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

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**Lohosha R., Mazur K., Hontaruk Y., Babyna O., Babyn I., Belkin I.,
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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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3. Improvement of the mechanism of analysis and planning of marketing activities of agro-industrial complex enterprises in the field of foreign economic activity in the conditions of European integration

Planning of marketing activity is an integral component, on the one hand, of the general system of enterprise planning, and on the other, of the system of its marketing functions. Constant attention to this problem on the part of both specialists-practitioners and scientists confirms its importance as a factor in the effectiveness of marketing activities. The fact that a thoroughly developed marketing strategy, which takes into account the objective conditions of the external environment and the capabilities of the enterprise regarding the adequate implementation of planned activities, can significantly contribute to strengthening the competitive position of the enterprise in the market environment does not need special argumentation. In this regard, the improvement of the methodological foundations of marketing planning should be considered as a reserve for increasing the competitiveness of the enterprise.

Despite the fact that the issues of methodological and methodical support are well covered in domestic and foreign scientific sources, our research shows that in practical terms the marketing planning system at many agricultural enterprises is still far from perfect. This is explained by many reasons, but the leading place among them, in our opinion, is the inability of the management of the company and the personnel of the marketing service to give marketing planning the necessary strategic orientation. The formation of strategic marketing is envisaged by us as a natural and inevitable direction of transformation of the role of marketing activity. The content of strategic orientation, which is a sign of a new methodological approach to the organization of the marketing planning system, consists, in our opinion, in the orientation to ensure sustainable competitive advantages of the enterprise.

Sustainability of competitive advantages ensures their long-term nature due to the inability of competitors to imitate them. Competitive advantages cannot be considered permanent if competing enterprises can recognize relevant organizational, economic, technological changes and use them with the same efficiency.

The survival of the enterprise under the conditions of constant aggravation of the competitive struggle and the growing dynamism of the market situation is possible only if, thanks to the unique features of its resource base, it occupies a specific market niche in which this enterprise can most effectively satisfy the needs of consumers. In particular, the agricultural enterprises of the Vinnytsia district of the Vinnytsia region, in addition to mass products designed for the mass consumer, based on our recommendations, started developing narrow specialized market niches of the organic products market.

General methodological approaches to the organization of the marketing planning system are presented in the table. 1.

Table 1

Methodical stages of marketing planning

Stage	Content
1. Goal setting	Establishing the company's mission, short-term and long-term goals
2. Analysis of the situation	Conducting a marketing audit, SWOT analysis, substantiating the assumptions on which the developed plan is based
3. Development of a marketing strategy	Determination of marketing goals and development of measures to achieve them, forecast and evaluation of their effectiveness, identification of alternative courses of action
4. Organization of implementation and monitoring	Financial support of the marketing strategy, development of detailed short-term marketing plans, organizational support and control of the effectiveness of measures

Providing a strategic direction to these measures will involve providing a comprehensive orientation to their identification, substantiation, maintenance and use of the unique resource capabilities (competencies) of the enterprise

The system of strategic marketing planning should be aimed at maintaining sustainable competitive advantages in the conditions of dynamic changes in the marketing environment. Our research allows us to identify the main areas of changes in the marketing environment of agricultural enterprises, which dictate the need for constant revision of their marketing strategy:

1. In terms of dynamics, the market of agricultural products has not changed significantly over the past 10 years.
2. There were changes in the technological provision of agrarian production: in

addition to producers using traditional technologies for the production of agricultural products, producers producing products using intensive production technologies of better quality appeared.

3. There have been no significant changes in the life cycle of the agricultural products market – it is a mature market with stable consumption volumes.

4. There were changes in the behavior of consumers: which were significantly differentiated by the level of income. Low-income consumers prefer products with the best price-quality ratio. Consumers with high and middle incomes are willing to pay more for high quality products.

Thus, our research allows us to generalize the main types of such changes and identify the tasks that arise in this context before the system of strategic marketing planning (Table 2).

Table 2

Ways of adapting agricultural enterprises to changes in the marketing environment

Sphere of change	Content of the change	Directions of marketing activity
The dynamics of the market environment	Reduction of planning time horizons; reduction of the production life cycle; instability of consumer tastes	Increasing the aggressiveness of marketing activities; acceleration of the pace of development of new types of products; increasing the reliability of market forecasts; optimization of price and communication policy
Technology	Increasing the flexibility and efficiency of production systems; development of new materials; expansion of automation possibilities; increasing the importance of product quality	Transition to micro-segmentation strategies; transition from marketing of one-time transactions to marketing of long-term relationships; deepening the focus on the priority satisfaction of consumer needs
Market maturity	Decrease in profitability; growth slowdown; the occurrence of excess capacities; increased competition	Development of new types of products; access to new segments of existing markets and new markets
Consumer behavior	Strengthening requirements for product quality; deepening of information; concentration of purchasing power; reducing the predictability of behavior	Search for information on new consumer needs and appropriate modification of marketing strategies; formation of a multi-channel product distribution system
Globalization of markets	Increasing competition; decrease in profitability; expansion of markets; deepening the alternativeness of consumer choice; growing variety of consumer needs	Update and restructuring of production systems; formation of a multi-focus orientation to meet consumer needs; increasing the aggressiveness of marketing activity

Summarizing the experience of marketing activities of agricultural enterprises makes it possible to formulate a set of methodological principles aimed at ensuring high efficiency of strategic marketing planning.

We consider the first of such principles to be oriented towards ensuring sustainable competitive advantages, i.e. occupying individual market niches within which the enterprise functions outside of competition. The main sources of these advantages are summarized in Table 3.

Table 3

Sources of sustainable competitive advantages

Source	Type of preference
A special market position	Protected market niche; effective product differentiation; low production cost
Special competencies	Specialized knowledge; consumer orientation; long-term relations with subjects of the marketing environment; favorable organizational culture
Special resources	High functionality; effect of scale (minimum value of average costs at a certain size of production); privileged access to financial resources

Closely related to the first principle is the second principle, which can be formulated as a focus on product differentiation. Its importance is determined by the fact that precisely thanks to the differentiation of the existing range of goods and services, the company is able to realize differential advantages compared to its competitors.

The company's product policy should provide for the following levers of successful differentiation:

- ensuring the highest level of product quality;
- introduction of innovative product characteristics;
- creation of functionally unique types of products;
- formation of a positive reputation of trade marks (brands);
- improving the quality of service.

The next principle, in our opinion, can be considered continuous monitoring of the external environment. Since the market environment is characterized by dynamic transformations, it is important to timely determine the advantages and threats for the company that are formed as a result of the trends in the development of the market situation. The process of carrying out this monitoring must meet two requirements:

continuity and complexity. A comprehensive approach involves the need to cover both the macro environment (politics, state regulation, economic cycles, technological development, socio-cultural trends) and the micro environment (market capacity and potential, consumer behavior, nature of market segmentation, interaction with suppliers, functioning of product distribution channels, socio-economic trends in the development of this industry). From an organizational and methodological point of view, this principle is implemented by regular marketing audit.

