics of demand, customer requirements, etc.;

- adequate response of management personnel to incoming information regarding changes in the agricultural market;

- creation of such a product/assortment that would more fully satisfy the needs of the market than competitors' products;

- the necessary impact on consumers, their demand, the agricultural market.

The marketing management process is a developed consistent set of marketing actions aimed at the implementation of marketing functions and principles, as a result of which the needs of consumers should be identified and satisfied, and the company should receive the expected profit [46].

At the current stage of the formation of the market economy of Ukraine, the role of improving the management of marketing activities of enterprises is growing. An integral element of effective entrepreneurial activity is the understanding and use of the marketing concept in enterprise management. The qualitative and social component of marketing in management is huge – it determines the highly profitable rhythmic activity of economic entities.

As the practice of Ukrainian enterprises shows, although the implementation of marketing is becoming more and more widespread, all forms of management of marketing activities are not yet fully used. And this would create prerequisites for ensuring the competitiveness of enterprises, adaptation to constant changes in the external environment and market conditions, stability of business conditions.

The development of agricultural enterprises depends, first of all, on the ability to anticipate changes in the market, adapt their activities, changing the range of products and forms of service, sales network, organizational structure and other elements of internal potential [47].

To effectively conduct business in agriculture, it is necessary to understand and take into account the peculiarities of marketing in this sector of the economy, which are determined by the specifics of agriculture [48]:

The first feature is the direct dependence of economic results on natural and climatic conditions. The production of agricultural products is interconnected and determined by the main means and object of production - land, namely, its quality, intensity of exploitation. "Droughts, floods, pests, animal and plant diseases make the agricultural sector a sector of relatively risky investment of capital" [48].

The second feature is the role and significance of the product. Marketers are dealing with basic necessities. Accordingly, they must meet the needs of consumers in a timely manner and in the required quantity and assortment, taking into account the sex-age structure, national characteristics, and the state of health of consumers. The goods, as a rule, perish quickly, therefore, prompt delivery, appropriate and safe packaging, service and aesthetic support are necessary.

The third feature of marketing in agriculture is the discrepancy between the working period and the production period. Crop products are obtained once or twice a year, and the working period lasts the whole year. In this regard, marketing specialists should be well aware of the structure of consumer demand, be able to predict the trend of its satisfaction, market conditions, etc.

The fourth feature is the seasonality of production and obtaining products. This is related to the specificity of marketing support for the study of the sales market and

product promotion. In connection with the fact that the consumer can be the final one, the feasibility of marketing activities for the processing of products directly by the producer in the economy appears.

The fifth feature is the variety of forms of ownership in the agro-industrial complex system for land, means of production, and goods that are sold. This leads to a variety of aspects of competition, which is driven exclusively by consumer demand and its satisfaction. Hence the variety and diversification of marketing strategies, tactics, forms, methods, techniques. For example, taking into account the factor of competition, marketing strategies can be: competition, cooperation, product, conversion, diversification. At the same time, the number of forms, types of tactics, methods, methods is growing at a significant rate today.

The sixth feature is the variety of organizational forms of management, because agriculture is characterized by the largest number of organizational and economic forms among other industries. The most important task of agricultural marketing, which aims to satisfy consumer demand, is the formation of a comprehensive system of agricultural marketing on a national scale, which will provide the necessary conditions for realizing the potential of each agricultural marketing formation.

The seventh feature is unevenness and different levels of implementation of marketing activities. This applies to the entire agricultural marketing system, including production, processing and sale of goods. Demands and interests of consumers for the quality of the product, for its service and maintenance, are constantly growing, but it is quite difficult for domestic enterprises of the agro- industrial complex and small business organizations to satisfy them due to the underdevelopment of the sphere of entrepreneurship, marketing and agribusiness.

The eighth feature is high sensitivity, receptivity, adaptability, self-organization, self-management of the agricultural marketing system in comparison with systems of other types of marketing. "This is due to such factors as:

- the presence of fierce competition on the market of agricultural products due to the identity of goods. Therefore, companies that have a competitive system not only in their segment, but also abroad are leading;

- production of many types of products depends on natural and climatic conditions, accordingly, self-organization of the marketing system is necessary, the level and pace of adaptability of which depends on the effectiveness of agribusiness;
- the agricultural marketing system should quickly adapt to state and other decisions due to the variety of organizational and legal forms" [49].

So, the peculiarities of agricultural marketing are primarily related to the specifics of agricultural production, which is characterized by a variety of products and market participants, a large number of organizational forms of management, and staffing problems.

Market factors of the economy have given rise to a number of problems in the country related to the instability of the external environment, changes in the market situation, fierce competition, unpreparedness of management for changes in management technology, the lack of highly qualified specialists in the management of marketing activities of enterprises, and others. The application of marketing at domestic enterprises is hindered by a number of problems that make up several main groups, which are depicted in fig. 1. [50].

Marketing management (management of marketing activities) at the enterprise is a wide range of measures of a strategic and tactical nature, aimed at the effective implementation of the market activity of the enterprise and the achievement of its main goal – meeting the needs of consumers of goods and services and obtaining the greatest profit on this basis.

