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**ТРАНСФОРМАЦІЯ ТА РЕГІОНАЛЬНІ ОСОБЛИВОСТІ МАРКЕТИНГУ АГРАРНИХ
ПІДПРИЄМСТВ В УМОВАХ ВОЄННОГО ЧАСУ**
**TRANSFORMATION AND REGIONAL FEATURES OF MARKETING OF AGRICULTURAL
ENTERPRISES IN WARTIME**

Моїсєєва Н. І., Орел В. М. Трансформація та
регіональні особливості маркетингу аграрних
підприємств в умовах воєнного часу.
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У статті представлено результати дослідження щодо узагальнення та формування особливостей управління маркетинговою діяльністю підприємств аграрного сектору економіки в умовах повномасштабних воєнних дій. Визначено особливості маркетингу в аграрних підприємствах. Зазначено, що в українській економіці в цілому та в аграрній сфері, зокрема, роль маркетингу є невагомою. Маркетингові заходи пов'язані переважно зі збільшенням продажів та способами нарощування прибутковості підприємств. У воєнний час управлінський персонал націлений на збільшення продажів безпосередньо, тут і зараз, не враховуючи подальші перспективи функціонування та розвитку бізнесу в довгостроковому періоді. Обґрунтовано, що у період повномасштабних воєнних дій маркетингова діяльність трансформувалась: змінилась мета, завдання, принципи, основні функції та інструментарій. При цьому актуальність маркетингу і в кризовий період є беззаперечною, оскільки він спрямований на зниження підприємницьких ризиків, справляючи вплив на підвищення конкурентоспроможності підприємств та допомагаючи виживати бізнесу в складні часи. Зроблено висновок, що в умовах постійних змін та невизначеностей, пандемії Covid-19, повномасштабних воєнних дій, маркетингова діяльність в країні має бути стратегічною та усвідомленою, що надасть більше цілеспрямованості в розвитку аграрного бізнесу. При цьому для ефективного ведення підприємницької діяльності доцільно брати до уваги сучасні маркетингові тренди: швидкість, гнучкість при прийнятті маркетингових рішеннях, маневреність з метою реагування на динамічні зміни; ситуативний підхід; доречність, гуманність та емпатію, соціальну відповідальність; розвиток Digital; підтримку контрагентів, споживачів та економіки країни у цілому. Усі маркетингові дії під час воєнного стану мають узгоджуватися з гуманістичною складовою діяльності бізнес-структур, реакцією на збереження ланцюгів постачання, збуту та стратегією виходу на ринок.

Ключові слова: маркетинг, управління маркетингом, маркетингова стратегія, маркетингові інструменти, аграрний бізнес.

The article presents the results of a study on the generalization and formation of features of management of marketing activities of enterprises in the agrarian sector of the economy in the conditions of full-scale hostilities. The features of marketing in agricultural enterprises are defined. It is noted that in the Ukrainian economy, in general, and the agricultural sector, in particular, the role of marketing is weightless. Marketing activities are mainly related to increasing sales and ways to increase the profitability of enterprises. In wartime, management personnel are aimed at increasing sales directly, here, and now, without considering the further prospects for the functioning and development of the business in the long term. It is substantiated that during full-scale hostilities, marketing activities have been transformed: the purpose, objectives, principles, main functions, and tools have changed. At the same time, the relevance of marketing in the crisis period is undeniable since it is aimed at reducing entrepreneurial risks, influencing the competitiveness of enterprises, and helping businesses survive in difficult times. It is concluded that in the context of constant changes and uncertainties, the COVID-19 pandemic, and full-scale hostilities, marketing activities in the country should be strategic and conscious, which will give more purposefulness in developing agricultural business. At the same time, for practical business activities, it is advisable to consider modern marketing trends: speed, flexibility in making marketing decisions, maneuverability in order to respond to dynamic changes;

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situational approach, relevance, humanity and empathy, social responsibility; development of Digital; support for consumers, consumers and the country's economy as a whole. All marketing actions during martial law must be consistent with the humanistic component of business structures, the response to the preservation of supply chains, sales, and market entry strategy.

Keywords: *marketing management, marketing strategy, marketing tools, agricultural business.*

Statement of the problem

The experience of large domestic agricultural enterprises shows that it is possible to increase the productivity and competitiveness of agriculture not only through innovations and investments, favorable prices for agricultural products, but also through qualified management and a developed marketing component of the enterprise. However, in most businesses, marketing activities are carried out on an "intuitive" level or based on simple considerations. The management staff aims to increase sales here and now without considering the prospects for long-term business functioning.

One of the problems of developing the agro-industrial complex is the choice of marketing management strategy, especially when agricultural enterprises enter the foreign market. This problem depends on the peculiarities of the formation of the balance of markets for agricultural products and the impact on supply and demand of production, exports, and imports. At the same time, it is essential to consider the relationship between domestic production and consumption, which indirectly determines food security, as well as the strategic impact of export-import operations on the Ukrainian agricultural market. One of the main factors in implementing the company's marketing strategy is the correct selection of marketing tools.