The next principle can be considered the identification of opportunities and threats present in the external and internal environment. Unlike a marketing audit, the task of which is mainly to correctly record facts, the implementation of this principle is more theoretical and analytical. The identification of opportunities and threats should be the result of an analysis of the features of the environment in which the enterprise operates. As a rule, the formulation of opportunities and threats should be concise; if it cannot be presented in a short form, it most likely means that the analytical processing of the marketing audit did not bring significant results. Unlike the latter, a feature of the process of identifying opportunities and threats is its focus: positive and negative opportunities are always revealed in the context of certain product-market combinations. Within the framework of each such combination, it is necessary to analyze the strengths and weaknesses of competitors in the concept and design of products, organization of sales and distribution, service, financing, and management. When carrying out such research, it is important not only to identify such parties, but also to substantiate ways of neutralizing negative and more active use of positive opportunities. The latter is a prerequisite for the formation of sustainable competitive advantages of the enterprise.

Based on the goal of strategic marketing planning – formation of sustainable competitive advantages – and the identified opportunities and threats, it is necessary to develop an adequate market segmentation strategy, which is the content of the following principle. Along with optimal product differentiation, market segmentation makes it possible to identify a market niche, within which competition can be significantly facilitated for the enterprise. We emphasize that market segmentation is

not a purely technical procedure; in each situation, it is necessary to creatively approach the definition of its criteria, which should be established based primarily on the specific needs of consumers. This principle requires that the company avoids the strategy of undifferentiated marketing as much as possible – that is, offering a unified product to a wide range of consumers.

In today's conditions, to increase your competitiveness and define your target market, it is no longer enough to carry out segmentation in only one direction. Our research shows that in the framework of integrated marketing, double segmentation is necessary according to the most important criteria – competitors and consumers. When segmenting the market of agricultural products, it is necessary to distinguish from the traditional variables in the analyzed factors the variable that takes into account the peculiarities of the industry.

The above-mentioned principles of strategic marketing planning are mostly static, as they do not clearly emphasize the need to adapt the enterprise to dynamic changes occurring in the socio-economic environment. When marketing planning, it is necessary to take into account the existence of the life cycle of various product-market combinations, since the optimal strategy of the enterprise changes significantly at its various stages.

Thus, our research shows that entering new markets is most appropriate in the initial periods of the functioning of certain goods in certain markets; penetration into the mature product market may be complicated due to the competitive advantages of enterprises with experience in the relevant field. Even if these advantages can be imitated without great expense, the saturation of the market during the expansion of the supply will cause a decrease in the price and low profitability of such products.

The next principle – the implementation of a competitive structural analysis - is aimed at identifying the optimal directions of the company's production activity, based on the characteristics of the marketing situation, its dynamics, and the specific needs of target groups of consumers.

For a more formalized implementation of such an analysis, the following matrix was developed, which reflects alternative combinations of the degree of market

attractiveness of a certain product on a certain market and the competitiveness of an enterprise in this field (Table 4).

Table 4

Matrix of competitive and structural analysis

		Competitive position of the enterprise	
		Strong	Weak
Market attractiveness of the product on the market	High	making investments for long-term growth (most types of agricultural products)	selective implementation of production activities (types of products in which some enterprises benefit compared to others)
	Low	Use of production facilities in order to obtain stable income (types of products in which large enterprises lose to small farms)	reduction of production capacity

Of the product-market alternatives presented in the matrix, only one, which combines a lack of competitiveness with low market attractiveness, can be considered unprofitable for the enterprise. At the same time, however, it is necessary to take into account additional opportunities created in the process of changes in consumer tastes or other factors of the market environment. The rest of the alternatives can be considered equally important for the enterprise, since it reflects the functional division of activities between tactical and strategic directions. If their specific weight is significantly different, then the company faces the additional problem of balancing the areas of activity according to these criteria.

The next principle, which is directly related to the orientation towards the creation of sustainable competitive advantages, is the establishment of clear priorities and their observance. Processes of product differentiation, market segmentation, enterprise positioning require decision-making regarding the selection of optimal directions and spheres of activity. The effective focus of the enterprise's marketing activities on serving a certain market segment assumes that the satisfaction of a certain group of consumer needs is defined in strategic marketing planning as a priority area of activity. Despite the fact that the importance of setting priorities in general is a well-known principle of any planning, in this context it is advisable to additionally emphasize this

in connection with the special importance that setting priorities acquires specifically for the strategic planning of marketing activities.

Deepening customer orientation is the next principle of strategic marketing planning. Deepening in this case means that this orientation must be developed in the activities of each service and each structural division of the enterprise, regardless of their functional distance from the actual marketing department. The contribution to the formation of the ability to satisfy consumer needs should be considered as the main criterion for the effectiveness of each division of the enterprise.

It is impossible to overestimate the importance of high marketing professionalism of the company's personnel, first of all, of course, employees of the marketing service and management as the next principle of strategic marketing planning. The importance of formal training in the field of theory and methods of marketing activity must constantly increase. For the purposes of practical work, as well as for the formation of a constructive organizational culture of the enterprise, the management of the enterprise must attend marketing business courses and participate in other activities that can increase the relevant professional level.

The formation of a strategic marketing planning system at an enterprise can potentially encounter certain obstacles that are important to recognize and eliminate in a timely manner. Thus, insufficient support from the top management of the enterprise, excessive formalization, insufficient support from the heads of structural divisions, excessive organizational complexity of planning, overloading with digital material with imperfect analytical generalizations, excessive detailing, imbalance of time horizons (excessively short- or long-term orientation) can reduce efficiency of planning. It is important to note that the products of the strategic marketing planning system are actually involved in the process of making managerial decisions, and do not become part of the bureaucratic procedures adopted in the organization. Strategic planning should be considered not just as a function of the planning service, but as a general organizational matter.

The organizational and economic reforming of agro-industrial production lays the foundations for a significant expansion of the economic powers and responsibilities of

agricultural enterprises in the process of carrying out their economic activities. Decentralization of the decision-making process in the agri-food sector, increasing the economic independence of the economic entities that run the business are natural and objectively necessary trends. Therefore, the process of generation, development, justification of management decisions should be carried out primarily at the enterprise level, and at the same time be based on a reliable information base.

It should be taken into account that agrarian transformations not only contribute to increasing the responsibility of individual subjects of the agro-food market for the quality of management decisions made by them, but also in a certain sense have complicated the task of informational substantiation of the management process. The transition to market-based management requires the construction of an effective multi-level information system of agro-production, which would contribute to meeting the information needs of all participants of the agro-food market: agricultural producers, processing enterprises, integrated associations, market infrastructure, state regulatory bodies.

