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FORMATION OF A MARKETING MANAGEMENT SYSTEM IN AGRICULTURAL ENTERPRISES
ФОРМУВАННЯ СИСТЕМИ МАРКЕТИНГОВОГО УПРАВЛІННЯ НА СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВАХ

Харченко Г. А., Гальчинська Ю. М., Луцій О. П. Формування системи маркетингового управління на сільськогосподарських підприємствах. *Український журнал прикладної економіки та техніки*. 2023. Том 8. № 3. С. 350 – 354.

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The role of marketing management in the agricultural sector amidst the rapid advancements in technology, changing consumer demands, global competition, and societal shifts are investigated in the article. Despite the growing acceptance of marketing techniques, there is a need for comprehensive utilization in Ukrainian agricultural enterprises. The research builds on contributions from various aims to analyze the theoretical foundations and methodological aspects of marketing management, investigating its impact on the effective functioning of agricultural enterprises. The need for a clear understanding of marketing management, its goals, principles, functions, and stages for successful implementation are emphasized. It asserts that marketing management goes beyond general enterprise management, involving the management of all functions and divisions based on marketing principles, placing the consumer at the core. Furthermore, the article introduces the fundamental principles of organizing marketing management in agricultural enterprises, emphasizing a scientific approach, social and ethical orientation, legality, competence, and commercial effectiveness. It discusses diverse views on the main tasks of marketing management, categorizing them into commercial effectiveness and social impact and acknowledging the uniqueness of each enterprise in forming its specific set of tasks. The research recognizes the complexity of implementing marketing management and outlines measures for its successful adoption, including administrative-legal, organizational, and scientific-methodical approaches. The organizational measures involve structural changes and preparation stages, such as strategy development, market research, promotion, sales, logistics, legal issues, and administrative sales support. It was noticed that a systematic approach to marketing management in agricultural enterprises is necessary, emphasizing its strategic importance for ensuring stability and competitiveness in the conditions of constant changes in the external environment and market dynamics.
***Keywords**: marketing, agricultural enterprise, marketing management, marketing management system, principles of marketing management, tasks of marketing management.*

У статті досліджено роль маркетингового менеджменту в сучасних сільськогосподарських підприємствах в умовах стрімкого розвитку технологій, зміни споживчого попиту, глобальної конкуренції та суспільних змін. Незважаючи на зростаюче визнання маркетингових технологій, існує потреба в їх комплексному застосуванні в українських сільськогосподарських підприємствах. Наголошено на необхідності чіткого розуміння маркетингового менеджменту, його цілей, принципів, функцій та етапів успішної реалізації. В статті наголошено, що маркетинговий менеджмент виходить за рамки загального управління підприємством, включаючи управління всіма функціями та підрозділами на основі принципів маркетингу, ставлячи споживача в центр. Крім того, у статті представлено основні принципи організації маркетингового менеджменту в сільськогосподарських підприємствах, наголошено на науковому підході, соціально-етичній спрямованості, законності, компетентності та комерційній ефективності. Обговорюються різноманітні погляди на основні завдання управління маркетингом, класифікуючи їх на комерційну ефективність і соціальний вплив, визнаючи унікальність кожного підприємства у формуванні специфічного набору завдань. У дослідженні визнано складність реалізації маркетингового менеджменту та окреслено заходи для його успішного впровадження, зокрема адміністративно-правові, організаційні та науково-методичні підходи. Організаційні заходи включають структурні зміни та етапи підготовки, такі як розробка стратегії, дослідження ринку, просування, продажі, логістика, юридичні питання та адміністративна підтримка продажів. Зазначено необхідність системного підходу до управління

маркетингом в сільськогосподарських підприємствах, підкреслено його стратегічне значення для забезпечення стабільності та конкурентоспроможності в умовах постійних змін зовнішнього середовища та ринкової динаміки.
***Ключові слова**: маркетинг, сільськогосподарське підприємство, маркетинговий менеджмент, система маркетингового менеджменту, принципи маркетингового менеджменту, завдання маркетингового менеджменту.*

Statement of the problem

The modern agricultural sector plays a crucial role in the economy, ensuring food security and contributing significantly to sustainable development. Over the past decade, it has become evident that developing agricultural enterprises is only possible by implementing effective marketing management systems. Currently, agricultural enterprises strive to become closer to their consumers, eliminate competitive threats, and strengthen their competitive advantages. Business practices of Ukrainian agricultural enterprises indicate that marketing techniques are gaining wider acceptance, although not all effective forms of marketing management are fully utilized. This would create extensive opportunities and prerequisites for ensuring stability in economic conditions, high competitiveness for domestic enterprises, and adaptation to constant changes in the external environment and market dynamics. Increasing competition, market globalization, and changes in consumer preferences pose challenges for agricultural enterprises, requiring the production of high-quality goods and the refinement of marketing strategies.

