

CHAPTER «ECONOMIC SCIENCES»

DEVELOPMENT OF ADAPTATION OF AGRICULTURAL ENTERPRISES TO CHANGES IN THE COMPETITIVE MARKETING ENVIRONMENT

Mariia Bahorka¹
Nataliy Yurchenko²

DOI: <https://doi.org/10.30525/978-9934-26-355-2-1>

Abstract. *The purpose* of the article is the generalisation of research methods in the marketing information system of the environment, the practical implementation of the procedure of researching the competitive environment of an agricultural enterprise, and the development of ways of adapting agricultural enterprises to changes in the competitive marketing environment. The article summarises the main *methods* of marketing research based on information analysis and forecasting. *Results.* This paper summarises the research methods in the marketing information system of the environment, presents the procedure for researching the competitive environment of an agricultural enterprise, and suggests ways of adapting agricultural enterprises to changes in the marketing competitive environment. *Practical results.* The need for adaptation of agricultural enterprises to dynamic changes occurring in the socio-economic environment is established, with specific measures of organisation of work on the formation and promotion of sales of the marketing structure of the enterprise and ways of adaptation of agricultural enterprises to changes in the marketing competitive environment. *Value/originality.* The conditions for the formation of competitive factors of companies are constantly changing. Within the framework of this research, the main types of such changes have been

¹ Doctor of Economics, Professor of Marketing Department,
Dnipro State Agrarian and Economic University, Ukraine

² Candidate of Economic Sciences,
Associated Professor of Marketing Department,
Dnipro State Agrarian and Economic University, Ukraine

summarised and tasks have been identified that will help companies adapt to the competitive marketing environment.

1. Introduction

In today's reality, the marketing environment is characterised by diversity, complexity and lack of control, but this does not mean that agribusiness can only passively perceive changes. Today's changes are so significant that they are creating a new format of activity of agricultural enterprises and markets along the food and raw material chains. On this basis, the criteria of competition set new conditions for development. In practice, the adoption of the consumer concept in commodity policy (the demand-driven model) and the shift of attention to the final segments of food processing and distribution create a new and tougher competitive environment for both agricultural and food processing enterprises.

In the extremely difficult conditions of the war in Ukraine, the process of systemic social transformation in the agricultural sector has begun, which should create the conditions for balanced and comprehensive development of enterprises. The existence and development of enterprises cannot be separated from the marketing environment, which is an important factor in the formation of marketing strategies and the making of marketing decisions in the enterprise. Today's conditions encourage entrepreneurs to constantly monitor the level of competitiveness of the enterprise and to be able to adapt to the conditions of the marketing environment.

The adaptation of agricultural enterprises to the competitive marketing environment is of particular importance as a scientific basis for the processes of reducing market uncertainty in the face of increasing business risks.

Transformation processes of the Ukrainian and world economy, instability and uncertainty of the external environment determine the needs of modern enterprises in anti-crisis management. The need for anti-crisis management arises from the dynamic development of the modern economy in order to prevent crises.

Entrepreneurial activity in a market economy is influenced by external and internal factors that determine its efficiency, profitability, solvency and liquidity. External factors include: the economic and political situation in the country, exchange rate fluctuations, inflation, corruption, purchasing power, decline in production. Internal environment factors include: lack

of innovation policy, marketing deficiencies, low qualification of the company's management specialists. Often the effect of these factors is destructive, which can lead to a general crisis in the company. This can be prevented by the timely introduction of a crisis management system in companies, with the transformation of basic management methods into an integrated form of marketing crisis management.

In today's uncertain, dynamic and risky environment, effective marketing decisions, especially strategic ones, require a clear mechanism for evaluating, analysing and forecasting the marketing environment and its changing trends, both as a whole and in its individual components.

It should be noted that there is insufficient work on the way of researching the marketing environment and increasing the interest of practitioners in the relevance of this problem and the need to solve it.

2. Marketing Research of Marketing Environment Factors

The formation of agribusiness in modern realities occupies a key place in the structural and economic policy of the country, which leads to the formation of new views on traditional approaches to their technical and economic efficiency in the management and marketing system. In turn, the problem of organising marketing research has many variable solutions, and therefore the provision of a scientific approach to this problem plays an important role in the modern conditions of conducting agribusiness. In order to manage a business effectively, a manager must be able to think strategically and develop a strategy correctly. This requires accurate analysis of the external environment when it is necessary to know when to make changes, because a properly constructed research system can determine the company's competitive advantages.