The disadvantages of the currently formed information service system for agricultural production can be considered: 1) lack of information resources, primarily market and scientific and technical information for production purposes; 2) dominant information flows are not aimed at serving production structures and the population; 3) the functioning of the system is based mainly on outdated paper technologies for collecting, systematizing, processing and distributing information and does not ensure the necessary efficiency; 4) contacts are not established and information exchange is not ensured with international and national centers of scientific, information and business activity in the volume required by the reformation processes.

At the same time, this list must be supplemented with another element related to the need to improve the functional focus of information systems.

It is quite possible that the functioning of effective internal information systems of agrarian enterprises will serve as a step towards the creation of a single integrated information system of agro-industrial production operating at the level of regions and on a national scale. An essential feature of the internal information system of an

agricultural enterprise is its marketing orientation. This is due to the fact that in market conditions, the validity of marketing approaches used by the entrepreneur, that is, taking into account the objective needs of consumers, is a key factor that determines the prospects of economic activity in a dynamic and aggressive market environment. In this regard, we consider the most complete use of internal organizational resources for the purpose of creating a marketing information system of the enterprise to be the main direction of the formation of the information support system for the entrepreneurial activity of processing structures at the current stage. The prerequisite for the formation of this system is the classification of information sources at the enterprise

In the conditions of refusal of cooperation with Belarus and the Russian Federation, the search for ways to provide the Ukrainian economy with alternative directions for the development of agricultural enterprises, improvement of the mechanisms of analysis and planning of marketing activities in the field of foreign trade of these formations is one of the primary tasks. One of the fastest solutions is to use the existing export potential of the agricultural sector. The development of effective marketing mechanisms in the agricultural sector is a necessary component of ensuring Ukraine's energy, environmental and food security.

The scientific works of R.V. Logosh are devoted to the problems of creating effective tools of marketing activities in the field of foreign trade. [39], Baldynyuk V.M. [40], Podvalna O.H. [41], Furman I.V. [42, 43], etc. However, the development of directions for the development of analysis and planning mechanisms in marketing at agro-industrial complex enterprises focused on foreign economic activity is extremely necessary, which determines the relevance of this study.

Despite the presence of a significant number of scientific works, and studies conducted by leading economists on the peculiarities of marketing in the field of foreign trade of the agro-industrial complex, the development of effective mechanisms for the analysis and planning of marketing in the field of foreign economic activity remains relevant.

Marketing management of an enterprise is an opportunity to organize its activities

based on the principles of optimal use of its potential and obtaining the greatest profit while meeting needs. The analysis of the company's capabilities makes it possible to obtain reliable information about the state of production assets and liabilities, to analyze the external marketing environment. A systematic approach to the management organization and development of a marketing strategy is a scientifically based way to increase profitability, save costs and improve the company's position on the market. An integral part of the enterprise's marketing management system is that social problems are not left aside both in the enterprise itself and in its environment - ensuring proportionality of development, support and preservation of social guarantees for workers.

Marketing management systems are gaining more and more importance in the economic and entrepreneurial activities of enterprises of the agrarian sector of Ukraine with various organizational and legal forms of management. In our country, such systems have not yet received proper practical distribution, there are very few theoretical developments regarding their design, organization, and rational functioning. As for the use of marketing activity management systems at agro-industrial enterprises, this aspect of activity is very relevant, a necessary step for the successful market activity of any enterprise, because not only successful activity depends on the organization and implementation of enterprise activity management, precisely through the application of marketing methods the enterprise on the market, but also the coordination, organization and orientation of all the possibilities of the enterprise to the maximum improvement of the efficiency of management and the achievement of the set goals.

Marketing in the agricultural sector represents a complex system of relations both in the enterprise itself and in the external market environment, while this system requires constant regulation and management. There is a continuous exchange of resources and information between the 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 hand, act on it.

There are always differences between enterprises, but they are manifested not

only in the form of different content and volume of economic activity, but also in management technology. The management technology considered from this point of view includes a combination of methods and actions that enable the enterprise to effectively influence everything that happens in the micro- and macro-environment, that is, both in the enterprise itself and around it. The main characteristic of any new management technology is the desire to eliminate the shortcomings of previous management technologies. Modern business conditions, which are characterized by rapid dynamism, require market subjects to ensure the flexibility of management technology, its rapid adaptation to changing conditions at the enterprise and in its environment [38, 44].

Modern ideas about management technology are based on the thesis: the successful operation of the enterprise depends primarily 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 unable to adapt and, as a result, to further development [44]. Such organizations are unsustainable; the future belongs to those who are capable and have the courage to react quickly. 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." Thus, it can be concluded that at present, management and organization of activity processes at enterprises of the agrarian sector of the economy of Ukraine should be based on the principles of marketing and management. For a deeper understanding, let's consider the very concepts of marketing and management and their place in the modern activity of agro-industrial enterprises.

Marketing can be considered as a dual and interconnected process of interaction of one subject of the market environment with others. On the one hand, it is a constant study of the market, requests, tastes and needs to ensure the targeting of manufactured products, and on the other hand, it is an active influence on the market, on the formation of consumer needs and offers [43].

The time of origin of this idea is difficult to establish. P. Drucker suggests that

marketing first appeared in Japan in the 17th century. In 1650, a man from the Mizui family opened a store in Tokyo, where he supplied the goods for his customers that they themselves would like to buy. The idea was simple: knowing the needs of customers, make an offer that will then also find its buyers.

Marketing departments at enterprises arose in connection with the growth and spread of market research at the beginning of the 20th century. In 1911, a market research department was created in one of the US companies. Later, similar departments were created in the USA at almost all enterprises. These divisions were considered as auxiliary services under sales departments. Their task was to collect information, to promote more efficient work on the sale of products. Over time, the responsibilities of sales analysis and marketing management were additionally imposed on these departments. Next, marketing departments were organized in most US companies, which combined the functions of market research, advertising, customer service, etc. [43].

Modern marketing is associated with the activities of the American manufacturer of agricultural machinery "International Harvester". N. McCormick used such marketing tools at his company as market research and analysis, price policy, customer conferences, service and the use of optimal payment terms as auxiliary sales arguments. Marketing as the basis of theory and study was included in the agenda of lectures and seminars at the beginning of the 20th century. In 1910, R. Butler taught the course "Methods of Marketing" at the University of Wisconsin. At enterprises, marketing developed due to the need to use market research to find starting points for creating an assortment of goods and organizing their sale. But these were only "support services" for sale. Only gradually did companies begin to understand that marketing is something more than a means to improve sales.

Intensive development of marketing at enterprises took place in the 30s of this century in the USA [43]. Of course, it was connected with the world economic crisis. Schematically, the process of "penetration" of marketing into enterprises looked like this: the excessive offering of goods and the understanding of the fact that simply selling what was produced was no longer enough led to the development of those

methods and systems of organization that made it possible to produce exactly what could be sold, which was in demand and made a profit.

In the marketing management of the activities of various agro-industrial complex enterprises, it is necessary to widely use complex methods of demand formation and stimulation of product sales, to determine their potential buyers in advance, to take measures for the production of "market novelty" products, to intensify actions on the domestic and foreign markets, etc. There are certain differences between marketing of consumer goods and marketing in the field of means of production, where the process of diversification of customer needs occurs at a slower pace.