In this context, forming a marketing management system in agricultural enterprises is a pressing issue that necessitates in-depth study and the development of effective strategies. This scientific article analyzes forming a marketing management system in the agricultural sector, focusing on critical aspects such as strategic planning, market interaction, consumer demand analysis, and the efficient use of information technologies. Additionally, factors influencing the successful implementation of marketing strategies in agricultural businesses and their role in enhancing competitiveness are examined.

Analysis of recent research and publications. In Ukraine today, a relatively robust scientific base allows for working out theoretical and practical issues of marketing activity. The study of marketing activities of enterprises in the market conditions is devoted to the work of such authors as O. Amosha, L. Balabanova, T. Balanovska, E. Bratkov, Yu. Golub, O. Gogulya, Yu. Malyshev, I. Koshova, V. Ponomaryev, S. Prokopenko, S. Samborskyi, M. Chumachenko, A. Khohotva, O. Shubin, M. Shchadov, L. Yuzik, O. Yuldasheva, and others.

A significant contribution to the development of the theoretical foundations for the formation and management of an enterprise's marketing complex was made by such well-known foreign scientists as G. Armstrong, N. Borden, E. Dichtl, J. Evans, B. Karloff, F. Kotler, J.-J. Lamben, D. McCarthy, H. Meffer, M. Porter, H. Hershgen, and others.

Despite the large number of studies in marketing management at the enterprise, this issue remains relevant and necessitates additional in-depth studies.

The purpose of the research

The article aims to analyze the theoretical and methodological foundations of marketing management and investigate its influence on the practical activity of agricultural enterprises.

Presentation of the main research material

In today's conditions of global changes in agriculture and the rapid development of technologies, creating a marketing management system in agricultural enterprises is a decisive factor. The accelerated pace of changes in society and the economy determines the need for effective implementation and optimal use of marketing strategies to ensure the sustainability and competitiveness of agricultural enterprises [1; 4].

Marketing management goes beyond the general functions of enterprise management, encompassing the oversight of the enterprise's overall and specific functions, as well as all its divisions, grounded in marketing principles.

The practical implementation and utilization of marketing management in an enterprise necessitate a profound comprehension of its essence, content, goals, principles, functions, and developmental stages. In essence, for marketing management to operate effectively, the overall management of the enterprise must be grounded in marketing principles. This implies placing the consumer at the organization's core, with the marketing and management system collaboratively working to fulfill consumer needs to the greatest extent possible [3; 4; 8].

The main goal of marketing management is to ensure the development and high performance of agricultural enterprises by satisfying consumer needs. Achieving this goal involves: addressing tasks such as monitoring the competitive environment of the enterprise, evaluating marketing opportunities and risks, assessing strong and weak market positions, developing a marketing concept for the strategic development of the enterprise, transforming the mission of the enterprise into a set of strategic marketing goals, forming marketing strategies for the development of the enterprise's business

portfolio, adapting marketing strategies to changes in the external environment of the enterprise and ensuring the implementation of the strategy.

In a competitive environment, marketing management is a decisive factor in the development of a company. Contemporary realities show that one of the most essential tools influencing the results of a company's operations is the management of marketing activities. Management is present in all spheres of societal life. Enterprises are interested in the effective management of marketing activities and the search for qualitatively new approaches to producing and selling goods/services. Therefore, considering the principles of sustainable development, marketing management develops skills in planning, organizing, motivating, and controlling a company's marketing activities. This will strengthen economic activities, enhance entrepreneurial spirit, and expand business. Today, there is a need for an innovative approach to the management of production and sales based on the principles of marketing and management [2; 7; 9].

