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## THE IMPLEMENTATION OF MARKETING MANAGEMENT SOLUTIONS IN AGRICULTURAL ENTERPRISES

## ІМПЛЕМЕНТАЦІЯ МАРКЕТИНГОВИХ УПРАВЛІНСЬКИХ РІШЕНЬ В АГРАРНИХ ПІДПРИЄМСТВАХ

The article examines the components of the marketing activity management system and makes proposals for management decisions regarding the implementation of marketing tools in the activities of agricultural enterprises. It was determined that for agrarian enterprises, the use of marketing tools based on marketing management contributes to its flexible adaptation to changes in the environment, solving strategic tasks of further effective development and maintaining the level of competitiveness in the market. The authors present their own vision of the essence of marketing management and measures that are the basis of marketing activity management. It was established that marketing management at the enterprise is implemented using a set of marketing tools. Proposals regarding the adoption of effective management decisions for each component of the marketing complex are provided. Practical recommendations on the organization of the system of marketing activities for agricultural enterprises have been formed.

**Key words:** marketing management, management of marketing activities, marketing activities of agricultural enterprises, competitive environment, environmental factors, agricultural products, marketing complex.

У статті проаналізовано компоненти системи управління маркетинговою діяльністю та сформульовано пропозиції стосовно управлінських рішень щодо впровадження маркетингового інструментарію у діяльність аграрних підприємств. Встановлено, що для таких підприємств використання маркетингових інструментів на основі маркетингового менеджменту сприяє їх гнучкій адаптації до змін у навколишньому середовищі, розв'язанню стратегічних завдань для подальшого ефективного розвитку та збереженню рівня конкурентоспроможності на ринку. Автори висловили своє уявлення про сутність маркетингового менеджменту та зазначили заходи, які є основою управління маркетинговою діяльністю. Вони визначили, що маркетингове управління на підприємстві реалізується за допомогою комплексу інструментів маркетингу. Також були запропоновані рекомендації щодо прийняття ефективних управлінських рішень для кожного елемента маркетингового комплексу. Крім того, були сформульовані практичні поради з організації системи маркетингової

діяльності для аграрних підприємств. Управління маркетингом на підприємстві здійснюється за допомогою комплексу інструментів маркетингу. Висока ефективність маркетингової концепції управління діяльністю підприємства в значній мірі зумовлена застосуванням комплексного і системного підходу, який передбачає постійну й цілеспрямовану взаємодію з ринком (споживачами) з урахуванням їх потреб, використовуючи різноманітні інструменти маркетингу. Комплекс маркетингу є основою всієї системи аграрного маркетингу, а керування цим комплексом стає головним завданням для досягнення успіху на ринку. Виявлено, що деякі з найважливіших проблем, питань і викликів управління маркетингом можуть бути тісно пов'язані з різноманітними змінами в сучасному маркетинговому середовищі, такими як зміна значення маркетингових комунікаційних каналів і медіа, зростаючий вплив соціальних медіа, розширене спілкування з клієнтами та вплив сарафанного спілкування, потреба в маркетинговій звітності, зміни в технологіях і методах маркетингу. Усе більш глобальних бізнес-середовищах ринки розширюються, тому ефективне та ефективне управління маркетингом сьогодні характеризується здатністю адаптуватися до змін, а саме ефективність маркетингового управління повинна постійно вимірюватися й оцінюватися.

**Ключові слова:** маркетингове управління, управління маркетинговою діяльністю, маркетингова діяльність аграрних підприємств, конкурентне середовище, фактори середовища, аграрна продукція, комплекс маркетингу.

**Statement of the problem.** Agriculture is a complex of technologically and organizationally interconnected industries, which together form a balanced, integrated and structurally complete system, and its functional and component structure is subject to a stable increase in the production of agricultural products.

In modern realities, due to the military actions of the aggressor, we can observe a number of negative trends occurring in the market: a decrease in demand and supply, the termination of many enterprises that until recently functioned in the territories that are now already occupied, a lack of resources and raw materials, problems with sales markets, rising prices of resources, etc. There is no doubt that these factors negatively affected the activities of agricultural producers. In this context, there is a need to improve the process of managing the marketing activities of agricultural enterprises, because marketing and its tools enable farms to conduct quality and timely monitoring of the external marketing environment; to ensure the entire important process of development, adoption and implementation of effective management decisions; control the functioning of the entire management system of economic entities. However, in modern conditions, agricultural enterprises use marketing approaches at an insufficient level when conducting their business. That is why the relevance of this issue plays a significant role in the development of economic relations.