Marketing management at the enterprise is the process of analysis, development and implementation of means designed to establish, strengthen and maintain profitable exchanges with customers to achieve the enterprise's goal – making a profit, increasing sales volumes, increasing market share, etc.

Identifying, on the basis of various analysis, those types of products that can provide the organization with the highest level of profit, and targeting activities through planning for the sale of those types of products is the most important task of the enterprise's marketing activity.

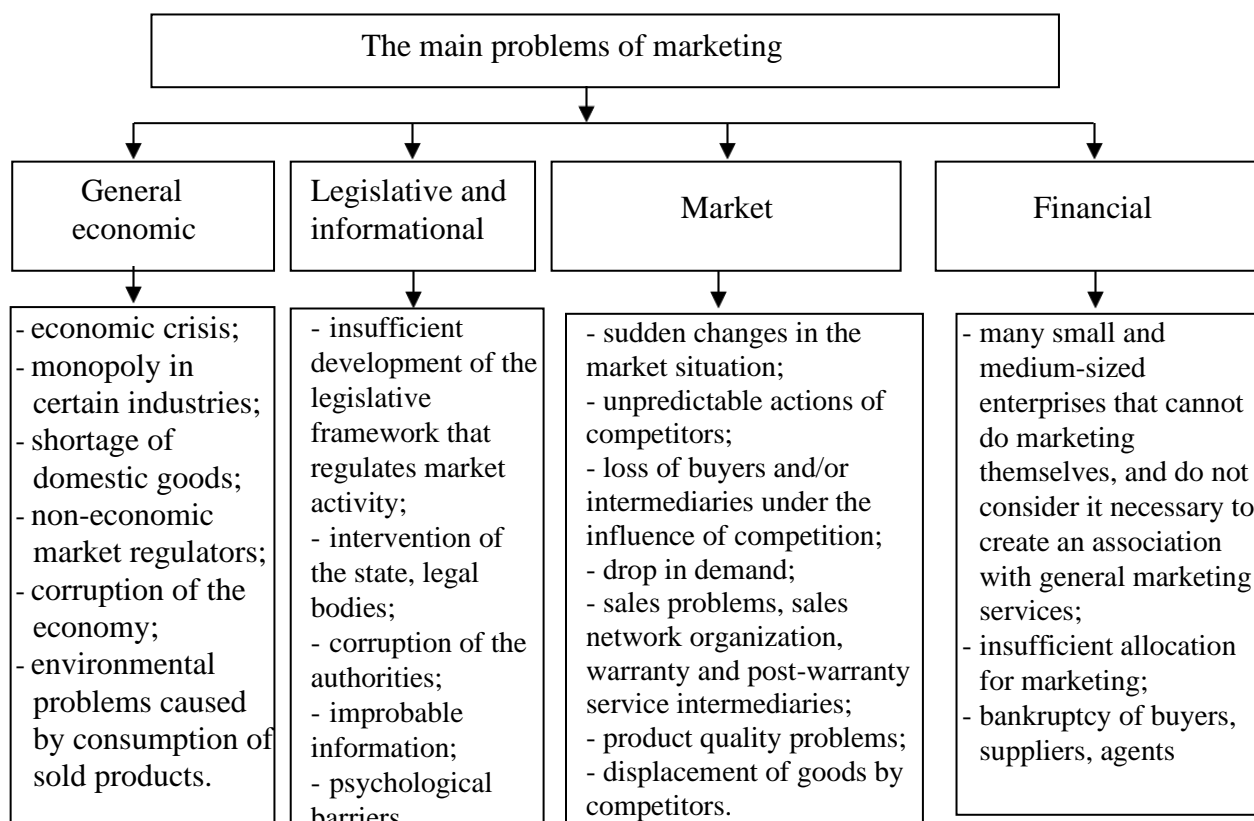


Fig. 1. Typical problems in the application of marketing by agricultural enterprises in Ukraine

Source: generated by the authors according to [48, 51]

Strategy formation is the main stage in the process of strategic management of an agricultural enterprise. Among the existing variety of enterprise strategies, marketing strategy plays a rather important role. Many scientists attribute it to functional strategies, but in fact it covers all levels of strategic planning in an enterprise [51].

Marketing strategy is an integral part of the overall corporate strategy. It determines how the company can better use the available resources in order to achieve sales growth and profit growth in the long term. This strategy is included in the marketing plan and is descriptive in nature, in which specific actions are not developed, but only their general direction is set. In general, the marketing strategy of an agricultural enterprise means the creation of a scheme that allows you to achieve key business goals, as well as the practical implementation of proposed measures in the field of marketing. If the strategy is created within the framework of general planning,

then it reflects the main directions of activity of the agricultural enterprise in the market. It is mainly about interaction with competitors and with the client audience.

The formation of the marketing strategy takes place under the influence of various factors. Among them: the current goals of the organization, its state in the industry, the amount of available resources. It is also necessary to assess the market prospects of the agricultural enterprise and take into account the possible activity of competitors.

The main goals of the marketing strategy are:

- attracting more customers and increasing the number of orders in order to increase the level of product sales;
- offering goods or products at more attractive offers for the target audience;
- ensuring the growth of the profit of the agricultural enterprise;
- coverage of the widest possible segment of the market with its products, goods or services;
- occupying a leading position in the selected segment [52].

