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# PECULIARITIES OF MARKETING ACTIVITIES OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

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## **1. Mechanisms of strategic management of marketing activities of agribusiness entities under martial law**

In modern conditions, the situation in the economic sphere of Ukraine is characterized by a high level of informatization and globalization of business, rigidity and dynamic changes in the nature of competition in the market of agro-food products. The environment of modern agribusiness is aggressive and unstable. But Ukraine was a leader in the international trade of sunflower oil, rape and barley and other agricultural products. Trade in agricultural products and foodstuffs brought Ukraine about 22 billion dollars annually. USA and accounted for 41% of all exports. However, the invasion of the Russian Federation into Ukraine led to corresponding negative changes in the functioning of enterprises in the agrarian sector of the economy. At the same time, there were significant changes in the economic relations between agricultural producers and processing enterprises, suppliers, and intermediaries: the system of stable relations with the processing sphere was destroyed, and the state order for agricultural products was canceled. Agricultural enterprises faced serious problems during the sale of the produced products and the purchase of the necessary means of production. They were forced to independently engage in planning, pricing, study of external and internal markets, tastes and preferences of consumers, evaluation of competitors' advantages, etc. That is, there is an urgent need to introduce a new management concept that will help adapt to market conditions and ensure the competitiveness of agricultural products on the domestic and foreign markets.

Adaptation of agrarian business to this environment occurs at the expense of managerial work in various areas, such as production, marketing, finance, personnel. In this activity, a key role is played by the marketing approach to management, which is focused on managing the production process from the standpoint of meeting the needs of consumers.

The multifunctionality of market activity, the presence of peculiarities in each specific situation and at each specific agricultural enterprise led to the formation of

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various approaches to the long-term management of agricultural enterprises in a dynamic and unstable market environment. Based on their own experience, the managers of agricultural enterprises, each personally, adapt the activities of their own enterprise and its management system to changing market conditions. At the same time, in the modern period, the majority of farmers have not yet decided on the strategy of their own behavior on the agri-food market, their activities are based on active measures only at the operational level. The lack of strategic management leads to the irrational use of forces and funds, to the general unmanageability of material and financial resources and their flows [1, p. 179].

The situation is emphasized by the constant strengthening of competition, primarily with foreign manufacturers. Such a situation requires a rapid and scientifically based response to changes in market conditions from domestic agribusiness entities. That is why there is a need to create and implement management mechanisms that will make it possible to perceive these changes, recognize them and ensure the appropriate adaptation of the production and commercial activities of agribusiness entities to market conditions on the basis of management, marketing and logistics.

Modern marketing is significantly related to the production activities of agribusiness entities, aimed at producing products that have a demand or bringing the entire set of resources of an agribusiness to the requirements and opportunities of the agrarian market for profit [2, p. 43].

Formation and management of the agricultural marketing system is a complex process that requires appropriate material, financial and labor costs. Agricultural marketing is characterized by systematicity, so the exclusion of at least one element can lead to inefficiency and even unprofitability of this activity. The biggest mistake in managing the marketing activities of an agribusiness entity can be the removal of its individual components from the marketing complex.

Marketing activity related to agricultural production is carried out at all stages of product creation, from the process of providing the necessary resources, direct production, to the process of procurement, storage, processing, transportation,

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wholesale and retail trade. But, first of all, marketing should be directed to the realization of the main goal – meeting the solvent consumer demand of the population in agricultural products [3, p. 303].

For an individual subject of agrarian business, the effectiveness of marketing activity is manifested in the increase in the volume of production of competitive products, preservation and improvement of quality, which contributes to the sale of goods at more favorable market prices, reducing the level of production and total cost. Farmers must clearly imagine the place of their own enterprise in the market and the prospects for the development of its production and marketing activities, i.e. develop a strategy, conduct production planning and create product programs that contribute to the satisfaction of consumer demand and obtaining profit, i.e. marketing management and the use of all available resources techniques for implementing these programs.

A dual and complementary approach is fundamental in marketing activity. On the one hand, there is a comprehensive and in-depth study of the market for agricultural products, consumer demand, the orientation of the production process to them, and the targeting of manufactured products. On the other hand, there is an active influence on the agro-food market and promotion of the formation of consumer demand [4, p. 142].

The market of agro-food products is characterized by certain features that originate from the features of the production of agricultural products in general. This is, first of all, the dependence of the supply of agricultural products on the seasonality of the production of agricultural crops, which creates restrictions on the ability of the farmer to control the quantity and quality of the final product.

