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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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Revkova A.**

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15. The concept of forming the marketing strategy of agricultural enterprises

The article is devoted to the topical issues of defining the concept of forming the marketing strategy of agrarian enterprises. Various approaches to the formation and essence of the marketing strategy of enterprises are analyzed. It is noted that the formation of a marketing strategy is the main stage in the process of strategic management of an agricultural enterprise, it plays a significant role in the enterprise's activity. The marketing strategy is considered, which is part of the general corporate strategy of the enterprise and is designed to describe how the enterprise should use its resources in order to increase the profit from economic activity in the long term. The main components of marketing strategy development and formation, which are essential for agricultural enterprises, including information gathering and market research, are analyzed; analysis of external and internal components of agrarian business; creation of action plans and identification of competitive advantage; choosing the best plan that corresponds to the common mission of the enterprise; strategy implementation and evaluation. It is noted that at the current stage, the marketing strategy of enterprises can be focused both on the entire market and on separate target segments, taking into account the main strategic directions: the strategy of mass or undifferentiated marketing, focused on the market as a whole; the strategy of differentiated marketing, the goal of covering the largest possible number of market segments by means of the production of goods specially designed for this is realized; concentrated marketing strategy, efforts and resources of the enterprise are directed to one market segment. It has been proven that the influence of the chosen concept, which must take into account all components of agricultural production, is of particular importance in the formation of a marketing strategy: seasonality and cyclical production, the duration of the operating cycle, the interrelationship of the branches of agricultural production, the price of products, assortment and quality, the direction of product sales and influence of all generalizing factors on managerial decision-making. An important component is that managers of agricultural enterprises recognize the proper importance of marketing, the need to develop a marketing strategy and the

conditions for its effective implementation.

Analysis of recent research and publications. A large number of works by foreign and domestic scientists have made a significant contribution to the formation and essence of the marketing strategy of enterprises. Among foreign authors, this issue was studied by: M. MacDonald, R. Akoff, M. Porter, J. Lamben, A. Strickland, I. Ansoff. Among the domestic ones, A. Vojchak, N. Kudenko, I. Reshetnikov, R. Logosha, A. Starostina, S. Tyutyunnikova, N. Chukhrai, O. Tyshchenko and others have received more attention and substantial work. However, the issue of the concept of forming a marketing strategy of agricultural enterprises is still relevant and timely.

As E. Ivchenko notes, strategy formation is the main stage in the process of strategic management of an agrarian enterprise, plays a significant role in the enterprise's activity and covers all levels of strategic planning [274].

I. Reshetnikova emphasizes that the company's marketing strategy should be embodied in an action program that specifies strategic goals and determines the means to ensure its implementation [272, p. 207].

F. Kotler, considers the marketing strategy as a coincidence with the general strategy of the enterprise, in his opinion, it is a general plan of marketing activities with the help of which the company expects to achieve its marketing goals. It consists of separate strategies for target markets, positioning, marketing mix and budget of marketing activities, reproduces the strategies of each of the elements of the marketing mix and explains what reaction each of them foresees to threats, opportunities and problems. Thus, the marketing strategy is a plan for achieving the marketing goals of the enterprise [273].

Highlighting previously unresolved parts of the overall problem.

However, precisely because of this, the investigated issue of the concept of formation of the marketing strategy of agricultural enterprises, despite the significant attention of scientists, is quite relevant and timely and requires further consideration and improvement.

Formulation of the goals of the article (statement of the task). The purpose of the article is to investigate and analyze the peculiarities of the concept of forming a

marketing strategy and to form recommendations for the further activities of agricultural enterprises.

Presentation of the main research material. A strategy is a plan or method of any activity presented in a general form for a long time. The strategy is developed in any direction in order to use the company's available resources as effectively as possible to achieve the main goal.

According to F. Kotler, the marketing strategy is a kind of plan for achieving the company's marketing goals and should provide for market segmentation, that is, the selection of individual groups of consumers; the selection of target markets, which will make it possible to determine the target segments on which the company will focus its activities; positioning the product on the market, and therefore establishing the place of the product among competitors' products; definition of target competitors; determination of competitive advantages [273].

The marketing strategy is part of the overall corporate strategy of the enterprise and is designed to describe how the enterprise should use its limited resources in order to increase the profit from economic activity in the long term [275].

When defining the structure of the marketing strategy, the target market and the target segment should be taken into account, this is necessary for a competent correlation of the company's capabilities and market attractiveness. Enterprises have to decide what products they will produce and what services they will provide to consumers. Defining target customer groups is especially important. The correct choice of its target group will allow the enterprise to satisfy the needs of the most important groups of consumers as fully as possible, which will contribute to strengthening its position on the market. According to the well-known rule of thumb, 20% of buyers can bring 80% of the company's profits if this target group is defined correctly.

In our opinion, enterprises need to define their positions in the conquered market segments. Here it is necessary to develop your own competitive advantages in order to distinguish your trademark in the eyes of consumers. In this case, it is necessary to establish options for the use of various marketing tools for consumers in the main areas: product, price, promotion, distribution, so that the enterprise positions itself in the

market in a certain way. Usually, the marketing complex includes: product policy, pricing, promotion, distribution and sales policy.

For agricultural enterprises, the marketing strategy should take into account the peculiarities of agricultural production related to:

- seasonality of production and dependence on natural and climatic conditions, therefore the results of production are unpredictable;
- the long duration of the operational cycle of production of products with the determination of financial results at the end of the year;
- a high level of competitive environment in the industry, especially within a certain geographical region, due to the presence of a large number of similar farms;
- cyclical production of products;
- interconnection of branches of agricultural production;
- the range of manufactured products, their purposefulness and significance for the final consumer;
- a large number of organizational forms of management.