Marketing management refers to the control and operations of various marketing activities and the people involved, such as managers, marketing management professionals, contractors, and more. Relevant actives often include [2]: Setting goals and developing marketing strategies; Identifying a company's target market; Performing market research; Managing content on various channels and across different mediums; Execution of marketing strategies and marketing plans; Devising marketing campaigns.

In short, marketing management is the process of planning, executing, and tracking an organization's marketing strategy. This includes the marketing plan, campaigns, and tactics used to create and meet the demand of target customers and drive profitability.

Market research is necessary to understand the marketplace and determine what needs still need to be met to ensure you are making the right decisions or how to exploit opportunities that are currently not being served. Market research includes competitive research, key demographics, pricing, and the best promotions for attracting customers.

Table 1 presents an analytical overview of scholars' perspectives on identifying the fundamental principles of organizing marketing management in enterprises [2]. When organizing marketing management within a company, it is necessary to optimally combine the sub-goals at the five levels mentionned, covering as much as possible. This further supports the hypothesis regarding the complexity of the process and its responsibility to society, which is practically regulated by establishing certain principles.

Table 1. Marketing management principles

Author	Principles
V. Morokhova	Utilization of a systemic approach to marketing management; scientific nature of management; orientation of marketing management towards an innovative path for enterprise development; legal regulation of relations within the marketing management system; material and moral interest in work results; efficiency and optimality in management; goal-oriented nature of marketing management; integration of centralized and decentralized principles in the marketing management process; correct selection and rational placement of personnel; singular authority in management; unity of political and economic management; adequacy of information support for marketing management; social orientation of marketing management.
D. Stefanych	Organizational principles: singularity; correspondence; correct selection and placement of personnel; flexibility of organizational structures; guarantee of successful market activity for the enterprise; provision of feedback; delegation of authority; supporting principles: systematic approach; scientific justification of management decisions; focus of managers' activities on achieving specific marketing results; goal orientation; efficiency; optimality; planning in marketing management; comprehensiveness.
A. Samokisha	Scientific approach to organizing marketing management; timeliness of an adequate response to market needs; social and ethical orientation towards consumers; a comprehensive approach to organizing marketing management; lega-lity, honesty, and decency in marketing management; competence in organizing marketing management; commercial effectiveness.

Based on the conducted research, it is essential to formulate the fundamental principles of organizing marketing management in an agricultural enterprise, which include the following: 1) Scientific approach to organizing marketing management; 2) Social and ethical orientation towards consumers; 3) A comprehensive approach to organizing marketing management; 4) Legality, honesty, and decency in marketing management; 5) Competence in organizing marketing management; 6) Commercial effectiveness; 7) Timeliness of an adequate response to market needs; 8) Specificity and reliability of marketing management; 9) Now, let us delve into them in more detail.

Diverse views of researchers on the main tasks of marketing management are presented in Table 2 [2; 5]. Realizing marketing management is so complex that an exhaustive list of tasks cannot describe it. Additionally, each enterprise is unique, with specific goals, available resources, organizational structure, and its system of processes. Therefore, the implementation of marketing management takes a specific form by creating a unique set of tasks. Thus, by the established main goals common to all enterprises implementing marketing management, we categorize them into commercial

effectiveness and social impact. At the same time, the tasks of marketing management should be detailed as possible variations, from which each business entity will form its unique list.

Table 2. Tasks of Marketing Management

Authors	Tasks of Marketing Management
Philip Kotler	development of marketing strategies and plans; development of market knowledge; relations with buyers; creating a strong brand; creating a trade offer; providing value; promotion of value; ensuring long-term growth.
V. Morokhova	definition of the company's mission, development of goals, strategic directions of its activity, determination of place in the market as a whole and in individual segments; development of the company's activity strategy, identification of markets and positions that will ensure success; production planning, including its development, production and after-sales service; development of a plan for the purchase of material and technical resources; formation of a production plan; planning and implementation of a set of measures for the development of marketing communications; definition and formation of product distribution channels; formation and implementation of price policy; planning financial support for production and sales; recruitment of personnel to carry out the planned activities of forming or reforming the marketing organizational structure; development and implementation of a set of measures to improve management of marketing activities; organization of collection, processing and analysis of marketing information
D. Shtefanych	market management; formation of a marketing information system; creation of a decision support system; management of the marketing complex; research on the behavior of market subjects; implementation of marketing activities; organizational tasks
V. Kutsenko	creation of a marketing information system at the enterprise; determination of the enterprise's target markets, their capacity, and business conditions; study of the characteristics and behavior of the subjects of the target markets of the enterprise; forecasting sales of the company's products; analysis of the company's competitive capabilities, taking into account available resources; definition (development) of marketing strategies (tactics); development of marketing programs of the enterprise; formation of product, price, distribution, and communication policies of the enterprise; management of the development of goods or services; pricing management; management of the enterprise's channels of goods movement, organization of effective sales of products; management of the company's communications process; creation and application of the control system of the enterprise's marketing activity; development and application of the sales personnel management system, etc.