Secondly, a significant volume of deliveries of poorly transportable and perishable types of agricultural products increases the need, on the one hand, for storage facilities with the appropriate temperature regime, on the other hand, for the shortest possible time for the sale of products. These measures are necessary to reduce the risk of heavy losses of the grown crop, and therefore to obtain stable profitability.

Thirdly, the concentration of consumption of agro-food products in cities, especially in large ones, makes it necessary to involve intermediaries engaged in wholesale and retail trade for implementation. The consequence of this is the loss of a

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certain share of farmers' income due to the transfer of part of the value of the final product to intermediaries.

Therefore, in the temporal dimension, marketing activity is a continuously renewed process of performing the same operations, which are in a strict sequence, aimed primarily at the formation of the volume and assortment of products, which affects the process of planning, organization, coordination and production management in order to meet consumer demand.

The modern level of market relations dictates the need to rebuild the management system of agribusiness entities, brings new elements into management and thus ensures systematic work with the agro-food market.

It should be noted that the adaptation of the agribusiness subject to market conditions not only improves the efficiency of its activity, but also greatly affects the development of the country's agri-food market itself, and in general, the external environment of the agribusiness.

The position of the agribusiness subject in modern market conditions depends on many uncertainties of the changing external environment, with a lack of information about it. The result of this is the need for the development of the marketing information support system, the study of the external environment.

At domestic agricultural enterprises, in most cases, there is no comprehensive system of management of market activity, and marketing is implemented partially, mainly thanks to conducting research and sales activities, there is no use of methods for evaluating the effectiveness of marketing. This affects the overall efficiency of agricultural enterprises and the entire market as a whole.

The marketing activity management mechanism is a complete set of marketing tools aimed at increasing the effectiveness of the agricultural enterprise, its stability on the agricultural market, and maximum satisfaction of society's needs [5].

The methodological basis for evaluating the effectiveness of marketing activity is a systematic approach to the activities of agribusiness entities on the market, aimed at meeting the needs of consumers, while creating favorable conditions for ensuring the efficiency of all production and economic activities of an agro-enterprise [6, p. 44].



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The main elements of the market: conjuncture, competition, demand, pricing mechanism need to be studied in detail before the agribusiness enters the market, control of its positions according to the main indicators. Such indicators include sales, supplies, price, and inventory. They make it possible to determine the type (model) of the market.

When studying the market mechanism and its dynamics, it is necessary to highlight demand as an element that determines the process of changing the market situation. It is the primary indicator that causes the process of changing other elements of the market (Tab. 1) [1, p. 264].

Table 1

Market indicators

Indicator												Market
Supplies			Sales			Reserves			Prices			
growth	stability	decline	growth	stability	decline	growth	stability	decline	growth	stability	decline	
√				√	√	√			√			Stagnant
√			√				√			√	√	Developing
√	√		√	√			√			√		Stable
		√			√			√	√			Deficient

Source: formed according to data [1, p. 264]

The key factor affecting demand is the competitiveness of the product.

When forming marketing strategies aimed at improving product competitiveness, the creation of an optimal production program and provision of services should be considered [7, p. 351].

Based on the needs of the agro-food market, a preliminary determination of the structure of the production program of product release based on the criterion of maximum profit can be found using the objective function. The objective function is the profit received by the economic entity for a certain period.

The organization of marketing activities requires various cost elements from the agribusiness subject. It should be noted that these expenditure items must be covered by the growth of sales volumes and bring additional profit.

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The organization of the work of the marketing department of the agribusiness entity plays a decisive role in achieving the goals of the marketing activity of the agro-enterprise. At the same time, at the moment, there is no universal scheme for the implementation of marketing. Marketing services can be formed on different bases, as a rule, they are a commercial part of the enterprise's activities. At the same time, at enterprises that create specific products, these services can be an element of the technical sphere.

It should be noted that the formation of the marketing organizational structure of the agribusiness entity has a significant dependence on the size of the resources of the agribusiness, the specifics of its production and the selected sales channels, and on the existing management structure of the enterprise.

The importance of marketing services and the process of organizing their activities in agricultural enterprises are gaining more and more importance over the years [8, p. 143]. When forming the optimal structure of the marketing department, special attention should be paid to the size of the agribusiness entity and the breadth of its product range.

In market conditions, the lack of comprehensive approaches to the management of agribusiness activities determines the goal, the achievement of which occurs due to the solution of a set of tasks and the formation of mechanisms for improving the efficiency of agribusiness management based on marketing methods.