But you should not confuse the concepts of "marketing management (marketing management)" and "marketing service management". Marketing service management is a clearly defined program developed on the basis of decisions made and strategic directions of development [41]. And marketing management, in our opinion, is a wide range of measures of a strategic and tactical nature, which are 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.

Thus, effective marketing management requires:

- determination of marketing goals, optimal combination of opportunities of the market situation, research and production, sales and service potential of the enterprise. This is a question of correct assessment of the state of the market, the state of the enterprise itself, the method of calculations, the forecast of trends in the marketing environment;
- proper planning of all marketing activities and effective organization of their implementation to achieve the set goals;
- development of the most effective system of agricultural marketing organization, which would ensure the satisfaction of consumer interests and the achievement of the goals of the agricultural enterprise;
- effective control, analysis and assessment of all agricultural marketing activities of the enterprise, constant adjustment of its goals, measures and methods;

- timely operational intervention in marketing processes in connection with the circumstances and situation;
- stimulating the effective work of all personnel employed in marketing to obtain maximum creative returns;
- providing managers with objective and comprehensive information about the external and internal marketing environment.

All this together constitutes marketing management. In the management system, there is a narrower field of activity, which is itself a subsystem – management of the marketing service.

Thus, on the basis of the conducted analysis, we can formulate a thesis: marketing management, or marketing management, is a process of analysis, development and implementation of tools designed to establish, strengthen and support profitable exchanges with customers to achieve the company's goal – to make a profit, growth in sales volume, increase in market share, etc. Y.S. Zavadskyi in his book "Management" notes that the management of marketing activities as a system is embodied with the help of methods. The following methods of marketing research and actions are distinguished:

- 1) study of the external (economy, legal regulation, social sphere, etc.) and internal (finances, technology, personnel, organizational and structural aspects) environment;
- 2) study of existing and planning of future goods;
- 3) planning the movement and sale of goods;
- 4) ensuring the formation of sales and stimulation of supply;
- 5) ensuring the price policy of the enterprise;
- 6) ensuring the required level of product safety, environmental protection, requirements for consumer properties of the product.

Marketing management ensures:

Target orientation of the enterprise's market activity, which is related to meeting the needs of society and individuals.

The competence of marketing activity, which is expressed in the organization of

the technological process from the design of the product to its consumption.

The maximum approximation of the range of market needs and conditions of consumption.

Analysis of the market, that is, its potential, capacity, situation, demand, consumer behavior, company capabilities, competition, etc.

In the conditions of the development of market relations, the formation of the economy and the functioning of enterprises based on the principles of marketing, great attention should be paid to the formation of a coherent, scientifically based system of organization, formation and management of the enterprise in modern conditions. Such a system, in our opinion, can become the marketing management of the company's activities, that is, the creation and operation of such companies that would best satisfy the needs and demand on the market, could flexibly and adequately respond to changes in the external and internal market situation, increase the profitability of production and activity enterprises as a whole, etc.

The study of domestic and foreign sources proves that in modern economic theory and practice, the development of marketing is the main condition for the company's exit from the crisis, the achievement of the set market goals. The subject of marketing is the relationship of a business entity that arises between it and consumers, as well as other entities in a specific market.

In our opinion, it is necessary to clearly formulate the principles, goals and functions of marketing as an enterprise management system. Marketing as a method of activity in the conditions of market relations is based on principles. First of all, the following principles of marketing activity should be mentioned:

- free choice of goal and strategy of functioning and development, concentration of all efforts on decisive areas of activity;
- openness to the consumer, his wishes and needs, active adjustment and at the same time purposeful influence on them;
- focus on the final result of production and sales activities, as well as on the long-term perspective of the company's development;
- a comprehensive approach to solving problems, which involves

determining the goal in accordance with the company's resources and capabilities;

- optimal use in the management of centralized and decentralized bases, i.e. constant search and realization of reserves, increasing the efficiency of production and sales activities through the involvement of all company employees in creative work;
- an active policy, which consists in an offensive strategy of the company's development regarding innovations, production and the market, ahead of competitors;
- a scientific approach to solving marketing problems, that is, systematic analysis, the use of a program-targeted method of marketing research management, as well as feedback;
- flexibility in achieving the set goal due to quick adaptation to changing environmental conditions.

According to these principles, marketing performs a number of strategic, tactical and operational tasks.

For a better understanding of the essence of management based on the principles of marketing, it is also necessary to formulate the main functions of marketing management. According to the above tasks, the main functions are:

- comprehensive study of the market and problems related to marketing;
- coordination of parameters, characteristics and prices of products with the wishes and tastes of consumers;
- planning of sales and realization of products;
- physical distribution of products;
- ensuring communication relationships with consumers, implementation of agreements;
- after-sales service, adjustment, feedback.

In order to consider the marketing management of the enterprise as a complete system, we will define the concept of marketing, that is, the form of marketing organization that dominates today in countries with a market economy. The concept of marketing originally arose in countries with highly developed economies, but it involves solving problems that have arisen in modern business conditions in our country [40].

In its pure form, the concept of marketing is a set of activities that contribute to the smooth passage of goods and services from the producer to the consumer, and it is not a new category. The main task of the concept of marketing in modern economic conditions is the process of integrating the efforts of enterprises to realize the general goal of its activity, which cannot and should not be aimed at solving the internal problems of the enterprise, but should be oriented towards the production of goods and services in which the consumer is interested. When applying the concept of marketing in each individual country, it is necessary to take into account the specifics of existing and active socio-economic relations in it.

The use of the concept of marketing in those forms and types that have proven their effectiveness in countries with rational economies based on the theory of conversion of various socio-economic systems is erroneous for the application of marketing in the activities of specific enterprises. In order for a certain marketing concept to start working as a company's working philosophy, a detailed approach is needed to introduce the marketing concept, study the features of the organization, the company's activities, analyze its position on the market, and much more. In reality, the concept of marketing is introduced into the system of enterprises with great difficulty, but then it takes root very easily, if certain conditions for this are created at the enterprise.

An enterprise that applies the concept of marketing is not overburdened with solving the questions of what to produce and in what quantity, but is already specifically engaged in the approval of an assortment of goods and its quantity necessary for the consumer. On the other hand, when solving the question of meeting the needs of consumers, the company does not prioritize the volume of production and sales, but profit, which is a natural consequence of the company's orientation to market activity.

It is necessary to distinguish marketing as a separate concept from marketing as a complex of various types of activities performed by specialists, and marketing as a way of thinking from marketing as a way of acting.

Marketing does not begin where production ends, on the contrary, its purpose

includes determining the nature and scale of production, ways of profitable use of the company's production resources and engineering and technical capabilities taking into account sales prospects, that is, the generation of decisions in the field of marketing precedes decisions in the field of production and capital investments .