It is appropriate for enterprises to conduct marketing research in terms of factors of the competitive environment and the general environment of the functioning of enterprises [1, p. 43]. By receiving relevant and timely information on all environmental indicators, the enterprise will be able to work smoothly in the competitive struggle and occupy a stable, advantageous position for survival and profit.

The marketing environment of the company can be defined as a set of its active elements that operate outside the company and influence its ability to work effectively, establish and maintain relationships of successful interaction

with target customers [2, p. 875]. Regarding the classical division of the environment, it is external and internal, and the hierarchical division includes the macro, micro and competitive environment. It is in the competitive environment that agricultural enterprises operate on the market, maintain competitive positions and gain competitive advantages. The competitiveness of an enterprise can be defined as the level of its potential that ensures its ability to maintain or increase its market share in a competitive environment. In this context, the following key principles are highlighted:

1. Careful consideration of needs, demand dynamics and market conditions when making decisions. This principle determines the awareness of the market situation in terms of the existing and projected value of demand, the activity of competitors in the market, the behaviour of consumers in the market and their attitude towards the products of the organisation and its competitors. At the same time, consumers are often unable to decide on their preferences. The real task of marketing is to understand and sometimes reveal the needs and desires of consumers.

2. Creation of conditions for maximum adaptation of production to market requirements for the structure of demand, based not on immediate profit but on a long-term perspective.

3. Bringing information to consumers about the company's products and influencing their minds using all available means and methods of promotion to persuade them to buy this particular product.

It can be noted that needs are transformed into desires, but taking into account the financial possibilities, they form the market demand for certain products; the exchange takes place between the producer and the consumer, formalised in the form of a certain agreement. It is therefore necessary to satisfy these needs through marketing activities. On the other hand, marketing is a management philosophy that solves the problems of consumers by effectively satisfying their needs, which leads to the success of the organisation and benefits society.

The influence of the market environment on the activities of agricultural enterprises is mainly reflected in two aspects: providing market opportunities or creating threats. How to recognise and use the opportunities and how to avoid the environmental threats to the enterprise are the central questions that attract the attention of the enterprise management. The answers to these questions can be found by analysing the environmental factors, their

characteristics and the marketing activities of agribusiness. It is evident that the composition and changes in the organisation's environment are related to a rather large number of influencing factors. Unlike the enterprise, the marketing environment is not always controlled by the subjective will of the head of the enterprise, especially the macro-environment.

An attempt has been made to schematise the classification of factors from the point of view of classical and non-classical approaches (Figure 1).

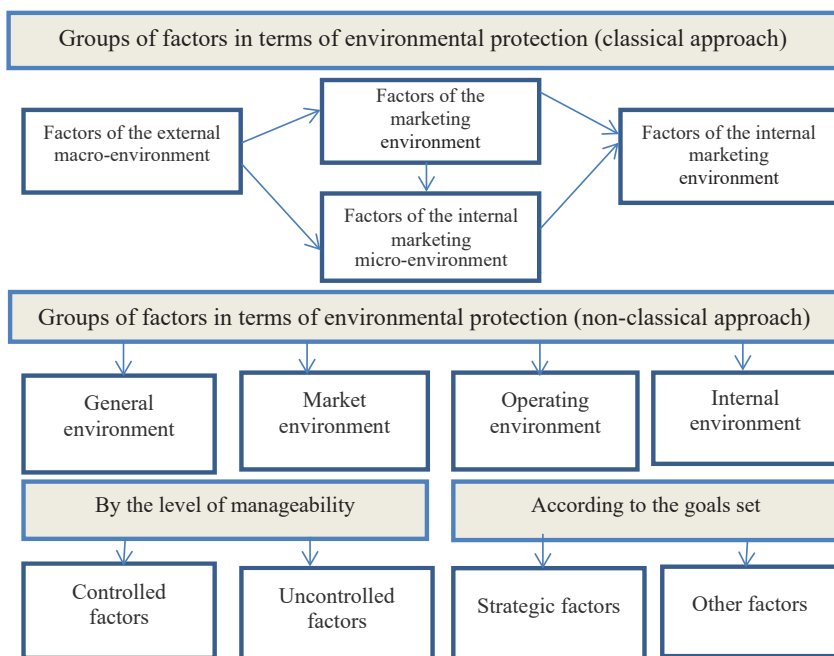


Figure 1. Distribution of environmental factors in the context of different approaches and features

Source: compiled by the authors

Understanding the external factors that affect a company's ability to compete is key to staying ahead of the competition, while analysing the competitive environment helps managers identify key elements of the competitive environment and understand the market and industry.