The study of the activity of marketing services of agribusiness subjects of the Vinnytsia region provides an opportunity to assert that, despite the diversity of enterprises and their specialization, it is necessary to form a unified approach to the organization of the activities of marketing services, which will help these services in creating typical methodical approaches to the use of marketing functions.

Analysis of the functioning of the marketing services of agribusiness entities showed that the problems of assessing the economic effectiveness of marketing activities are almost unsolved. An opinion was formed that the effectiveness of marketing measures is evaluated by determining the increase in sales volumes, besides, this is not a necessary condition for the effectiveness of these measures.

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As a result of research conducted on the marketing activity of the aggregate of agribusiness subjects of the Vinnytsia region, it was determined that the main reasons for the low efficiency of the marketing departments are caused by the problems of the lack of clearly formed marketing functions, the low qualification of marketers, the weak development of the marketing information subsystem, and the lack of understanding by farmers of the goals and tasks of marketing.

As criteria that reveal the potential of the marketing service of an agribusiness entity, indicators that characterize the efficiency of managerial work, the level of remuneration, personnel, the effectiveness of the information system, etc. can be singled out.

Deficiencies in the organization of activities of marketing services are to some extent caused by the low qualification of managers in the field of agricultural marketing and the unstable economic condition inherent in many enterprises of the agrarian sphere of the Odesa region. At the same time, the research provides an opportunity to state that in recent years, the marketing activity of agribusiness entities has a tendency to improve.

In the modern period, in many countries of the world, and in particular in Ukraine, along with the traditional systems of sales of agro-food products, new organizational and legal forms – vertical and horizontal marketing systems – are becoming widespread [9].

For farmers, the key point in the creation of horizontal agricultural marketing systems is that participation in them gives them the opportunity, along with the recovery of production, to navigate the production processes and have a guaranteed sale of their own products without the use of speculative intermediaries.

The formation of horizontal marketing systems in the agro-food market will provide an opportunity to maintain a favorable competitive environment, exclude unorganized intermediaries from the market, and ensure rational use of the production capacities of agribusiness entities and processing enterprises. The consolidation of production will contribute to the attraction of new investors, the growth of labor productivity and the reduction of costs, which, in combination with compliance with

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the mutual benefit of the partnership, will provide an opportunity to minimize the final price of products.

The agricultural marketing system has an impact on all stages of the movement of goods, from the moment of its production to the moment of its consumption. The priority is the need to integrate producers of agricultural products and processing enterprises due to direct partnership (without the intervention of intermediaries), which, first of all, allows to weaken the additional intervention of the state in the market of agricultural products.

In the conditions of the functioning of market relations, horizontal marketing organizations of the agro-food sector should be guided by both internal resources and market needs in matters of determining production volumes. Therefore, in our opinion, they need a new production management system that orients production to the interests of the consumer – marketing, which assumes the availability of knowledge about the markets of agricultural products, drawing up sales forecasts, and therefore production volumes, competent formation of the selling price of a specific type of product on a specific market, creation of a system of distribution of manufactured products and their promotion on the market.

Therefore, agrarian organizations need to choose such an organizational structure and (or) unit that will take on the solution of these issues, determine its status and conditions of interaction with other units of the organization.

Marketing services can function in the organizational and economic mechanism of an agrarian organization both as an independent production unit and as a component of each of the production units of an integrated marketing system, obeying a single leadership. If the marketing service is formed as an independent unit, then the organization of the work of its employees will be determined on the basis of one of the four principles or a combination of their elements [1, p. 253]:

- by sales territories (geographical);
- by types of products sold (commodity), when sales are handled by the heads of branches of the agricultural organization

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- chief agronomist, chief zootechnician, chief engineer, etc., and the head of the service is the head of the organization;
- by markets and groups of consumers (wholesalers, own trade network, processors, etc.) (market);
- according to the functions performed by the employees of the service (functional).

To decide what the marketing department in a horizontally integrated organization will be, you first need:

- adopt a certain concept of organization development;
- to determine the functions of the units and services included in it, including the marketing service, which will make it possible to implement the concept of agricultural marketing and eliminate the duplication of functions;
- choose a system for collecting marketing information about the state of the market, processing it to formulate goals (create your own structure or use the services of third-party organizations);
- to create a system of bringing the organization's plans to the responsible persons, providing these people with resources and powers.