A systematic approach to the organization of marketing is a necessary condition for the successful operation of the enterprise on the market. It characterizes the enterprise that applies the marketing methodology as an open complex system oriented to the market and the external environment.

Enterprises that operate in the market mechanism adhere to one of the concepts of marketing: it can be the concept of product production, sales or marketing. The choice of the marketing concept directly affects the content of the market strategy being developed, which is based on the specified principles. The market strategy of marketing reflects the main direction of the company's development, its task is to ensure the achievement of the established goals of marketing activities.

The marketing system is in constant interaction with the external environment. The factors of the external environment can be divided into those that are influenced by management and the marketing department, and factors that are not influenced by management.

Marketing as a complex system of organizing the production and sale of goods, which is aimed at ensuring the optimal sale of products and obtaining maximum profit at the expense of meeting the needs of buyers, has a number of differences.

Orientation to the market and meeting the needs of potential buyers is the main feature of the marketing strategy. At the same time, the objects of study and influence are the consumer, the characteristics of the product, the situation of the market itself, and the activities of competitors. Orientation to the sales market involves the transfer of analysis and decision-making centers to the company's trade and sales chains. As a result of this orientation, the company gets the opportunity to quickly and flexibly respond to changes in market conditions and requirements.

Situational management differs from planned management: strategic decision-making is carried out according to forecasting or the appearance of problems in

achieving activity goals. Situational management is not an alternative to strategic planning and management. It only expands the possibilities of these concepts, because it involves the development of not one, but a whole set of strategic decisions and development scenarios.

For a more complete understanding of the complex of marketing activities of the enterprise, we will consider the main types of marketing.

Depending on the subjects of market relations and the characteristics of product sales, activities in the field of marketing can be classified into marketing of means of production, marketing of consumer goods, and marketing of services. Activity on the national market is characterized as internal marketing, and activity on the markets of other countries is characterized as international

The development of marketing has undergone a significant evolution: arising as an activity for the distribution and sale of goods, marketing has gradually turned into a multilateral system of principles on the basis of which enterprises can establish production and economic relations with their markets.

Thanks to marketing, the manufacturer identifies current and prospective requests of consumers, forms the transformation of purchasing power into a specific demand for a specific product or service, and achieves stable long-term relationships with consumers.

Activity in the field of agro-industrial complex has always had its own characteristics, therefore, in our opinion, it is appropriate to conduct research on the formulation of the theoretical foundations of the organization of marketing management in the conditions of the agro-industrial complex in our country. Satisfactory work of any agro-industrial enterprise is impossible nowadays without a rational organization of marketing activities

At an enterprise in agro-industrial production, the process of implementing marketing activities should take place gradually and, as a rule, go through five stages.

At the first stage, a general study of the market, its segmentation, an analysis of the enterprise's production capabilities (processing, provision of services) is carried out, possible ways of entering the market, the possibility of using advertising and sales

promotion are studied.

At the second stage, the marketing management process is formed. A marketing plan is being developed, which defines the main goal - consumer satisfaction with manufactured products and after-sales service. Buyers' requests and needs may change, so it is necessary to account for them during the production and sale of products.

As a result, in the third stage, production should be gradually renewed and the quality of products and services provided should be improved.

At the fourth stage of marketing implementation, the company must deeply study the production capabilities of both its own and competitors in order to occupy a certain position in the market, while it is necessary to develop a strategy that will be focused on certain market segments, and also try to stand out against the background of other enterprises - manufacturers similar products.

The fifth stage of marketing implementation is the performance of all functions related to the analysis of individual market segments and the satisfaction of customer needs, as well as planning, accounting and regulation of work related to capturing sales markets. An effectively operating marketing management system ensures long-term profit and stable stable position of the enterprise.

The formation and development of marketing activities in agro-industrial production by any enterprise means the organization of its work in the field of production and sales of products according to a specific program.

Marketing in the field of agro-industrial production (agri-marketing) as a complex market activity is a system of views and actions related to the study of needs, possibilities of production and exchange in order to satisfy all needs with the least expenditure of resources and the most complete consumer effect.

Ukrainian agriculture is characterized by a wide variety of organizational and legal forms: state-owned enterprises, cooperatives, collective farms, associations, partnerships, farms. All of them function on the basis of different forms of ownership: private, collective, state.

In connection with the reformation of property relations, the formation of various forms of management, and the change in the target direction of agricultural enterprises,

the functions of marketing are complicated.

The relevance of the development of effective agricultural marketing technology in the conditions of the transition to the market is objectively increasing due to the fact that the agricultural marketing system has not yet received a proper theoretical justification, there are very few theoretical developments on its design, organization and rational functioning, as a result of which the concept of agricultural marketing is rather slow is included in the economic management of managers, specialists, owners, etc.

Currently, there are a number of definitions of the marketing system in domestic and foreign literature. A marketing system is understood as a holistic formation consisting of interconnected (interacting) structural elements, which has new qualitative characteristics in relation to them. In terms of content, the marketing system is an organizational and functional integrity, all components of which are harmoniously interconnected. The system can operate effectively only with its scientifically based design, modeling, formation, organization and management of its functioning.

The agricultural marketing system consists of three groups of subsystems: functional, supply and object-functional.

The modern concept of marketing determines the work of the enterprise based on information about consumer demand and its changes in the near future. The main thing in marketing is a dual and complementary approach. On the one hand - in-depth study of the market, demand, needs and requests of consumers, orientation of production to them, targeting of manufactured products. On the other hand - active influence on the market and demand, formation of these needs and requests.

The specificity of agro-industrial production and sale of agricultural products by individual enterprises determines the variety of specific marketing schemes. However, they are all based on a set of main principles, including:

studying the state and dynamics of consumer demand and using the obtained data in the process of developing and making economic decisions;

maximum adaptation of production to market requirements in order to improve the efficiency of the enterprise's functioning, the criterion of which is profit, as a

general indicator of its activity;

influencing the market and consumer demand through means such as advertising, sales promotion and shaping them in the direction that is necessary for the enterprise.

The principles of marketing should become the main ones in management, because almost all agro-industrial enterprises in the conditions of a market economy have to pay the main attention to the issues of selling products, increasing incomes, taking into account the presence of competitors, price fluctuations, etc. The use of these principles will allow you to create enterprises focused on both real and potential consumers.

Summarizing the conclusion, it can be stated that at this stage of the development of market relations in the agro-industrial sector of Ukraine, any enterprise cannot function normally without the use of marketing to determine its position on the market, analyze its opportunities, study the market environment, determine the development strategy, etc.

In the current conditions, rural commodity producers are forced to look for effective forms of marketing management and international positioning of agribusiness. The effectiveness of marketing activity consists in reducing the costs of supply and sales, ensuring production with the necessary material and technical resources in the established terms at the lowest possible prices, increasing the volume of sales of goods, which as a result contributes to the successful operation of the enterprise on the world market as a whole.