Marketing management is the process of planning and implementation of pricing policy, promotion and development of ideas, products and services, aimed at carrying out an exchange that satisfies both individuals and the firm. It also aims to solve the problems of the firm's influence on the level and structure of demand in a certain period of time, to determine the optimal ratio of supply and demand, so that the firm achieves its goal [53]. In essence, it is the management of supply and demand and is carried out when one of the parties to a potential exchange develops and uses the means of achieving the desired action. Marketing management can be carried out from the positions of five approaches, which are shown in fig. 2.



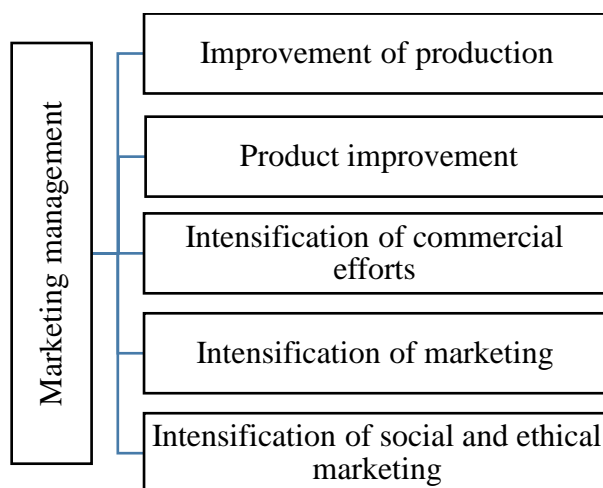


Fig. 2. Approaches to marketing management

*Source: generated by the authors*

Management of marketing activities at the enterprise is a system of various types of activities that represent a wide range of measures of a strategic and tactical nature, interconnected and aimed at the effective implementation of the enterprise's market activities and the achievement of its main goal – meeting the needs of consumers of goods and services and obtaining on this basis of the greatest profit. This concept takes into account the complexity of the marketing management process, its purpose and essence, it emphasizes the systemic nature of this process, because marketing management must be carried out systematically and comprehensively.

The modern economy is characterized by high dynamism. Accordingly, only the most flexible marketing strategy can be successful, which can be quickly rebuilt taking into account any changes in the market. It is less likely to develop such a plan that would be effective regardless of which enterprise uses it. In each specific case, all directions of the operation of an agricultural enterprise must be developed individually, taking into account the field of activity, the characteristics of the goods, products or services promoted on the market [54, 55].

Unfortunately, the market and modern marketing strategy is used by a small number of agricultural enterprises, in particular, these are large enterprises and agricultural holdings. In general, the majority of agricultural enterprises in their activities applies a production or commodity marketing strategy. The use of a sales

marketing strategy in agricultural enterprises of Ukraine is considered quite a success.

Each enterprise has the right to choose the marketing management concept that will ensure the achievement of the maximum efficiency ratio.

The theory of marketing recognizes several basic concepts that developed as the economic situation changed (Table 1):

- production;
- commodity;
- sales;
- traditional;
- social and ethical marketing;
- the concept of interaction marketing.

*Table 1*

Basic concepts of marketing

Production concept of company marketing	
Key concept idea:	Increasing the volume of production of existing items.
Tools:	Cost of production, productivity.
Main goal:	Optimization of production – sales growth – increase profits.
Commodity marketing concept	
Key concept idea:	Development and production of good quality goods.
Tools:	Commodity policy.
Main goal:	Development of new product items and modification of existing products.
Sales marketing concept	
Key concept idea:	Increasing sales channels.
Tools:	Sales policy.
Main goal:	Improving the efficiency of sales of goods through marketing activities for the sale of goods.
The concept of socially responsible marketing	
Key concept idea:	Production of goods that meet existing needs, taking into account the requirements and restrictions of the company.
Tools:	Complex Product Price Place Promotion. Research of needs, needs and expectations of the consumer. Study of social and environmental consequences of production and consumption of goods and services.
Main goal:	Satisfying the needs and demands of customers while preserving human, natural, energy and other resources without causing great harm to the environment and humanity as a whole.
Relationship marketing concept	
Key concept idea:	The activities of the organization should be aimed at long-term cooperation, taking into account all the nuances of the relationship with customers and partners.
Tools:	Complex Product Price Place Promotion. Marketing system of interaction.
Main goal:	Establishing long-term mutually beneficial relationships with market participants in the business process

*Source: generated by the authors according to [56, 57].*

Each of the listed concepts has its own specificity and priority areas of activity. Changing the emphasis of marketing policy depends on market fluctuations and the state of affairs within the company.

The production improvement concept states that consumers will favor products that are widely available and affordable, and as a result – the company should focus its efforts on improving production and increasing the efficiency of the distribution system. The application of this concept is suitable in two situations: when the demand for the product exceeds the supply and when the cost of the product is very high and it is necessary to reduce it, for which it is necessary to increase the productivity.

The concept of product improvement states that consumers will favor products that offer the highest quality, best performance, and properties, so a company should focus its efforts on continuous product improvement. The negative point of this concept is that consumers do not actually satisfy the need for a specific product.