The effect of applying certain elements of marketing is obvious: studying the market and drawing up sales forecasts, substantiating budgets and profits, determining financial costs will allow specialists to determine the prospects for the development of an agrarian organization: the structure and volume of production, the possibility of changing product ranges and terms of sale of products will allow improving the structure of production and management system and ultimately increase the profitability of the organization.

Constant control over the ratio of the level of costs and the volume of production of the enterprise and each individual type of product helps to find ways to reduce the cost price and increase profitability. Control over the quality of products needed by the consumer, creation of the external «image» of the product (processed products intended for the final consumer) allows to increase the sales volumes, and, therefore, the capital turnover.

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Competent selection of the selling price of a specific type of product, based on knowledge of the market, allows to increase its profitability and, therefore, the profitability of the agrarian organization.

The profitability of a horizontally integrated organization in the current situation is based, first of all, on ensuring highly profitable sales of products due to the competent selection of channels for its implementation. The criteria for the effectiveness of sales channels for the organization are the speed of movement of goods, the level of circulation costs, and the volume of sales [4, p. 143]. The efficiency of the chosen channel is higher, the shorter the time spent on bringing the product to the consumer; the lower the costs for these purposes, the greater the volume of sales and the resulting net profit. Therefore, the fewer intermediaries the organization has, the more it has to bear costs, because it is forced to create the necessary product stocks, ensure its storage, processing, sale or create its own trade network.

In modern conditions of globalization, when the basis of production stability is the constant satisfaction of market needs, the agricultural organization increasingly needs a management system that ensures the constant involvement of the primary producer in market relations. Therefore, it should focus on marketing, as an enterprise management system that orients its production to the needs of the market.

The problem of the sale of agrarian products forces the development of complex inter-branch and intra-branch production connections, ensures the need to improve the economic mechanisms of managing production, processing and sale of products.

The marketing service (department) should become the key regulator of market relations in the structure of the proposed marketing system, which determines the degree of adaptation of the agrarian industry to modern business conditions.

The marketing service of the integrated system in this aspect receives a set of management functions and solves a number of issues [10, p. 49]:

- creation of key areas of production improvement based on long-term, medium-term and special marketing and production programs; joining the implementation project of credit institutions, subjects of various forms of ownership, etc.;
- determination and formation of consumer needs in agricultural products and

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products of their processing; active advertising and creation of a positive image of agribusiness entities;

- study of trends in demand changes and provision of information on this by producers of agricultural products and processing enterprises;

- study of the expediency of using certain sales channels, identification of market quotas, certificates, licenses; control over the creation and movement of commodity stocks.

In general, the process of agrimarketing management of agribusiness entities is formed on the basis of four components: analysis of market opportunities, identification of target markets, selection of marketing measures and their implementation.

The essence of agricultural marketing management is the development of the organizational structure of the marketing service; formation and implementation of marketing programs; marketing situational analysis; strategic control of marketing activities; creation of a system for collecting and processing marketing information, which represents an integrated information process; planning the activities of agricultural enterprises in accordance with market development [11, p. 35].

Marketing strategy planning takes its final form in the form of a marketing program. Its structure in relation to agricultural production contains the following main sections: goals and objectives of the marketing program; regional and interregional market conditions; optimal business structure of the industry; effective product policy; methodology and method of product price formation; adaptive sales policy; program budget; control over the implementation of the marketing program.

Under the influence of specific external conditions (market conditions, etc.), the marketing program can be aimed at improving the final results of the production and sales activities of the agribusiness subject.

As part of the study of the sales promotion system, the effectiveness of contests, tenders, contacts with buyers, discounts and other means and techniques is studied. At the same time, the most difficult element of the analysis and development forecast is the determination of market demand for agricultural products and products of their

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processing. The complexity of this process is due to the fact that, along with the assessment of demand for them, it is also necessary to determine their components (product nomenclature), segments (categories of consumers), as well as obstacles to the development of demand of an institutional and social nature and their dynamism.

The structure of agricultural marketing is a specific combination of its basic elements (agricultural machinery, goods, price, implementation, advertising) to achieve the set goals. Positions regarding appearance, quality level, and possible volumes of sale are defined in relation to the goods. Measures related to the sale of products include the selection of sales channels, the need to involve intermediaries, etc. Measures related to price formation include the study of the general level of prices on the agricultural market, the range of prices, the analysis of the relationship between the price and the quality of products, the possible conditions for the sale of products (forms of payment and terms of payment).