Implementing financial and economic activities in the face of constant changes and uncertainties, the pandemic, and hostilities in the country shows that marketing should be approached strategically and consciously, creating greater purposefulness in business development. For practical business activities, it is advisable to consider modern marketing trends. Marketing has changed significantly in recent years due to the growing number of technical tools offered by automation.

Analysis and research of publications. Many domestic and foreign scientists have studied theoretical and practical aspects of marketing at enterprises in various sectors of the economy, including in times of crisis. H. Zemko, A. Zerkal, A. Human, T. Kvyatko, O. Krasovska, O. A. Nebylytsia, T. Skoda, O. Savych, N. I. Yaloveha have significant achievements on this issue, etc. However, the implementation of marketing activities of agricultural enterprises during full-scale hostilities requires a new understanding and detailed analysis.

The purpose of the research

This study aims to determine the main regional features of management of marketing activities of agricultural enterprises in the conditions of hostilities.

Presentation of the main research material

Before the start of full-scale hostilities, the agricultural sector in Ukraine showed stable growth. Ukraine was one of the world leaders in producing significant types of food, mainly the largest exporter of sunflower oil, ranked third in the export of rapeseed and fourth in barley. Even in full-scale hostilities conditions, Ukraine became the world leader in wheat production in 2022 [1].

With the outbreak of full-scale hostilities, activities in all areas of the national economy deteriorated. The agricultural sector was hit particularly hard. Analysts say direct and indirect agricultural losses totaled more than \$40 billion. [2]. The most significant problem for farmers' future activities is the widening gap between world and domestic prices. Before the start of the war, this gap was about \$40 per ton of grain; now, it is about \$150. This leads to additional costs for producers, including logistics costs, insurance, and all risks now borne by the Ukrainian party [3].

Despite the difficult situation, many agricultural producers continue to work, guaranteeing our country's and the world's food security. Government officials and international partners are helping farmers overcome all the negative consequences of the war. Thus, in 2022, more than UAH 90 billion in loans from the state were allocated to farmers, of which UAH 40 billion were allocated under the Affordable Loans 5-7-9% concessional lending program. The UN and USAID funds ensured the distribution of sleeves for temporary storage of grain with a capacity of about 8 million tons and equipment necessary for loading and unloading grain. In addition, international partners helped Ukrainian farmers with seed material, particularly buckwheat and other crops. In 2023, the World Bank plans to support agricultural producers in preparation for sowing and harvesting by \$432 million and allocate \$1 billion to support concessional lending programs for Ukrainian farmers [4].

Of course, entrepreneurs in the agricultural sector due to the decrease in sown areas due to hostilities and occupation, mining of fields, destruction of equipment, production facilities, and buildings, loss of livestock and poultry, problems with logistics, rising prices for fuel, electricity, lower domestic prices for major export-oriented crops, closure of sea routes for the export of agricultural products, etc., are in a difficult financial situation and, as a rule, are not ready to invest in PR, marketing or advertising. Crises encourage enterprises to minimize their operating costs.

Businesses must direct a portion of their revenue to marketing and advertising to remain competitive. After all, cutting costs for these purposes is an inappropriate and erroneous decision, which will have negative consequences for the future development of the enterprise. Many enterprises needed more certainty about doing business during martial law, including conducting various marketing activities. One of the most effective tools for influencing the final result of business entities is the management of marketing activities.

At most Ukrainian agricultural enterprises, even in the pre-war period, introducing a marketing department (service) and an integrated enterprise marketing management system was rare. This is due to some reasons, one of them being the specificity of agricultural products due to their exceptional importance for society and high demand for them, which offsets the underdevelopment or lack of marketing activities at enterprises. At the same time, in the military At the same time, there is a tendency in the marketing system to reduce its turnover, which negatively affects the competitiveness of enterprises and the effective implementation of sales. Marketing should continue to exist during the war and have humanistic content. After all, all entrepreneurs know the value of life, the need for mutual assistance, flexibility and speed in restructuring business, etc. It is essential in this challenging period to have the moral position of commodity producers and the observance of universal values. Therefore, today, the ability to adapt management to new realities, quickly analyze risk factors, make decisions and social responsibility comes to the fore among entrepreneurs.

Some scholars [5, p. 378] suggest considering the ethical side of the issue in conditions of relevance, as well as a decrease in the income of companies, focusing on the fact that organizations have begun to spend a significant part of advertising budgets to support the state, the Armed Forces and charitable foundations. The formation of socially sensitive marketing, which manages with empathy, is noted.