The concept of intensification of commercial efforts states that consumers will not buy a company's products in sufficient quantities unless the company makes sufficient sales and promotion efforts. The field of application of the mentioned concept is the promotion of so-called passive demand products (insurance, encyclopedic dictionaries, etc.) to the market.

The concept of marketing states that the key to achieving an organization's goal is to identify the needs of target markets and provide the desired satisfaction in a more efficient and productive way than competitors.

Orientation in this concept goes to the needs of customers. The concept of socio-ethical marketing states that the task of the company is to establish the needs and interests of the target markets and ensure the desired satisfaction in more efficient and productive ways while simultaneously strengthening the well-being of the consumer and society as a whole. This concept tries to resolve the contradiction between meeting the true needs of customers and their long-term well-being.

The main principles of marketing management at the enterprise follow from the mentioned approaches, which are shown in fig. 3.

These principles determine the specific areas of activity of agricultural

enterprises carried out within the framework of marketing, the content and direction of its main functions, which are characterized by evolutionary development.

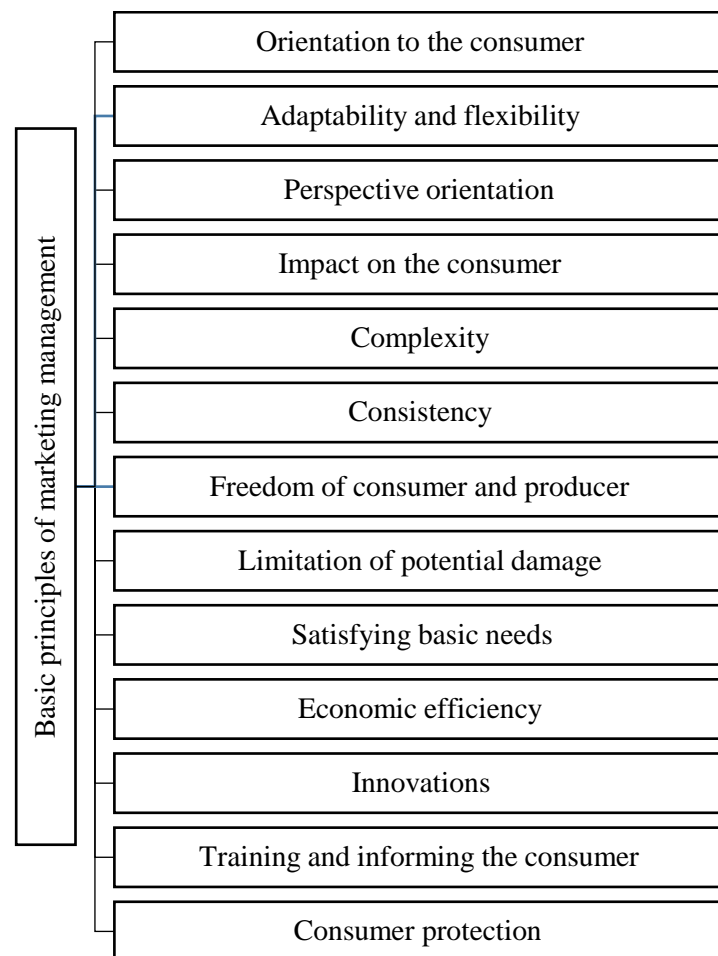


Fig. 3. Basic principles of marketing management in an agricultural enterprise

Source: generated by the authors

The general functions of marketing management at the enterprise are:

- analysis;
- planning; planning;
- organization of execution;
- control.

The specific functions of marketing management at the enterprise are:

- development of the goals and objectives of the enterprise, the main strategic principles of its activity;
- development of enterprise strategy, definition of markets;

- product planning;
- preparation of procurement plans for material and technical resources;
- formation of a production plan;
- planning and implementation of a complex of marketing communications;
- formation of distribution channels;
- formation and implementation of price policy;
- financial support planning;
- selection of employees;
- formation of the marketing activity management structure;
- formation and implementation of the system of managerial influences;
- organization of collection and processing of marketing information.

In general, a schematic model of marketing activity can be presented as shown in Fig. 4.