Despite the positive dynamics of foreign trade of agribusiness enterprises in 2021, the main areas of ensuring its further development remain:

- improvement of the mechanisms of customs procedures and taxation when carrying out export-import operations, as well as transit transportation through the territory of Ukraine;

- dissemination of information on holding specialized international exhibition events among enterprises engaged in foreign economic activity [38, p. 8].

The key issues at the current stage of the development of market relations are the formation of comprehensive marketing support for domestic producers of vegetable

products, which concerns the study of internal and external product sales markets, decision-making on cultivation, storage, pre-sale preparation, packaging, transportation, sale, as well as the development of the infrastructure of the product market Agricultural industry in Ukraine [39, p. 88]

The organization of marketing activities in the agricultural sector in the field of foreign trade is designed to solve the following tasks: maximum satisfaction of the needs of buyers on the world markets in food products in terms of quantity, quality and consumer properties; implementation of interregional exchange; access to domestic and foreign markets.

The specifics of management at different levels of the agricultural industry – region, district, enterprise – determine the specifics of the development of marketing in the field of foreign trade, or as it is often called export marketing. An indispensable condition for the successful functioning of marketing in the region is the creation of a single information space based on computer networks (a network of marketing systems), which will ensure the exchange of operational information, the coordination of export marketing activities of agro-industrial complex enterprises and state executive bodies, and will facilitate the adaptation of export agricultural marketing specialists to the conditions current structure of global agribusiness.

One of the central links of export agricultural marketing is the system of information and analytical support for the activities of marketing services at enterprises, which covers sorting and certification of products, the field of agricultural products procurement, international advertising activities, transportation of products, standards and technical requirements. When developing a foreign economic strategy, information is considered as the most important resource of the enterprise, and information technologies as means by which strategic goals are realized.

For agro-industrial complex enterprises, it is not important to separate and isolate information flows of foreign economic activity into a separate system or software product, but their integration into the general information system of the enterprise and effective interaction with this system.

Based on today's economic and social realities, it is most rational to create a

marketing service based on market-functional characteristics, when marketing specialists manage various functions of international marketing activities (Fig. 1).

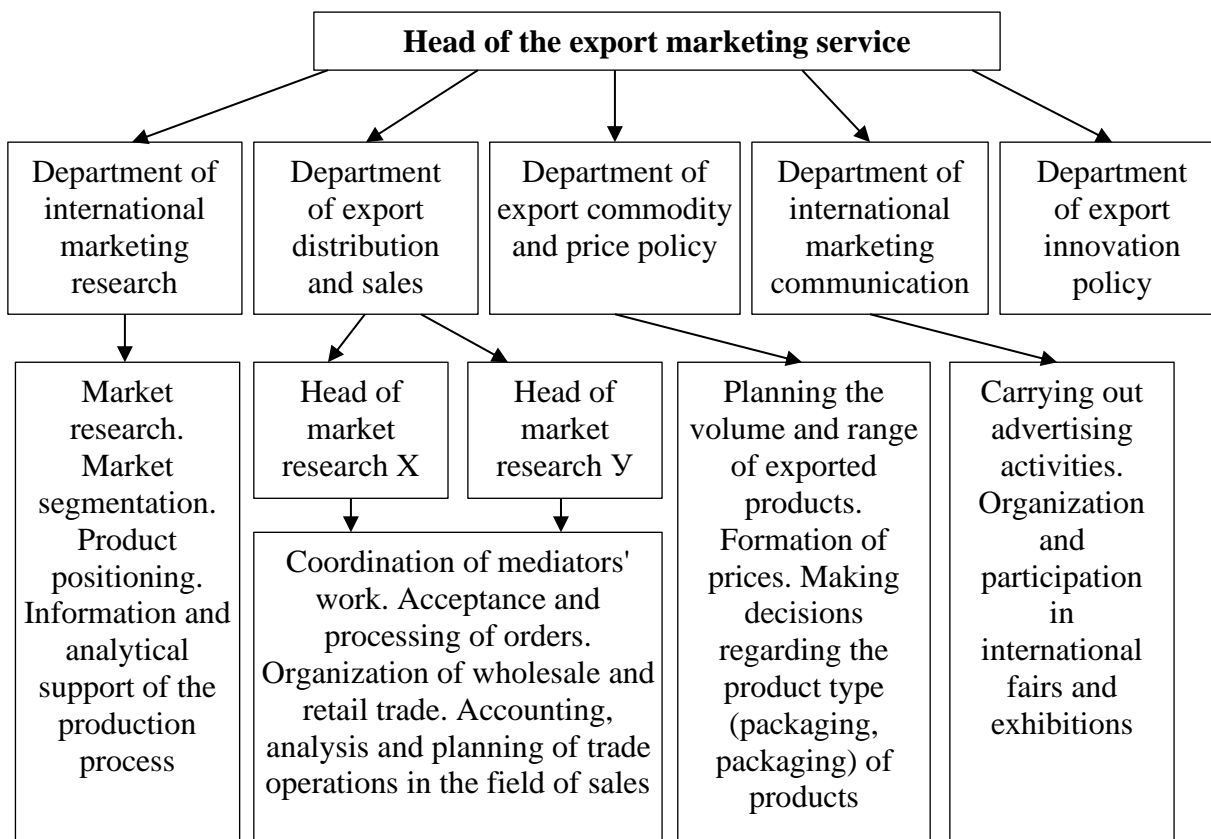


Fig. 1. Scheme of the organization of export marketing service at agro-industrial complex enterprises according to market-functional characteristics

Source: author's development

The adjustment of the functioning mechanism of marketing information systems should be carried out through a complex of state institutions - at the Ministry of Agrarian Policy and Agro-Food through the national department, in regional and district administrations of agriculture thanks to regional offices.

The domestic system of agro-industrial export marketing should cover all enterprises and organizations, that is, the subjects of marketing activity should be producers of agricultural products, procurement, transport, processing, intermediary, service and trade enterprises.

At large agro-industrial complex enterprises, it is expedient to create special management structures – export marketing services. Smaller enterprises, for example,

peasant farms, including farm-type ones, intermediary and service firms can combine their financial resources and carry out relevant activities through industry marketing centers or use the services of consultants and firms that specialize in international marketing activities on a contract basis. contractual principles.

The market-functional structure of export marketing management allows you to clearly define the tasks and objects of international agricultural marketing, to specialize in the global market situation, to quickly respond to market fluctuations, to study each individual world market of products.

The analysis, planning and control of the enterprise's marketing activities include the task of forming new markets, developing and substantiating new types of products that better satisfy the need and increased demand. It should be noted that marketing is becoming one of the main types of economic activity of the enterprise, not inferior to, and in some cases surpassing in terms of priority, financial activity. The planning of the range of products is based on the study of needs and market relations (Fig. 2).