The basic element of marketing activity in the field of agri-food products is the study of the conjuncture of regional, interregional and international agricultural markets. We suggest that the selection of sales channels, forms and methods of implementation be carried out sequentially in four stages:

The first stage includes a preliminary investigation of the state of regional, interregional and international agricultural markets with the aim of forming goals and establishing main tasks. The second stage involves determining basic indicators, collecting and processing actual data, studying the dynamics of the market situation.

At the third stage, an assessment of the actual state of the agricultural market is carried out, which involves the identification of deterministic trends, the determination of cyclical fluctuations in demand and supply, and the identification of random factors.

The fourth stage includes forecasting the state of the agricultural market, at the same time substantiation of the offer to enter a certain market segment is carried out, recommendations are developed for adapting the production structure, comparison of the capabilities of producers of agro-food products with the existing market demand.

The pricing process should be aimed at the stabilization and growth of agricultural production at rates that are faster than similar processes in industry in order



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to ensure the parity of trade relations. At the same time, it is necessary to take into account the need to implement general methodological principles of price formation: covering production costs and obtaining profit for extended reproduction; promoting the improvement of the quality of agricultural products and taking into account supply and demand factors [12, c. 170].

Representation of marketing as one of the interdependent components of the business processes of an agribusiness with the application of a process approach and the use of management techniques with a balanced system of performance indicators of business process tasks makes it possible to carry out agro-marketing activities more effectively.

Comprehensive effective management of various areas of activity is one of the main problems facing the management of powerful agricultural and processing enterprises today. One of the most relevant approaches aimed at overcoming this problem is the process approach to management. It provides for the division of agribusiness activities into processes and their management in order to achieve maximum efficiency of the agribusiness entity. When considering the process approach, the concept of «function» is usually involved, which makes it possible to consider this approach as process-functional [13, p. 74]. At the same time, due to the fact that not all functions form an output (product), in some situations it is impossible to give an assessment of the effectiveness of their implementation, in such cases, it can be argued that there are no control levers for this business process. The presented approach to the management of marketing activities of an agribusiness subject is based on the process-task technology of organization management, in which the unit of measurement of management is the «task».

Based on the principles of this approach, the business process «Management of agricultural marketing» is interpreted as a segment of activity that ensures the adaptation of an agribusiness subject to market conditions, which corresponds to the principles of separating business processes, and includes the segmentation and analysis of the agro-food market, the promotion of agrarian products [14, p. 74].

According to the principle of completeness, there is a complete set of business

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processes, an integral part of which is marketing; the principle of determinism – the boundaries and content of marketing activities are clearly defined; the principle of normalization – marketing tasks exist separately from the tasks of other business processes, but are interdependent with them; the principle of connectedness – the results of solving marketing tasks are involved in solving the tasks of other business processes; the principle of resource intensity – solving marketing tasks requires material, financial, labor and other resources; the principle of autonomy – there are certain limits to the influence of the «Agrarian Marketing Management» business process; the principle of productivity – the results of solving the tasks of marketing activity are important for the enterprise and can have a dimension; the principle of dynamism is the time dependence of solving the tasks of the business process «Agrarian Marketing Management» [15, p. 14].

Many marketing tasks are solved at every enterprise, so they can be combined into sub-processes. A business task is a component of a business process, which is a set of functions, due to the implementation of which input resources are transformed into output products in accordance with a solution algorithm using mechanisms.

Tasks of the «Management of agricultural marketing» business process:

I. Calculation of performance indicators of the «Agrarian Marketing Management» business process:

1. Segmentation of the agricultural market:

- selection of agricultural market segments;
- selection of target segments of the agricultural market;

2. Analysis of agricultural market segments:

- analysis and forecasting of target segments of the agricultural market;

3. Promotion of agri-food products and services by segments of the agricultural market:

A) Advertising and public relations:

- planning of advertising activities of agribusiness and public relations;
- placing an order for an advertising or public relations campaign;
- implementation of advertising and public relations campaigns;

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- accounting for the implementation of the advertising campaign plan and the public relations campaign;

- analysis of the effectiveness of advertising and public relations;

B) Dealer network:

- planning the development of the dealer network;

- organization of an optimal dealer network;

- accounting of the work of the dealer network;

- analysis of the effectiveness of the dealer network;

C) Adaptive methods:

- planning adaptive promotion methods;

- placing an order for the development of adaptive promotion methods;

- development of adaptive promotion methods;

- implementation of adaptive promotion methods;

- accounting for the implementation of adaptive promotion methods;

- analysis of the effectiveness of the use of adaptive promotion methods;

D) Interactive methods:

- planning the development of interactive technologies;

- forming and placing an order for the development of interactive technologies;

- design and development of interactive technologies;

- introduction of interactive technologies;

- accounting for the use of interactive technologies;

- analysis of the effectiveness of interactive technologies;

4. Development of goods by segments of the agricultural market:

- analysis of consumer properties of competitors' goods;

- forecasting of design parameters of agricultural products;

- primary design of agricultural products;

- cost analysis and economic substantiation of the production of project products

in the agrarian sphere;

- drawing up a business plan for the production and sale of project products in the agrarian sphere.