In the research process, it was established that the main tasks of marketing management are market analysis, organization, planning, motivation, implementation of tasks, implementation of control, and analysis of marketing activities.

Implementing marketing management in agricultural enterprises in the conditions of martial law and the post-war period is an objective necessity, which determines the need to implement three groups of measures: administrative-legal, organizational, and scientific-methodical.

Another direction of management at agro-industrial complex enterprises is the functional direction of marketing management, manifested with the help of marketing functions by close contact between the components of the marketing complex. Demand management is built based on the anticipatory use of more effective methods and approaches compared to competitors, considering changes in the tastes and preferences of consumers in the market. Implementation of such a process is possible only in the case of purposeful work of all structural units of the enterprise to achieve a defined set of goals. The success of activities in demand management depends on the product manager, provided that the opportunities of the target market are used to realize the product.

Note that all marketing-management tools should be aimed at solving existing or possible problems of potential users of systems with their inherent development trends [1; 3]:

– expansion and improvement of the marketing infrastructure;

– improvement of the technical properties of the marketing activity of enterprises of the agro-industrial complex;

- raising the level of entrepreneurial culture;

– strengthening the marketing orientation of the agricultural enterprise on new target groups of buyers;

- social and ethical direction of marketing.

Organizational measures involve introducing appropriate structural changes to the organization and management techniques of the enterprise. The preparation process for the organization and implementation of the marketing management system at the enterprise begins with the analysis of certain stages (table 3) [2; 4].

With the help of administrative and legal measures, the creation of functional departments as part of the company's subdivisions is legally established - provisions are developed for each created department and its staff, and the functional duties of each employee are determined. Appropriate changes are made to the company's charter.

Marketing management should be understood as the purposeful coordination and formation of all activities of agro-industrial complex enterprises related to market activity at the enterprise level. It summarizes the study results at the level of the market and society, which are based on marketing principles.

Conclusions and prospects for further research

Table 3. Stages of preparation for the implementation of marketing management at the enterprise

Stages	Description
Strategy development	Determination of directions for improvement of old and development of new products. Determination of key consumers and sales policy.
Market research	Product sales analysis. Market research. Determination of the most attractive sales markets.
Promotion of products to the market	Exhibitions, presentations. Advertising. Stimulating demand.
Sales to end users	Direct contacts with buyers. Determining the reaction of consumers to the company's products.
Sales to intermediaries	Contacts with intermediaries. Determination of the reaction of intermediaries to the company's products.
Administrative sales support	Processing information about sales of products or services. Material and technical sales support.
Logistics	Management of product delivery and storage. Control of payments, management of receivables.
Legal issues	Preparation of contracts and other legal documents related to the sale of the company's products or services.

Source: developed by the authors

So, in conclusion, there is an exceptional need for marketing management in agricultural enterprises due to the rapid development of technologies, changing consumer requirements, global competition, social changes, etc. It is essential to use marketing techniques in Ukrainian agricultural enterprises fully. Each agricultural enterprise, forming a marketing system, should focus its activities on achieving marketing goals and set up dynamic interrelationships between the external and internal environment factors by building critical subsystems of the enterprise: strategic and corporate management, information, and analytical, and potential management. Thanks to such a system, each enterprise can adapt based on business conditions and socio-economic interests. A systematic approach to marketing management in agricultural enterprises is necessary, emphasizing its strategic importance for ensuring stability and competitiveness in the conditions of constant changes in the external environment and market dynamics.

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