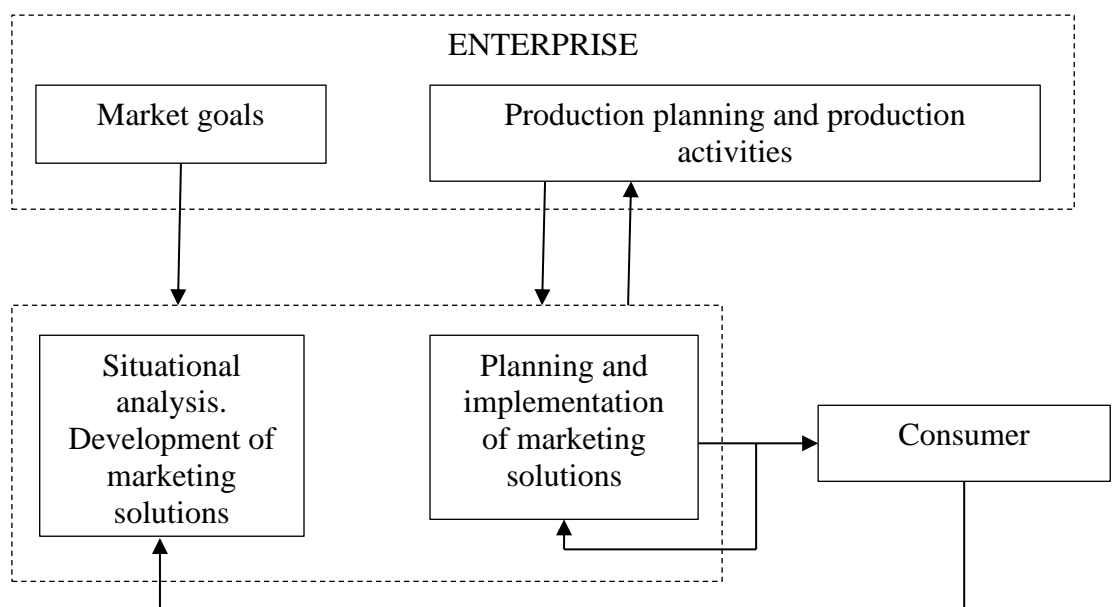


Fig. 2. The mechanism of interaction between marketing and the enterprise

Source: author's development

Let's consider a set of measures of the enterprise's marketing activity, focused on the study of the effective marketing activity of the enterprise on the following issues:

- analysis of the external (enterprise-related) environment, which includes markets, sources of supply. Analysis allows you to identify factors that contribute to commercial success or create obstacles to it. As a result of the analysis, a bank of information is formed for making informed marketing decisions.

- analysis of both actual consumers (those who buy the company's products) and potential consumers (who still need to be convinced to become relevant). Such an analysis consists in the study of demographic, economic, geographical and other characteristics of people who have the right to make purchasing decisions, as well as their needs in the broadest sense of this concept and the processes of purchasing both our and competing goods.

- study of existing and planning of future products, i.e. development of concepts for the creation of new products and/or modernization of old ones, including their assortment and parametric series, packaging, etc. Obsolete products that do not give the specified profit are removed from production and export.

- planning of goods movement and sales, including the creation, if necessary, of appropriate sales networks with warehouses and stores.

- ensuring price policy, which consists in planning systems and price levels for exported goods, determining the "technology" of using prices, credit terms, discounts, etc.

- management of marketing activities (marketing) as a system, i.e. planning, implementation and control of the marketing program and individual duties of each participant in the enterprise, assessment of risks and profits, effectiveness of marketing decisions.

This is a mechanism during which measures are analyzed, planned, implemented and controlled, designed to establish, strengthen and maintain profitable exchanges with target customers in order to achieve certain goals of the enterprise. Therefore, to reduce the degree of uncertainty and risk, the enterprise must have at its disposal reliable, sufficient, timely information (Fig. 3).

Marketing managers need information about changes in the market environment to carry out analysis, planning and control tasks.

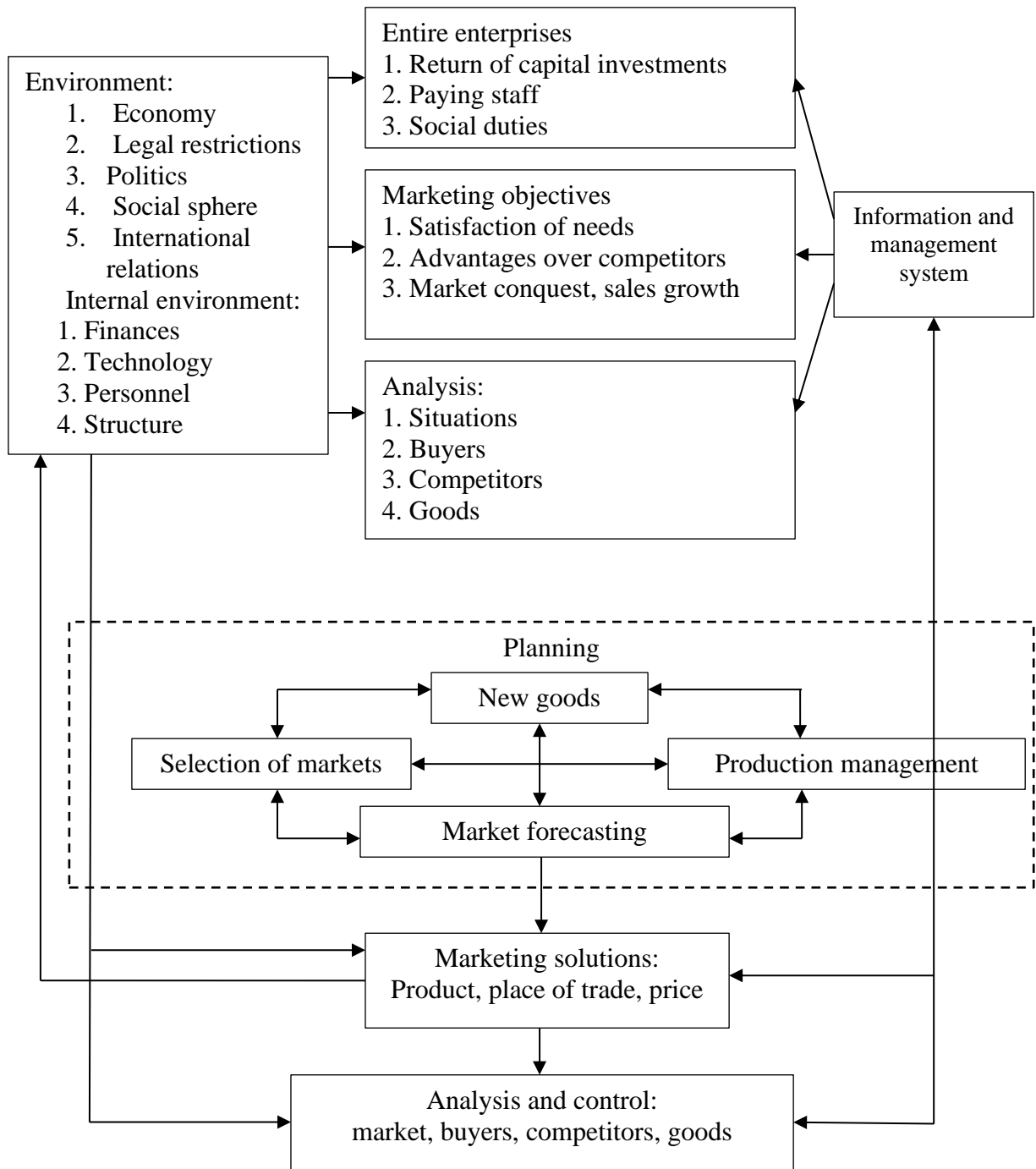


Fig. 3. A model for improving the mechanism of marketing activity of agro-industrial complex enterprises

Source: author's development

Every enterprise is interested in effective management of analysis, planning and control of marketing activities. In particular, you need to know how to analyze market opportunities, select target markets, develop an effective marketing mix and successfully manage the implementation of marketing efforts. All this constitutes the process of marketing management.