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According to this approach, each task should belong to one of the types (Tab. 2): analytical; technological; organizational; accounting. This distribution is due to the difference in the content and methods used to solve the task of each type.

Table 2

Tasks of the business process «Management of agricultural marketing» by classes

<i>Name of the task</i>	<i>Task class</i>
Calculation of business process efficiency indicators	analytical
Allocation of market segments of agricultural products	organizational, technological
Selection of target segments of the agricultural products market	analytical
Analysis and forecasting of target segments of the agricultural products market	analytical e
Planning of advertising activities of agricultural enterprises and relations with the public	analytical
Placing an order for an advertising or public relations campaign	organizational
Implementation of advertising campaign and public relations company	organizational, technological
Accounting for the implementation of the advertising campaign plan and the company in connection with the public	accounting
Analysis of the effectiveness of advertising and public relations	analytical
Planning the development of the dealer network	analytical
Organization of the optimal dealer network	organizational
Accounting for the work of the dealer network	accounting
Analysis of the effectiveness of the dealer network	analytical
Planning adaptive promotion methods	analytical
Placing an order for the development of adaptive promotion methods	organizational
Development of adaptive promotion methods	technological
Implementation of adaptive promotion methods	technological
Accounting for the implementation of adaptive promotion methods	accounting
Analysis of the effectiveness of the use of adaptive methods of promotion	analytical
Planning the development of interactive technologies	analytical
Forming and placing an order for the development of interactive technologies	organizational
Design and development of interactive technologies	technological
Implementation of interactive technologies	technological
Accounting for the use of interactive technologies	accounting
Analysis of the effectiveness of interactive technologies	analytical
Analysis of consumer properties of competitors' products	analytical
Forecasting design parameters of agricultural products	analytical
Primary design of agricultural products	technological

Source: formed according to data [14, p. 74]

Each assigned task requires its own individual executor, acting according to the principle of normalization of the organizational structure of the agribusiness entity. That is, for the effective implementation of business tasks of agricultural marketing,

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the organizational structure must be normalized, this means the allocation of one executor for each task.

Management of the marketing activity of an agribusiness entity is the management of the implementation of the tasks of the business process «Management of agricultural marketing» at various levels of operational, medium-term and strategic management. Operational management functions in the form of cycles of execution of business tasks in time and consists in the creation of operational requests and orders in case of correction of the work plan.

The beginning of the cycle is the performance of analytical tasks, as a result of which a plan is formed. Organizational tasks accompany the documentation that regulates the implementation of technological tasks. The set plans implement technological tasks and transform the obtained results into accounting tasks. The cycle of performing business process tasks includes: analytical tasks → organizational tasks → technological tasks → accounting operations [14, p. 77].

The concept of medium-term management is formed in the dynamics of solving certain cycles of tasks. It involves providing management influence on the process of implementation of agricultural marketing activity or an agricultural marketing project during several cycles of implementation of tasks.

Strategic management is implemented on the basis of medium-term management cycles based on strategic target indicators. Consequently, a hierarchy of indicators and managerial influence is formed. Evaluating the results of agricultural marketing activities is a difficult task, due to the fact that it is not always possible to quantitatively reflect the effect of marketing activities.

Effectiveness and efficiency are basic indicators when evaluating the marketing activity of agribusiness entities. These concepts are often used as synonyms, but they must be separated [16, p. 17].

Within the framework of the process approach, it is advisable to consider the effectiveness and efficiency of agricultural marketing without separating from the performed marketing functions, which must be classified by groups [12, p. 19]:

- analytical: conducting marketing research, analyzing the macro-environment

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and micro-environment of the economic entity, studying the product, segmenting the agricultural market, positioning goods and services on the agricultural market;

- production: organization and launch of new product production, product life cycle management, quality management. competitiveness management;

- sales: product policy, pricing, communication policy, organization of sales of goods, organization of service;

- management and control function: strategic and operational planning, formation of a marketing program, risk management, control of marketing activities, organization of communications, information support.