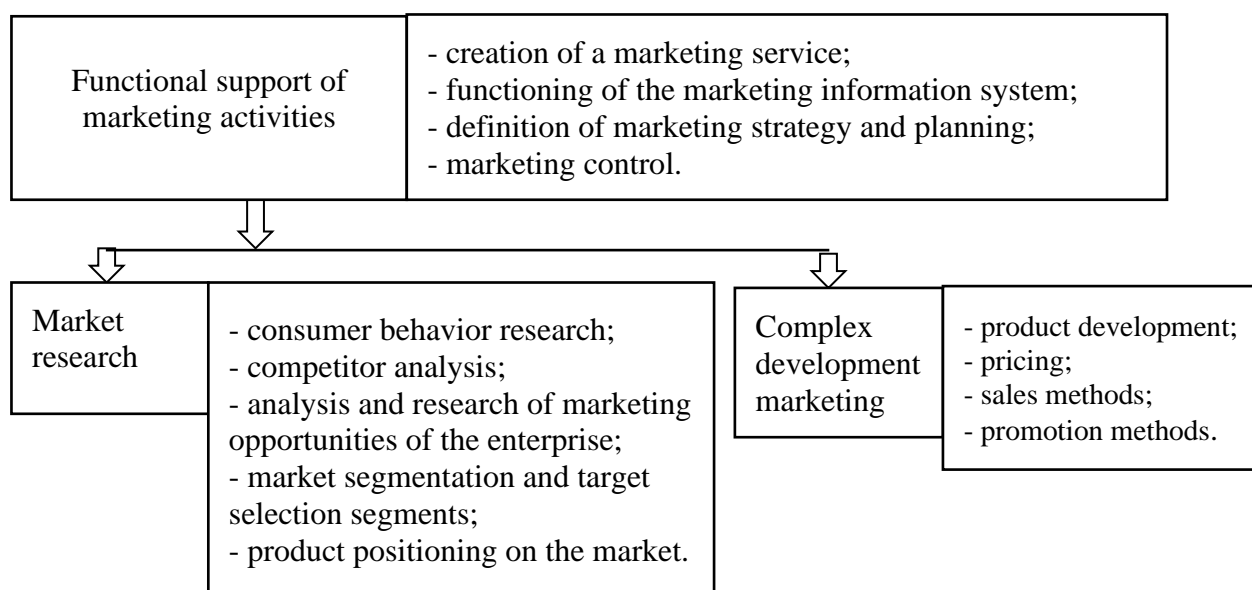


Fig. 4. Model of marketing activities

*Source: generated by the authors according to [46, 60].*

The marketing activity of an agrarian enterprise always begins with a comprehensive market research, because it is focused on meeting the needs of consumers. In the course of this research, the behavior of consumers, their tastes and preferences, needs, consumer preferences, motives that encourage them to buy goods are studied, and this allows the enterprise to satisfy their needs as best as possible.

Market research also involves studying and forecasting the demand for the product, analyzing the prices and products of competitors, determining the market capacity and the company's share in it. Such an analysis helps to assess market opportunities and determine an attractive direction of marketing activity, in which the company can gain competitive advantages.

At the same time, the company is looking for its potential customers, whose needs the company seeks to satisfy. At the same time, they use a very important marketing technique – market segmentation, that is, the division of consumers into groups based on the difference in their needs, characteristics and behavior. If the company has correctly chosen the market segment for further cooperation, it means that it has found its "niche" in the market.

After that, it is necessary to position the product on the market, that is, to clearly define how the product of this enterprise will differ from the products of competitors, thanks to which characteristics it is possible to gain competitive advantages in the minds of potential consumers. Having made a decision on product positioning, the company can start developing a marketing mix. This is one of the fundamental categories of modern marketing. Its most important elements are the marketing complex – the so-called "4Rs": product, price, place, distribution or delivery, promotion [57].

Then the development of the marketing complex of the enterprise is carried out, that is, the product, pricing, sales methods and channels, methods of promoting the product on the market.

The final stage of the marketing management process is the evaluation of marketing activities (Table 2).

The efficiency of marketing activity is determined: economic (total profit obtained and per unit of product, sales price level, volume of sold goods, sales costs, sales promotion, advertising, propaganda, service efficiency and labor productivity of marketing employees) and social. Based on the results of the evaluation, a conclusion is made about the expediency of using the service in the future or improving it (partially, radically).

Table 2

A system for evaluating the effectiveness of marketing management at agro-industrial complex enterprises

Effectiveness of management of functioning	Commercial direction of the directors	Directors' focus on customer demand
		Skill level and speed directors' response
		The level of understanding of the problem by directors
	Commercial orientation of workers	Everyone's market research attitude structures
		The possibility of workers' turnover
		The presence of "loyalty to the company"
	Cooperation of directors and workers	The level of separation of management work from the work of the staff
		Progress of problem solving
	Link to the development of the management complex in external environment	Correct sequence in the process "realization - purchase"
	Performance of destination management	Strategy
Ways of market analysis		
Periodicity of market analysis		
Involvement of system paths in planning market research		
Information research activity market		
Systematization		The nominal structure of the research unit market
		Qualification of employees of the unit
		Relations of the above division and all involved in production
Promotion		Options for encouraging employees of the unit to market research
		he identity of the needs of the enterprise and private needs of employees
Supervision		Specificity of performance requirements market research
		Periodicity of supervision.
Effectiveness of needs management	Product management	Creating diversity
	Management implementation	The presence of ways of implementation
	Cost management	Ways of setting the cost
	Asset management	Attracting funds
The purpose of the means		

Source: generated by the authors according to [60, c.19].

The continuous development of marketing is facilitated by the constant emergence of new ideas and trends in this field. Although countries with a developed market economy have accumulated rich experience in the practice of using marketing in the activities of enterprises, it should be taken into account that it is one of the most

dynamic branches of agricultural activity. Trends in the development of the modern market are of particular importance for the evolution of marketing, this is the growing importance of the following areas:

- quality, prices and consumer satisfaction;
- building relationships with consumers and maintaining them;
- management of business processes and integration of management functions;
- global thinking and planning of local markets;
- strategic alliances and networks;
- industries with high technologies;
- marketing services;
- direct and online marketing;
- ethics of marketing behavior.