It can be assumed that the indicators of agribusiness enterprises will increasingly depend on the management system. This will happen mainly through the adoption and use of new, innovative means of the program and practice of personnel management and marketing technologies. Based on this, the selection and justification of management decisions regarding marketing activities will contribute to the achievement of goals aimed at strengthening its competitive advantages and development.

**Analysis of recent research and publications.** The scientific basis of managing the economic development of the agricultural sector of subjects is revealed in the works of Ukrainian economists: V. Andriychuk, I. Balaniuk, I. Gryshov, M. Malik, P. Sabluk, A. Tretyak, O. Shpykulyak and other scientists.

However, with such a wide and complete disclosure by the mentioned scientists of the issue of the management system in the agrarian sphere, the research of marketing

tools and their use by farms in the management of marketing activities remains a rather relevant aspect. These problems served as the impetus for this study.

**Formulation of the research task.** The main goal of the article is the study of the main components of the marketing management system and the formation of management decisions regarding the use of marketing tools in order to improve the efficiency of agricultural enterprises.

**Summary of the main research material.** Today, for agricultural enterprises, there are fundamentally new requirements for the quality of information support for marketing activities, as the comprehensive and systematic satisfaction of consumer needs is based on the prior receipt of reliable information about them.

Analyzing the chronology of the stages of formation and development of the agrarian market, the following trends can be identified: the environment for the functioning of agricultural enterprises has become more dynamic, uncertain, and unstable; there have been changes in the technological provision of agricultural production (use of traditional and innovative technologies); the infrastructure of the agrarian market has improved, although the conditions for the sale of products have become significantly more complicated; there have been changes in consumer behavior depending on differentiation by income level.

The general level and nature of the competitiveness of the system of socio-economic relations in the agrarian sector of the economy is significantly different from those in industry or the service sector. This is due to the fact that in the agrarian industry historically there has been a distinct hierarchy of factors that determine the volume and character of agricultural production, the organizational behavior of the subjects of the agrarian economy [1, p. 52].

One of the main conditions of the enterprise when conducting profitable activities is the implementation of the management function while using all possible means of marketing, which are aimed at meeting the needs of target market segments. Under these conditions, buyers of the company's products should always be in the center of attention of the company's managers [2, p. 12]. Based on this, the main goal of marketing is to define your target market; attract buyers from it, retain and increase their number, create confidence in them that the target consumers of the products are the greatest value for the enterprise.

The authors stated that "successful sales activity is directly correlated with marketing activity, which is carried out by studying market requests and requirements, for the rational orientation of production towards the production of competitive products in predetermined volumes, which can guarantee the company's receipt of greater profits" [3, p. 168].

Mazur K.V. and Kubay O.G. define "Management of marketing activities in agricultural enterprises of Ukraine is a system of various types of activities, which is a wide complex of measures of a strategic and tactical nature, interconnected and aimed at the effective implementation of market activities and the achievement of its main goal – meeting the needs of consumers of food products" [4, p. 244].

By marketing management, we understand a scientifically based, structured management process, which is a type of management system and is aimed both at achieving the marketing goals of the enterprise itself and at meeting the urgent needs of the selected target market segment.

To achieve the goal of marketing management, certain measures are being developed to manage the company's marketing, including:

- research of the internal and external marketing environment;
- development and implementation of marketing information system;
- market research and definition of target segments with which the enterprise will work;
- formation of components of the marketing complex;
- organization of effective marketing planning;
- formation of the necessary organizational structure of the enterprise;