All functions are aimed at increasing the effectiveness of marketing, which directly determines the implementation of marketing goals, which in turn are the basis of the strategic goals of the agribusiness entity as a whole, as a result, the efficiency of the entire organization increases.

Thus, there is a direct connection between the performance of marketing functions, the effectiveness of agricultural marketing and the strategic goals of the entire organization. Marketing goals must correspond to the strategic goals of the agrarian enterprise, which are implemented through the implementation of a complex of marketing functions aimed at increasing the effectiveness and efficiency of the functioning of the agribusiness entity as a whole.

When implementing the goals and objectives of enterprises and organizations in the classic version, three business orientations are distinguished: «Production» (pushing the product to the market), «Marketing» (attracting the product to the market) and «Investment» (attracting investment) [17, p. 20]. The goals of marketing activity must necessarily be consistent with the general goals of the business entity, leading to the achievement of the effect, based on the implementation of marketing functions.

Let's examine the basic goals of the productive activity of the business entity depending on the chosen business orientation:

- 1) for the business orientation «Production»: increase in profit; increase in sales volume; increase in sales efficiency; increasing the profitability of sales activities;

- 2) improving promotion efficiency; market share growth; growth in the number

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of indicators characterizing agreements; attraction of a new client base;

2) for the «Marketing» business orientation: increase in sales efficiency and profitability; achieving and maintaining the company's competitive position on the market; increasing consumer loyalty; increase in the value of an intangible asset of the enterprise;

3) for the «Investment» business orientation: increasing the value of the brand; increasing financial stability; growth of business value; ensuring high indicators of investment attractiveness; staff qualification growth.

For each business orientation, a system of balanced indicators is created with defined perspectives grouped based on the goals of the business orientation. Prospects for business orientation «Production» are: product; relations with consumers; sales activity; promotion [18, c. 89].

For the «Marketing» business orientation, the perspectives will be competitiveness, activity efficiency, capitalization indicators, intangible assets, and for «Investment», the main perspectives are investment attractiveness, business value, financial condition, personnel.

In order to determine the factors that reveal the need to create a methodology for managing the effectiveness of marketing, a study was conducted of 55 agricultural enterprises of the Vinnytsia region, which confirmed the assumption that the majority of enterprises (85%) belong to the business orientation «Production», 10% – to «Marketing», 5 % – to «Investment».

The distribution of indicators by level of importance (sales volume, dynamics of changes in the agricultural market share, profitability of sales, intangible assets, capitalization indicators, indicators of the efficiency of capital use, indicators of financial condition, business value and investment attractiveness) made it possible to establish that the first cluster includes sub-agribusiness entities with the business orientation «Production», to the second – «Marketing», to the third – «Investment».

After analyzing the obtained results in combination with the analysis of external open sources of information, it is possible to single out the factors that determine the need to develop a methodology for managing the effectiveness of agricultural

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marketing activities:

- 1) underfunding of agricultural marketing;
- 2) competition from foreign campaigns, the problem of import substitution;
- 3) low level of competitiveness of domestic agricultural enterprises;
- 4) weak consideration of consumer interests, lack of a client-oriented agribusiness model;
- 5) lack of employee motivation system;
- 6) lack of self-determination of agribusiness;
- 7) lack of feedback and support from the manager.

Competition, the growing dynamism and complexity of the development of the agricultural products market indicate the need for the formation of a methodology for managing the effectiveness of agricultural marketing activities.

The method of managing the effectiveness of agricultural marketing activity based on a system of balanced indicators is presented, which makes it possible to implement actions in stages, which are necessary for evaluating and increasing the effectiveness of agricultural marketing:

Stage 1. Determination of the goals of managing the effectiveness of agricultural marketing in the activity of the agribusiness subject. At the first stage, bottlenecks in management are identified, strategic goals are developed that correlate with the marketing concept of agribusiness. Such goals are realized through: improvement of the marketing system of the agribusiness entity; increasing the level of marketing investments; objective assessment of agricultural marketing activity; growth of staff involvement and motivation.

Stage 2. Analysis of the enterprise's marketing activity. A systematic approach is inherent in marketing, which consists in the fact that when analyzing the activities of agricultural enterprises, the internal and external environment should be considered in a close combination and relationship [6, p. 44].