To successfully master marketing, you must adhere to the following conditions:

- organization of training of managers and specialists in basic methods and tools;
- training of relevant personnel;
- creation of personnel potential of marketers-professionals;
- building the necessary organizational structure (special marketing services);
- creation of scientific and material support for marketing research;
- high level of implementation of marketing elements;
- incentive mechanism for reorientation to marketing.

The application of marketing largely depends on the form of ownership and the specifics of the management organization of a specific enterprise. Private, leased, joint-stock organizations respond more quickly to market requirements, have great opportunities for independent decision-making on interconnected elements of the marketing complex: nomenclature, output volume, price, product distribution channel, sales promotion and other things that are organically necessary for the development and implementation of marketing policy. In our country, the application of marketing as an integral concept of market management is not very widespread. The use of groups of interconnected methods and means of marketing activity, as well as individual elements of the marketing complex, is widely used.



The successful operation of an agricultural enterprise depends on the flexibility of the management system. Management that does not keep up with dynamic changes within the enterprise and in the external environment leads to the "death of ideas" and makes the enterprise incapable of adaptation and further development. An organization that tends to adapt also needs a new management technology, leadership with the appropriate qualities, which in modern science are called "leaders' ability to transform." Therefore, the management and organization of business processes of Ukrainian enterprises today should be based on the principles of marketing and management.

It is worth considering the dynamics of the number of agricultural enterprises in Ukraine (Fig. 5).

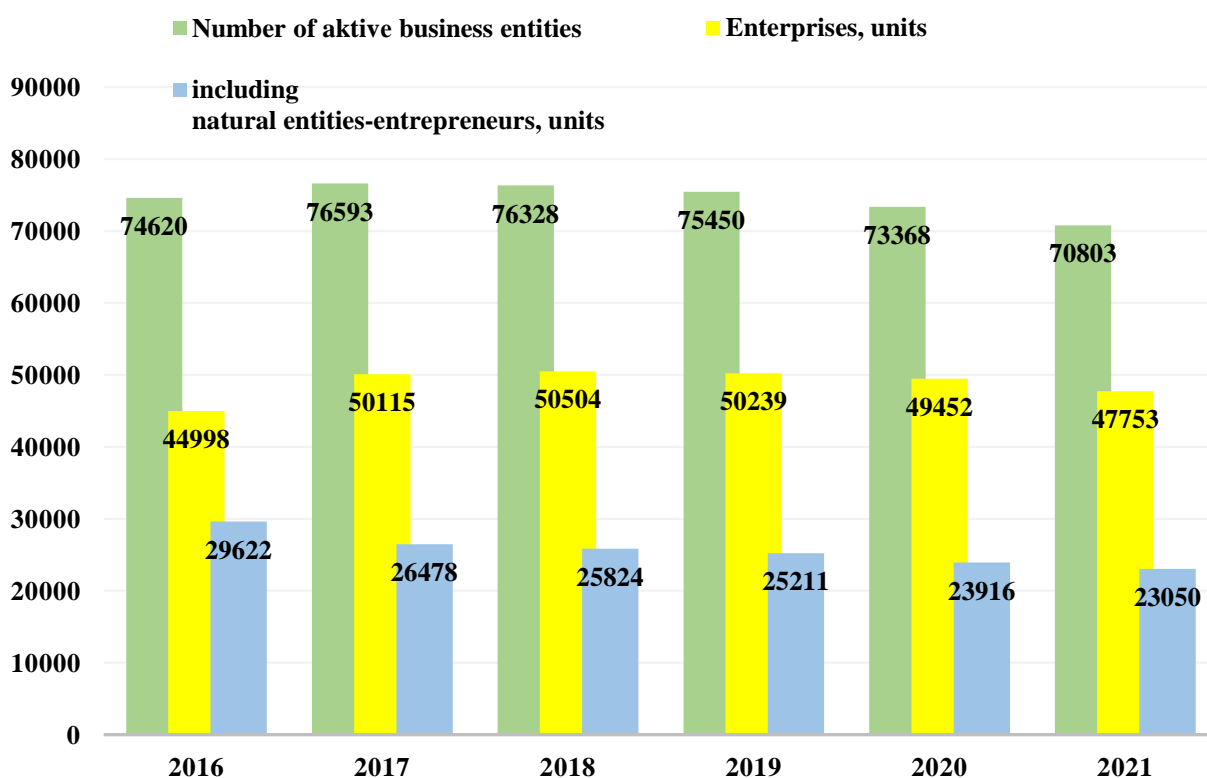


Fig. 5. Dynamics of the number of agricultural, forestry and fishing enterprises in Ukraine, 2016-2021.

*Source: calculated by the authors according to [58].*

Based on the results of the study of the dynamics of changes in the number of agricultural enterprises over five years, we can note that in 2016-2017 there was a significant increase of 5117 enterprises, but in the same period we also observe a

decrease in the number of individual entrepreneurs by more than 3 thousands. Since 2018, there has been a clear decrease in the number of active agricultural, forestry, and fishing entities by 5,525 units, in particular, the most negative trend is observed in the number of individual entrepreneurs by 2,774 units. It is also worth emphasizing that in the period under study, the number of individual entrepreneurs in this industry has maintained a stable negative trend, in particular, in 2021, by 6,572 units, compared to 2016. As for agricultural, forestry and fishing enterprises, their dynamics did not change unambiguously, in particular, stable growth was maintained up to and including 2018, but in 2019-2021 their trend had a negative value, but in 2021 their number was still greater for 2755 units, compared to 2016.