According to some authors, marketing tools, techniques, and methodologies have remained the same during the war period. However, to have an effect, they must be used constantly, aggressively, and long before problems arise [6, p. 214]. Marketing under martial law has undergone significant transformations. If, in the pre-war period, the efficiency of business entities was determined by the amount of profit and the financial stability of the enterprise, Then, in wartime, it is necessary to assess the success of the enterprise by the continuity of production, the safety of jobs and the payment of wages, and logistics. The philosophy of marketing in peacetime can be formulated as follows: the manufacturer must produce such products, which are provided with sales in advance, and the receipt by the enterprise of the planned level of profitability and mass of profit is subject to adjustment. In wartime, marketing has shifted towards building trust, support, and care with buyers and customers. It is necessary to form forms of communication based on an understanding of customer's needs in this challenging period. Therefore, for agricultural businesses in today's economic conditions, the way out of the situation is to move away from traditional marketing tools, direct offline communications, recommendations, and the introduction of new modern online tools that can help promote products (works, services) [7].

In recent years, specialized computer programs and technical solutions have been used to automate the company's marketing processes. The main areas of automation are marketing planning and budgeting, marketing asset management, marketing campaign management, customer interaction, lead sales management, integration of customer data and analytics, and other aspects of marketing. Marketing automation solutions are delivered as part of some customer relationship management systems and independent applications – separate marketing task management programs.

Today, enterprises already have practical experience in the use of possible communication channels for the transmission of digital data in order to influence consumers – digital marketing. Digital marketing tools give better results because they are more accessible. Using digital marketing tools to promote a business, an enterprise can reach the broadest possible audience and obtain data to optimize advertising activities. However, not all tools in wartime are practical. For example, television has diminished because it is now more of a means of information than sales.

The peculiarities of marketing in "peaceful" and "wartime" times drew attention to A. Guman. He identified the hallmarks of marketing in times of crisis. Specifically, they are: "A peacetime marketer develops a strategy, while a wartime marketer gets results. The comfort of planning and launching does not exist in a wartime scenario. Integrated marketing is no longer a given and, in some cases, probably does not exist. Product marketers must look at strategic imperatives and goals with agility and determination rather than relying on plans. The seller of wartime goods must achieve immediate goals. In peacetime, everything is well coordinated – planning, deadlines, schedules, reporting, budgets. Good peacetime leaders may be unable to navigate and innovate during wartime because constant and stereotypical thinking often deactivates them and does not allow them to respond adequately to circumstances and manifestations of competition. However, a wartime marketer must be able to anticipate uncertainty and become action-oriented during a crisis. Their responses must be decisive and optimize resources to work within constraints. In peacetime, a rigid chain of command can function as planned. Wartime does not give PMM the luxury of multiple approval cycles" [8].

The results of a study by Ukrainian researchers [6, 7] confirm that the cause of business problems in wartime is not only the war. The need for an effective marketing strategy remains an urgent problem. According to scientists, except for price, most companies only use some other elements of a marketing strategy: planning, analytics, identifying strengths, creating a value proposition and a unique competitive advantage, consumer knowledge, and STP.

Different marketing strategies can be used in business activities. Traditionally, the following strategies are distinguished: sales growth, increase in the company's profits, increasing the brand's presence in the market, brand positioning, etc. A practical choice of marketing strategies depends on how correctly marketing goals are set and the methods used to achieve them. As a rule, methods include collecting data on the target audience, analyzing competitors, and implementing and comparing specific methods to choose the best ones.

A wartime marketing strategy should consider buyers' needs, preferences, behaviors, concerns, and results. That is why bots are gaining popularity; artificial intelligence contains answers to specific questions and creates the illusion of live communication.

The marketing strategy should be based on up-to-date customer data for better sales conversion, which will ensure the effect of development, the ability to track the results of the enterprise and determine the direction of activity. Therefore, businesses must rely heavily on the latest market research to better understand new approaches and manage effectively in the future to achieve their financial sustainability and increase profits.

Conclusions and prospects for further research

So, despite the unfavorable economic conditions of the war in the country, marketing in agricultural enterprises is carried out, although with certain restrictions. Marketing activities will be in demand in the future to restore and develop business in Ukraine. Marketing transformed its purpose, objectives, principles, main functions, and tools during martial law. At the same time, it remains relevant during the war, as it aims to reduce enterprises' risks, increase their competitiveness, and help entrepreneurs survive in today's challenging conditions. Marketing in the agricultural sector after the war will receive a new impetus for its development since the reconstruction of the country in the post-war period will provide new business opportunities, which means that the need for effective marketing strategies and tools that will ensure the high performance of business entities and their competitiveness will again be necessary for a market economy.

The main trends in marketing in wartime include speed, flexibility in marketing decisions, maneuverability to respond to dynamic changes, situationality, relevance, humanity, social responsibility, development of Digital, support for consumers, consumers, and the economy of the country, etc. All marketing activities during martial law must be consistent with the humanistic component of business activities, the response to the preservation of supply and distribution chains, and the go-to-market strategy. Modern marketing tools, which are expedient to use in the agricultural business, are related to the use of Internet resources and should cover the entire information space to achieve the goals of the enterprise.

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