Stage 3. Determination of the business orientation of the enterprise. At this stage, the business orientation of the agricultural enterprise is chosen («Production», «Marketing», «Investment»). The basic indicators for the «Production» business



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orientation are: sales volume; amount of profit; profitability of sales; implementation efficiency; promotion efficiency; indicators characterizing concluded agreements; dynamics of change in market share, etc. For «Marketing» business orientation – sales efficiency and profitability; consumer loyalty; capitalization indicators; estimation of the value of an intangible asset of the enterprise, etc. For the business orientation «Investment» – the competitive position of the business entity on the market; dynamic indicators of changes in business value, etc. In order to study business orientation based on the presented indicators, it is necessary to apply cluster analysis.

Stage 4. Determination of strategic goals of the enterprise. The strategic goals of agricultural enterprises are characterized by: scope of activity; directions of prospective development; access to new sales markets; quality of manufactured products or services provided; consumer satisfaction; improving the level of service, etc.

Stage 5. Formation of the customer database. Based on the strategic goal of the agribusiness entity, a database of indicators is created to which the organization's activities are primarily directed. Among such indicators, the following can be distinguished: volume of profit; sales efficiency; sales volume; profitability of sales; promotion efficiency; consumer loyalty; dynamics of changes in market share; change in the degree of market risk; the value of an intangible asset; indicators of brand value; capitalization indicators; indicators of financial condition and changes in business value; indicators of investment attractiveness; indicators of the personnel level of the economic entity, etc. [19, 20, p. 83].

Stage 6. Development of a balanced system of marketing information indicators. Implementation of the methodology requires an algorithm for the development of a balanced system of indicators of marketing information and the identification of the basic stages of development and implementation of a system of balanced indicators of marketing information.

Stage 7. Calculation of the integral indicator of marketing performance management. On the basis of a balanced system of indicators of marketing activity, it is necessary to calculate an integral indicator of marketing effectiveness management, to identify the level of use of each marketing tool (prospects) and to determine the final

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indicator showing the degree of effectiveness of marketing activity and the main components that require increased attention to ensure the growth of the marketing effectiveness of an agricultural enterprise [21, p. 176].

Stage 8. Evaluation of the effectiveness of marketing activities. Harrington's scale [22, p. 68], which makes it possible to determine the level of marketing effectiveness.

Stage 9. Recommendations for increasing the effectiveness of marketing activities. At the final stage, proposals are made to increase the effectiveness of marketing activities.

In order to improve the activities of enterprises in the market of agricultural products, it is advisable to distinguish between two types of marketing strategy: adaptive and innovative. Today, priority should be given to innovative strategy.

Innovative marketing strategy is an element of the company's activity strategy, which is a set of strategic decisions aimed at continuous improvement and introduction of new types of products, as well as forms and methods of their promotion and sales, which change the rules of the game on the market and generate significant value for the company.

Diversification is a way to implement an innovative marketing strategy. The relevance of diversification is due to the fact that this strategy provides the producer of agricultural products with competitive advantages in the competition with domestic and foreign producers of similar products, and also allows the enterprise to integrate into the market space. This is due to the fact that, in the conditions of competition, the company seeks to establish its position on the market and tries to respond in time to changes in the situation.

A balanced system of indicators considers the marketing strategy of an agrarian organization in the form of goals grouped by five equivalent components: financial; client; component of internal business processes; training and development component; decomposition model of the intra-economic system. With the use of a balanced system of indicators, a strategic map of the marketing activity of the agricultural enterprise was formed.

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**Conclusions.** Management of the effectiveness of marketing activity is an integral component of the successful development of a modern agricultural enterprise, which requires constant adaptation to the changing conditions of the competitive market. Despite the war and large-scale destruction, agriculture is unlikely to lose its status as one of the leading branches of the Ukrainian economy. However, today's conditions require agrarian enterprises to direct their development to the future with an orientation towards meeting the needs of consumers by more effective means than competitors. It is due to successful marketing that the necessary conditions for the sustainable development of an enterprise in the agrarian sector are created.

The proposed system of indicators for evaluating the effectiveness of marketing activity, which takes into account the business orientation of the agricultural enterprise, according to which the complex of marketing functions, oriented towards the achievement of strategic goals, taking into account the available resources, is optimized. The latter makes it possible to expand the boundaries of the system of balanced indicators: in addition to the existing perspectives (finances, customer relations, business processes, training and growth), a set of perspectives dynamically formed on the basis of an object-oriented data model is used depending on the business orientation of the enterprise.