One of the factors in the decrease in the number of enterprises, including agricultural ones, both in Ukraine and in the world as a whole, was the COVID-19 pandemic. The main challenges in this period were: a general decrease in the purchasing power of the population; quarantine restrictions regarding the simultaneous stay of a certain number of workers in commercial premises; quarantine restrictions on the functioning of agricultural markets; complication of the logistics of agro-industrial complex products; lack of proper support from the state, etc. A significant number of enterprises that did not have sufficient financial reserves were forced to stop their economic activities, while other enterprises were forced to be in a constant struggle for the opportunity to "survive" and minimize the loss of their competitive advantages in the target markets.

The military aggression of the Russian Federation against Ukraine became even more destructive for Ukrainian enterprises of all sectors, the final consequences of which are still too early to summarize. However, the consequences that have already been officially recorded indicate that a large number of enterprises have lost, partially or completely, their capacities and resources due to armed aggression and the occupation of some territories of our country and entrepreneurs in order to preserve their business, the ability to work, support the population and the economy of the country, are forced to move their business to more or less safe regions of Ukraine [59].

In modern business conditions, marketing management and planning are of great importance. It gives managers a number of advantages:

- stimulates them to constant perspective thinking;
- leads to clearer coordination of the firm's efforts;
- leads to the establishment of activity indicators for further control;
- forces the firm to clearly define its tasks;
- makes the company more prepared for rapid changes;
- more clearly demonstrates the interrelationship of the duties of all officials.

This formulation of the planning problem makes it possible to quickly adapt to new economic conditions on the market. Knowledge of marketing is mastery of market language [60].

But in each region there are a large number of economic structures that do not have marketing specialists. An entrepreneur is his own director, marketer, accountant, etc., he simply cannot contain such a number of specialists, so he will use the services of special consultants. Factors that strongly influence the management of marketing activities are the age composition of employees, the level of their education, material and moral stimulation, which affects the attitude to work. Each of the local groups has specific needs that must be taken into account in the practice of developing marketing plans [60].

An agrarian enterprise that implements management of marketing activities in its activities provides, thanks to this, for itself:

- the target orientation of the market activity of the agricultural enterprise, which is related to meeting the needs of society and individuals;
- the competence of marketing activity, which is manifested in the organization of the technological process from the design of the product to its consumption;
- maximum approximation of the range of market needs and consumption conditions;
- analysis of the agricultural market, i.e. its potential, capacity, situation, demand, consumer behavior, company capabilities, competition, etc.;

- motivation: creation of appropriate material and moral incentives for employees in order to ensure that they fulfill their duties;
- control and analysis of the implementation of marketing activities.

The agricultural enterprise is influenced by suppliers, competitors and the external environment. All this determines the actions of the enterprise in the market of end consumers. Marketing research conducted by the company and its competitors helps to make informed decisions, to always be aware of events and changes in the consumer market. There is a continuous exchange of resources and information between the agricultural enterprise and the external marketing environment. In order to act effectively, the enterprise must, on the one hand, adapt to changes in the external marketing environment, and on the other – act on it [61].

As is known, the marketing macro-environment is a set of external parameters influencing the enterprise, which determine its performance of the production function, the function of providing resources, and marketing functions. Under the macro environment, enterprises usually understand the system of economic relations between the enterprise and other macroeconomic entities, which is realized through the stability of the political and legal spheres, the dynamics of consumer spending, the level of employment, the level of prices, the aggregate tax rate, etc. In particular, there are the following types of environment: natural, political and legal, economic, demographic, moral and ethical values, customs, beliefs, traditions. The excessive tax burden, the deterioration of the demographic environment, the strengthening of requirements for the greening of products and the growth of consumer demand for products with additional useful properties, the unstable economic condition of the country cause enterprises to choose mainly not growth strategies, which are simply unrealistic to implement under the existing conditions, but maintenance strategies ("survival ») conditions of unfavorable macro-environmental factors and existing threats [62].

According to the modern concept of the orientation of the enterprise's trade and sales activities to the market, to the specific requirements of the consumer, the organizational and economic mechanism of the approach from the marketing side to the improvement of enterprise management should be a purposeful interrelated

interaction of the elements of production, supply, sales, finance and labor resources management with the defining role of marketing as a process that creates prerequisites for ensuring the satisfaction of the buyer's wishes by developing and offering the goods and services they expect. Therefore, organizational and economic links include elements of marketing and its features, which allows you to connect the capabilities of enterprises with the needs of the external environment, clearly responding to changes in the structure and requirements of the market.

The organizational and economic mechanism of the marketing approach to managing the company's activities is presented in fig. 6.



Fig. 6. Scheme of the organizational and economic mechanism of the marketing approach to the management of business entities.

Source: generated by the authors according to [60,63].