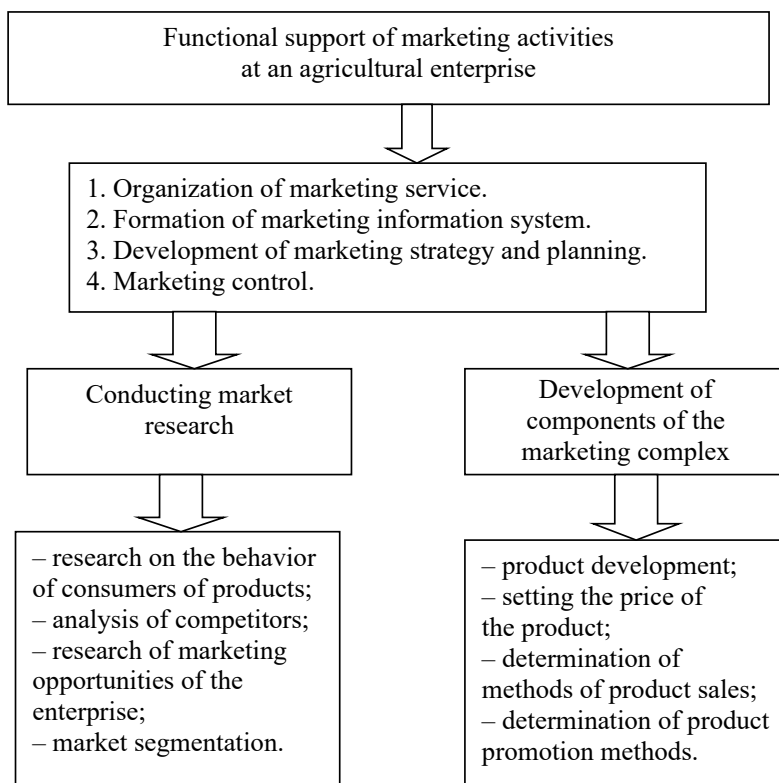
- development and implementation of planned marketing activities and programs;
- implementation of an effective system of marketing control.

We are convinced that the functional support of conducting effective marketing activities of an agricultural enterprise includes the following actions: organization of the marketing department (service); the existence of an effective marketing information component; development of marketing strategy and tactics; conducting marketing research and quality marketing control.

Schematically, the marketing activity with the main components at the agricultural enterprise is presented in the Figure 1.

Marketing management at the enterprise is aimed at researching the level of consumer demand for products, at producing goods in accordance with needs, at setting real and affordable prices, at forming an effective product sales system [5, p. 209]. At the same time, considerable attention is paid to the formation of an effective advertising campaign, means of propaganda and personal selling, stimulation of product sales and feedback to consumers and the general public.

Marketing management at the enterprise is implemented using a set of marketing tools. The high efficiency of the marketing concept of managing the company's activities is largely facilitated by the use of a complex and systematic approach, which is manifested by constant and purposeful action on the market (consumers) taking into account the needs of the developed set of marketing tools. The marketing complex is the basis of the entire agricultural marketing system, and the management of



**Figure 1. Scheme of the functionality of marketing activities of an agricultural enterprise**

Source: summarized by the authors

this complex becomes the main task for achieving success in the market [6, p. 9].

In our opinion, the functioning of modern agribusiness is impossible without the wide use of marketing tools. There is no doubt that increasing the efficiency of agricultural producers in the conditions of competition in the agricultural market depends on the skillful use of high-quality marketing tools that will ensure effective sales of products and obtaining the planned profit occurs under the condition that products are promoted to target markets in accordance with consumer needs. Help in this is the implementation of market segmentation – the division of existing consumers on the market into certain segments based on common characteristics.

The following features of the agrarian sector of the economy must be taken into account when the economy develops a marketing commodity policy:

1. Agricultural products have a raw material nature. Thus, mainly agricultural products are raw materials for further processing.

2. Rather large volumes of agricultural products are produced, in the absence of proper storage conditions. Therefore, farmers foresee the quick sale of such products or the possibility of storage in warehouses, which requires additional costs.

3. Instability of product quality and its dependence on productivity and seasonal factors.

Products grown in agricultural enterprises are classified as consumer products. The sequence of all stages of the existence of farm products on the agricultural market reflects all changes in the volume of product sales and profit from their sale, and also determines the necessary marketing strategies at each of the stages of the product life cycle.

The main marketing tasks at the stages of the life cycle of agricultural products are:

- to ensure the shortest duration of the period of bringing products to the market;
- to speed up the pace of sales of products at the stage of growth;
- to ensure that products remain at the stage of maturity as long as possible;
- delay the decline stage in time.

To develop and implement an effective marketing product policy, it is necessary to correctly determine the necessary quality characteristics of products; optimize the product range; implement effective and efficient models of service to end consumers of products. At the same time, it is necessary:

- constantly try to improve the quality of products;
- optimize the product range;
- to improve and increase the quality of service for product buyers;
- research the needs and tastes of consumers on the market, collect the necessary information in a timely manner;
- to form and implement strategic and tactical goals of marketing product policy;
- to determine essential tasks for the implementation of an effective production and sales policy of the farm.

After the formation of the marketing commodity policy, the agrarian enterprise should deal with the issue of setting prices for its products, which is a rather important indicator of the effective functioning of the enterprise.