The main goals of a marketing strategy are usually:

- increasing the volume of sales, which can occur in two ways: by increasing the flow of customers and the number of orders;
- increasing the company's profit;
- ensuring the attractiveness of products for one or another target audience;
- conquest of a larger share of the market space;
- achieving leadership positions in its market segment.

The development of the general marketing strategy of agricultural enterprises is an important component of business development. This strategy includes a series of steps focused on market segments, the attributes of these segments and the formation of a strategy taking into account the needs of each segment. Strategy formation is a continuous process of discovery and creativity. Therefore, forming a strategy is not easy, but it should not be difficult.

In our opinion, the development and formation of a marketing strategy should take into account a number of steps that are basic for agricultural enterprises:

1. Collection of information and market research. The concept of creating and maintaining a "competitive advantage" is a key component of strategy formation. Therefore, it is not surprising that the first component of strategy building is information gathering and market research. Be sure to spend time collecting data, obtaining reliable information is the basis of developing an effective marketing strategy. The better the information received, the better the strategic plan will be developed.

2. Analysis of external and internal components of agrarian business using SWOT and PEST analysis. An analytical tool used to gather information and manage the decision-making process for strategic advantage. Internal analysis determines the strengths and weaknesses of agrarian business. When developing a marketing strategy, competitive advantages will be a key factor. Opportunities and threats are external factors in relation to enterprises, and therefore, rather, the enterprise must change along with the change of external factors and respond to them. Examples of opportunities and threats include new markets, expanding markets, government regulation or incentives, new technologies that increase competition, lower or higher barriers to entry in new markets, or other economic conditions. The main direction of external analysis is the assessment of competition. For the formation of a marketing strategy, it is necessary to analyze and take into account the influence of a number of non-market factors: macroeconomic, political, social factors and the development of technologies.

3. Creation of action plans and identification of competitive advantage. At this stage, it is important to gather information and identify external opportunities and internal strengths. It is worth combining the two approaches and developing alternative plans that will allow you to benefit from the strengths and opportunities of the enterprise and mitigate the weaknesses and threats. In our opinion, attention should be paid to the formation of alternative plans when forming a marketing strategy.

4. Choosing the best plan that meets the common mission of the enterprise. At this point, it's a good idea to review previous steps 1-3 and choose the plan that best suits your business overall. Once all the options have been identified and the best strategy has been chosen, it must be ensured that it is aligned with the mission and

goals of the enterprise. The overall strategy is derived from the component strategies, including marketing strategy, production/operational strategy, financial strategy, and management strategy.

5. Strategy implementation and evaluation. The implementation plan is very important, given the successive steps of formation, implementation and evaluation of the chosen strategy.

Application of a marketing strategy is the gradual implementation of an interrelated set of operational level strategies, which can include sales, advertising, pricing, etc. strategies. In today's world, it is not easy for enterprises to maintain or increase the share of the existing market, but they are searching for new markets, which makes it possible to expand them at the regional or international levels. The dynamic development of agricultural markets requires constant monitoring and perspective analysis.

The classification of the formation of marketing strategies can be based on various features. The most common is the division of marketing strategies into the following groups:

1) Concentrated growth. The strategy assumes a change in the product sales market or the improvement of the product itself in accordance with the consumer's requirements, and is also aimed at fighting competitors with the acquisition of the appropriate market share, an expanded market search for an already existing product, and improvement of the products themselves.

2) Integrated growth. The main goal is to expand the structure of the enterprise, i.e. «vertical development», which will provide an opportunity to expand the production of new goods and services. As part of the implementation of the integrated growth group, enterprises should plan and exercise control over structural divisions, intermediaries and suppliers, as well as determine measures of influence on the final buyers of products.

3) Diversified growth. The strategy is used when the enterprise does not have the opportunity to develop in real market conditions with a certain type of product or service. Enterprises can focus on the production of a new product or service, but at the

expense of old, already available resources, while the product may differ slightly from the ones produced or be fundamentally new to the market.

4) Abbreviation. The strategy is aimed at increasing the efficiency of the enterprise after its long-term development. Enterprises can carry out reorganization (reduction or merger of individual units), or its liquidation (gradual reduction of activity to zero while obtaining the maximum possible income).

So, at the current stage, the marketing strategy of enterprises can be focused both on the entire market and on individual target segments. In this case, three main strategic directions can be implemented:

Mass or undifferentiated marketing strategy. Oriented to the market as a whole, without any differences in purchasing demand. The competitive advantage of products is achieved mainly by reducing the costs of its production.

Differentiated marketing strategy. In this case, the goal of covering the largest possible number of market segments is realized through the production of goods specially designed for this, taking into account the improvement of quality, design, packaging and other components.

Concentrated marketing strategy. The efforts and resources of the enterprise are directed to one market segment, and, accordingly, the goods are offered specifically for the target audience. Focus on the originality of a certain type of product. This strategy is most suitable for enterprises with limited resources.

Conclusions from the conducted research and further prospects in this direction. The formation of the concept of an effective marketing strategy and the conditions for its implementation is an important and necessary issue for enterprises, because the implementation of a marketing strategy in the practical activities of agricultural producers stimulates a prompter adaptation of the enterprise to the market environment, ensuring its competitiveness and sustainable development. For agricultural enterprises, the influence of the chosen concept is of particular importance when forming a marketing strategy, which should take into account all components of agricultural production: seasonality and cyclicity of production, the duration of the operating cycle, the interrelationship of the branches of agricultural production, the price of

products, assortment and quality, the direction of product sales and influence of all generalizing factors on managerial decision-making.

An important component is that managers of agricultural enterprises recognize the proper importance of marketing, the need to develop a marketing strategy and the conditions for its effective implementation.

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