The essence of the marketing approach to the management of agricultural enterprises characterizes it as a complex system that allows you to connect the

capabilities of business entities with the needs of the market and achieve advantages in comparison with competitors. The orientation of enterprises towards the use of a marketing approach usually requires a change in the structure of their management. At the same time, the marketing department and its managers take the first place in the management of economic entities, which will determine the directions of activity of all other services in the future, including directly production [63].

Many agricultural enterprises are taking steps to reorganize or re-create the company's marketing system. Given that most businesses are in a difficult financial situation, it is usually recommended to start with actions that do not require significant costs.

Modern management tools for enterprise competitiveness – competitive analysis and benchmarking – should be used when developing promising management marketing solutions.

Competitive analysis reveals those features of the company's internal and external environment that have the greatest impact on the company's strategic vision and capabilities. Competitor analysis is a necessary part of any business plan, because it shows the company's competitiveness in the market and helps to develop a development strategy that will increase its competitiveness.

Benchmarking is an approach to business planning that involves a continuous process of evaluating the level of products, services, and work methods that discover, study, and evaluate the best in other organizations in order to use the knowledge gained in the work of one's organization. Thus, benchmarking is a method of using other people's experience, advanced achievements of the best companies, individual specialists to increase the efficiency of work, production, and improve business processes. In modern practice, there are various types of benchmarking:

- competitive – comparison of one's products, business processes with analogues of direct competitors;
- functional – comparing the efficiency of individual functions of companies of the same industry, not necessarily direct competitors;
- general – analysis and perception of advanced surveys of companies operating

in other industries;

- internal - comparison of the efficiency of work of different divisions of the same organization and implementation of the best work practices and business processes.

The analysis of the competitiveness of agricultural products, works, and services should involve studying the situation on the sales market, comparing the products produced with products of a similar profile produced by competing enterprises. There are various evaluation methods. For example, the parameters of competitor products can be divided into three groups: marketing, economic and technical.

In the table 3. Indicators for assessing the competitiveness of agricultural products are given.

It is advisable to assess the state of market competition by four competitive forces: direct competitors, potential competitors, buyers and suppliers. Characteristics of competitive forces acting on the market of agricultural products.

The change in the level of competition in the market of agricultural products is determined by the general state of the economy, changes in legislation, and the globalization of the agrarian sphere. The state of competition largely depends on the stage of the life cycle of the agricultural product market, which is determined by the following parameters: sales, profit, consumers, number of competitors, main strategic efforts of sellers, marketing costs, main marketing efforts, distribution of services, price.

The comprehensive method of assessing competitiveness allows to conduct a study of competitiveness at once on the entire market of agricultural products, that is, to compare the competitiveness of services with the goods of all competing firms. This technique is easy to use, based on open data and takes into account the opinion of consumers. The calculation includes:

- determination of consumer criteria (requirements) for agricultural products;
- assessment of product competitiveness based on consumer criteria;
- assessment of the competitiveness of the firm's marketing activities relative to competitor firms;
- conclusions about the real competitiveness of the product and determination of measures to increase it.

Table 3.

Indicators of assessment of competitiveness of agricultural products

Indicators	Characteristics
Marketing	
Social	Characterizes the conformity of products, works, services, demand of a certain purpose, corresponding to the structure of public needs. Characterizes the compliance of the service with the structure of needs.
Functional	Characterizes the use of products, robots, services for their intended purpose in accordance with the main function. These are indicators of versatility, performance of auxiliary operations, evaluate features of services at the stages accompanying the main function
Reliability in consumption	Characterizes reliability, durability, maintainability
Ergonomic	Determine the compliance of services with any ergonomic requirements. Characterizes the needs of customers in convenience, comfort consumption of products, works, services
Warranty term	Economic
Economic	
Cost price	An important qualitative and quantitative indicator that generally reflects all aspects of economic activity, its achievements and shortcomings. Cost is the basis for determining the lower price limit for products, works, services
Wholesale price	An important indicator for diagnosing the competitiveness of of services. The wholesale price is lower than the retail price because the unit costs are lower in wholesale.
Technical	
Technogenicity	Characterizes the ability to be included in the technological system with improvement of its characteristics.
Patent and legal indicator	It characterizes the degree of patent protection and purity of the product, expressed by the presence of various types of certificates.
Level	It characterizes the degree of saturation of the product design unified elements and is estimated by the unification coefficient.
unification	Determines the degree of human protection against dangerous and harmful factors and includes mechanical, electrical, chemical, biological, fire safety and explosion safety.
Safety of consumption	The degree of compliance of the product with the requirements of standards, reliability and long-term durability.
Level	It characterizes the preservation of the main parameters over time.

*Source: generated by the authors according to [48, 60, 63].*

The objective need to improve the marketing system exists in connection with the formation of the international marketing system, access to international agricultural markets, and the need to strengthen the position in the domestic market of agricultural products.



In order to speed up the process of entry of Ukrainian enterprises to international markets, it is necessary to determine the sectoral priorities of export activity and to provide effective state support to exactly those Ukrainian products that are promising for the world market. After all, it can be determined that one of the most urgent issues today is the country's inability to solve food security problems without the use of marketing. Improving the application of marketing in the agro-industrial complex is the most important condition for the development of market relations and increasing the efficiency of the activities of enterprises in the agrarian sector.

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