The essence of the marketing price policy is reflected in two provisions:

1. The price is set at a level that will reimburse all the costs of production and must also ensure the planned profit.
2. The set price must be positively perceived by buyers and correspond to their purchasing power.

In order to ensure the necessary level of competitiveness of the agricultural enterprise's products, it is necessary to develop and use a set of measures related to the marketing policy of pricing (Table 1).

It should be noted that the agricultural enterprise evaluates its sales activity in three directions:

1. Comparison of the current volume of product sales with the indicators of the previous period.
2. Comparison of actual volumes of product sales with defined restrictions.
3. Comparison of product sales volumes by different distribution channels.

To form an effective distribution marketing policy, entrepreneurs should use effective distribution policy tools (Table 2).

Table 1

**Recommended tools of effective marketing price policy**

<b>Tools of marketing price policy</b>	<b>Directions of marketing price policy</b>
Product price	Pricing policy
System of discounts and allowances	Financial policy
Terms of payment and delivery of products	Financial and logistics policy
System of bonuses and incentives	Bonus policy
Terms of granting credit	Credit policy

Source: systematized and formed by the authors

Table 2

**Recommended tools of effective marketing policy of distribution**

<b>Tools of marketing policy of distribution</b>	<b>Direction of marketing policy of policy distribution</b>
Storage of manufactured products	Policy of product storage
Transportation of manufactured agricultural products.	Policy on the location of the place of product sales
Organization of deliveries and terms of delivery of agricultural products.	The delivery policy ensures uninterrupted deliveries.
The credit policy	Ensures the financial conditions for the supply of products.
The pricing policy	Ensures the provision of discounts.

Source: systematized and formed by the authors

Undoubtedly, in the above table, storage of finished products is the main tool of an effective marketing policy for the distribution of agricultural products. Without compliance with the rules and requirements for the storage of agricultural products, the farm can have significant losses. Therefore, the way out of this situation is to use the optimal policy of storing finished products. A key role is played by such a tool as the transportation of manufactured products.

The optimal choice of effective distribution channels involves ensuring the reliable movement of products from the agricultural producer to the final consumer, using profitable sales channels [7, p. 105].

In order to conduct an effective distribution marketing policy, farmers must adhere to the following conditions:

- focus on increasing the volume of product turnover;
- focus on expanding the share of the farm in the market;
- facilitating the elimination of the causes of conflicts and commercial risk when selling products;
- focus on improving the reliability of delivery schedules and the quality of service offers.

The marketing policy of product distribution must be carefully developed, focusing on efficiency and cost minimization. This can be achieved by using optimal distribution channels with a different number of marketing intermediaries.

In the future, the agricultural producer needs to make a decision regarding the method of product distribution. Existing methods of distribution depending on the scale of the farm are shown in the Figure 2.

Undoubtedly, the use of intermediaries for the sale of products from the manufacturer to the final buyer has both advantages and disadvantages. However, it is recommended to use direct distribution channels or zero-level channels for the distribution of farm products, taking into account the type of products produced and the scale of their production.

At the same time, the main goal of direct marketing should be the formation and support of new partnerships. Therefore, it is direct channels of product distribution that serve as a means of creating and maintaining close effective contact with buyers. The use of indirect product distribution channels will contribute to the growth of distribution volumes and the expansion of market share.

There are several key areas of decision-making related to the appointment of intermediaries. These include: pricing policy, terms of sale, territorial rights and definition of

obligations. In addition, a choice must be made between extensive and intensive market coverage. An important aspect of dealing with resellers is recognizing that resellers are independent of suppliers and should be sold to, not through them. A significant part of the conflicts between the parties in the distribution system arises because of incompatible goals, confusion about duties and rights, and differences in the perception of the market. In addition, the greater the degree of independence between two members of a distribution channel, the greater the potential for conflict, as the actions of one party can affect the performance of the other.

The justification of the necessary number of sales points is carried out when establishing the intensity of product distribution (intensive, selective or exclusive), taking into account the characteristics of the manufactured products and the location of the manufacturer.