Marketing planning is done differently in different organizations. This applies to the content of the plan, duration of planning, sequence of development, organization of planning. So, the scope of the content of the marketing plan for different enterprises is different: sometimes it is only slightly wider than the plan of the sales department. Individual organizations may not have a marketing plan as a single document at all.

Improvement of the mechanism of analysis, planning and control of marketing policy in relation to a specific enterprise or industry consists of the results of improvement of production and sales activities in the following main areas: optimal use of market potential, including for new products; increasing the probability of forecast estimates; finding the market segment of the selected product, improving the accuracy of market analysis, etc. The only planning document for such organizations can be a business plan drawn up either for the organization as a whole or for individual areas of its development. In general, we can talk about the development of strategic, as a rule, long-term plans and tactical (current), as a rule, annual and more detailed marketing plans. Marketing control is a constant, systematic and impartial check and assessment of the situation and processes in the field of marketing.

We note that the control of marketing activity is an assessment of the results of the implementation of the marketing plan and the development of the necessary measures for its adjustment, because if you lose time when clarifications and changes can be made to the plan painlessly for the company, the consequences can be unpredictable. The importance of control of marketing activities increases with the increase in the dynamism of the environment, the size of the enterprise, and the level of division of labor.

The necessary information is obtained from internal reporting of the enterprise, marketing observations, research and data analysis. Taking this into account, it is necessary to correctly estimate and predict the size of the market, the potential for its development and the possible profit of the enterprise.

One of the conditions for developing a marketing plan is the study of consumer markets and consumer behavior.

To identify target markets and gain the trust of consumers, companies turn to

target marketing: market segmentation, selection and evaluation of its segments, and product positioning. We understand that comprehensive marketing research creates a reasonable basis for making decisions about the strategy and program of business development.

Forecasting the market, developing a strategy and planning one's actions on the market, forming market demand are the main principles of the marketing concept of management in the middle of the enterprise. Therefore, marketing will be increasingly integrated into the general management system of the enterprise, when the basis of making almost all production, sales, financial, administrative and other decisions will be the information coming from the market.

According to Baldyniuk V.M. the priority areas of work in the state regulation of the external sphere of activity of the agricultural industry should be:

- attraction of foreign investments in the agricultural sector through constant monitoring of proposals from investors, establishment of contacts with international financial institutions and international organizations;

- support of specific investment projects in the field of modernization of agro-industrial complex enterprises and provision of comprehensive assistance in their implementation;

- implementation of measures to deepen the activities of executive authorities in the field of practical implementation of the Program of European and Euro-Atlantic Integration of Ukraine;

- promotion of intensification of foreign economic relations of agro-industrial complex enterprises and their entry into the foreign market under martial law conditions [40, p. 42].

According to Pidvalnaya O.H. innovations in marketing in agriculture should be aimed at:

- development of new productions based on existing ones (diversification) aimed at deep processing of agricultural products (creating craft productions for processing products of nut growing, horticulture, etc.);

- production restructuring of processing enterprises (creation of clusters for the

production of biodiesel and bioethanol, etc. on the basis of sugar factories);

- the use of information technologies and digital channels for the promotion of agro-industrial products to the market [41, p. 72].

According to Furman I.V. improvement of investment and innovation activity in the agricultural sector requires improvement of the current mechanisms of investment attraction [42, p. 46].

The leading ways to improve the structure of the formation and distribution of the company's profit are the determination of the priority direction of the use of the profit. This will ensure the future development of the enterprise, the analysis of the dynamics and factors of the obtained profit, the identification of reserves, which will contribute to the maximization of profit, as well as effective planning of the formation, distribution and use of profit for the following periods [43, p. 63].

One of the effective means of increasing the efficiency of the export marketing activity of agro-industrial complex enterprises is the pooling of resources and coordinated activities with the aim of defending common interests in authorities, forming and advertising new types of products on foreign markets, conducting foreign economic activities, developing foreign economic marketing cooperation of agro-industrial complex producers.

Strategic planning of marketing activity is an important stage of marketing management of agricultural enterprises.

Planning of marketing activity is an integral component, on the one hand, of the general system of enterprise planning, and on the other, of the system of its marketing functions. The principle feature of the strategic marketing planning system is the orientation to ensure sustainable competitive advantages of the enterprise, corresponding to its unique resources, competences, and structural position in the market environment.

The main principles of strategic marketing planning of the studied enterprises include: focus on ensuring sustainable competitive advantages; focus on product differentiation; continuous monitoring of the external environment; identification of opportunities and threats; adequate market segmentation; implementation of

competitive and structural analysis; setting clear priorities and following them; deepening customer orientation; high marketing professionalism of the staff; the leadership potential of the company's management.

The organizational and economic reforming of agro-industrial production lays the foundations for a significant expansion of the economic powers and responsibilities of agricultural enterprises in the process of carrying out their economic activities. Decentralization of the decision-making process in the agri-food sector, increasing the economic independence of the economic entities that run the business are natural and objectively necessary trends. Therefore, the process of generation, development, justification of management decisions should be carried out primarily at the enterprise level, and at the same time be based on a reliable information base.

The shortcomings of the information service system for agricultural production of the Vinnytsia district can be considered as the following: 1) lack of information resources, primarily market and scientific and technical information for production purposes; 2) dominant information flows are not aimed at serving production structures and the population; 3) the functioning of the system is based mainly on outdated paper technologies for collecting, systematizing, processing and distributing information and does not ensure the necessary efficiency; 4) contacts are not established and information exchange is not ensured with international and national centers of scientific, information and business activity in the volume required by the reformation processes.

At the same time, this list must be supplemented with another element related to the need to improve the functional orientation of information flows that are formed at this stage in the system of agro-industrial production. It is about ensuring the priority marketing orientation of the information support system of the management decision-making process.

The analysis of the work of agricultural enterprises of the state shows that the information flows, which represent the informational basis for making economic decisions in enterprises, are not sufficiently adapted to the instability of the marketing situation, the aggressiveness of the market environment, and the weak predictability of

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