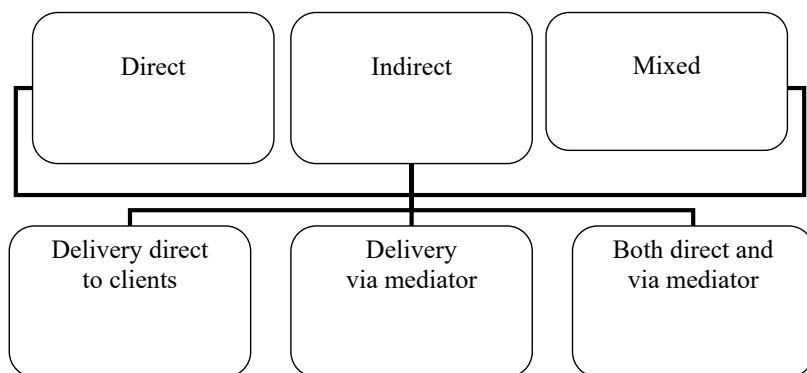
Agribusiness distributes its goods to these places for sale. The actual means by which a business gets its goods and services in front of its customers. It covers the processes by which customers learn about products and how they will help them, and ultimately influence their purchasing decisions. Below are agribusiness marketing strategies you can implement today to profit and expand. These different strategic positions are illustrated in the solutions below.

Management's task is to ensure thorough monitoring, evaluation and control of the management system.

The main practical recommendations regarding the organization of agricultural marketing at agricultural enterprises are:

- 1) the organization of the marketing department (service) at the agricultural enterprise according to the functional principle, which involves the production of a few types of goods for one market;
- 2) timely and regular collection and analysis of relevant and accurate information about changes in the surrounding marketing environment;
- 3) development of a marketing program and providing it with the necessary resources during implementation;
- 4) timely control over the implementation of marketing plans, on the basis of which to determine the reasons for deviations from the plans and make adjustments.

Therefore, every agricultural producer with effective management of activities must provide, adopt and implement marketing solutions to meet the needs of a wide range of consumers.



**Figure 2. Recommended methods of distribution of agricultural products**

Source: systematized by the authors



Table 3

## Marketing strategic actions to stimulate sales of products

Directions Characteristics	Online presence
Combined text and image ads can also be placed in newspapers, agricultural magazines and flyers to inform people about products or services Today's world is very digital and the first way for any agribusiness to promote itself is before looking for customers. is to have an online presence. It is very important for a company to create a business website, have a listing in the yellow pages and online directories such as	Google my business, engage in email marketing and have social media pages to promote products and interact with business customers online. Thanks to this, the company can reach its consumers wherever they are, respond to their inquiries, sell online, ask for reviews, process orders and even attract new customers.
Announcements in local mass media; on television, radio and online	Through paid web advertising or social media advertising such as Facebook and Instagram. These can be visually appealing images or videos that tell people about the company's products or services. It could be an Instagram image of the organic fresh vegetables the business offers, or a video featuring a consultant providing hands-on experience at a local farm.
Establish partnerships with farmers	Partnerships can help an agribusiness become a single supplier to target customers, helping to maintain them and generate regular sales.
Branding	A branded business is easy to promote compared to an unbranded business. A branded agribusiness has its own unique name, logo and business colors that distinguish it from other businesses on the market. They can also be placed on business cards, letterheads, websites, social media and branded hardware so people can differentiate your business from others in the market.
Value-Added	Value-added products are easy to promote because they are packaged, labeled, branded and processed. Therefore, they are of high quality.
Attending Trade Shows	Agricultural trade shows and events are a great way for any agribusiness to promote their products or services by showcasing them to the people who attend. It's good that this is exactly the target audience that the business needs, which will eventually become a customer. Flyers can also be distributed to people visiting the trade show booths so that they can get business contact information for future reference.
Offering Discounts	Offering discounts can be a great agribusiness marketing strategy for those looking to increase sales or have a sale on their perishable products.
Communicating with people in the industry	With a strong network, an agribusiness can easily promote its products and services far and wide. These contacts can be used to facilitate distribution and deal making that will lead to increased sales and agribusiness growth.

Source: generated by the authors

**Conclusions.** The results of the research give grounds for drawing the following conclusions.

It has been established that the effective use of the concept of marketing management in the activities of modern agricultural enterprises ensures their sustainable functioning, facilitates its flexible adaptation to changes in the competitive environment, solving strategic tasks of further effective development and maintaining a competitive position on the market.

It was established that the functional support of conducting effective marketing activities of an agricultural enterprise includes the following actions: organization of the marketing department (service); the existence of an effective marketing information component; development of marketing strategy and tactics; conducting marketing research and quality marketing control. After that, the marketing complex of the agricultural enterprise is further developed.

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