The mechanism of influence of certain factors on the activity of enterprises is determined by their economic content [3, p. 67].

The basis of marketing support is marketing research and marketing analysis of the company, which is a broad field of activity that includes systematic collection, processing and analysis of information for the purpose of making marketing decisions and reducing the level of risk and uncertainty of the decisions made [4, p. 56].

Marketing research is the continuous and objective study of a subject or problem in order to obtain the necessary information. It can be considered as either primarily basic or applied [5, p. 13].

In order to solve the company's marketing problems, it is necessary to study in detail the current market opportunities on the basis of reliable marketing information. Marketing information is objective (statistical data, company reports, etc.) and subjective (estimates, opinions, rumours) and is necessary for analysing the marketing environment (market, product, consumer), making marketing decisions and developing marketing plans [6, p. 347].

Diagnosis of the marketing competitive environment of companies is carried out in the following stages: monitoring of the main factors of the company's macro-environment, research of the company's micro-environment, analysis of the company's internal environment.

Once potentially relevant changes have been identified, it is necessary to determine their significance, nature of impact, magnitude and trend, which in turn requires market research (Table 1).

Lylyk I. notes that "a problematic issue in the study of the marketing competitive environment is the lack of methodological recommendations for organising and conducting research on the external and internal environment of the enterprise" [7, p. 15]. This approach makes it possible to conduct a study of the components of the micro- and macro-environment in relation to each other, which allows not only to reveal their impact on the enterprise, but also to establish the influence of the factors of the macro-environment on the components of the micro-environment: suppliers, consumers, competitors, intermediaries, etc.

The process of researching the marketing environment is cyclical and continuous, which makes it possible to flexibly adapt to changes and adjust marketing decisions.

Table 1

The main methods of marketing research based on information analysis and forecasting

Method	Essence
SWOT-analysis	SWOT analysis is a tool that helps to assess the strengths, weaknesses, opportunities and threats of any organisation. It can help to provide insight into past situations and identify possible implications for existing or potential problems.
PEST-analysis	It is used to analyze the political, economic, socio-cultural, technological, environmental, and legal factors that affect the company and its environment.
Porter's Five Forces	It is a method that identifies and analyzes the main competitive forces shaping an industry. It includes five elements: competitive rivalry, new entrants, buyer power, supplier power, and the threat of substitutes.
Delphi method	It involves an individual survey of a certain group of experts on trends in the development of a certain phenomenon. The answers are analyzed, combined and summarized. The results of the generalization are returned to the respondents. The process is repeated until a consensus is reached among the experts (or the answers are stabilized).
Extrapolation method	It does not indicate the reasons for the change in the factor, but determines its trend, taking into account current factors. This method is effective when it is necessary to investigate the nature of the change.
Cross-impact matrix	Clarifies the relationship between changes and their importance. Changes are located in both directions of the matrix. This ensures that all factors have the same starting position. The events are placed in chronological order, and each cell (except the diagonal) is examined to determine the extent to which the predicted factor: changes the probability of another factor occurring; strengthens or weakens the effect of another factor; accelerates or delays the occurrence of another event.
Scenario method	It is "a picture of the future that includes events and conditions that outline the situation. As a rule, several scenarios are developed, for which appropriate strategies are formulated. The use of this method requires determining the number of scenarios to be projected, who will develop them, what the priorities should be, and how much time should be allocated for their development."
Based on the results of the simulation, appropriate changes are made to the model	When there is a connection between the causes and consequences of events, econometric models are developed for forecasting economic changes. In the event of a change in the conditions and state of the factors, appropriate changes are made to the model.

Source: compiled by the authors

Given the rapid change in consumer needs and demands in the current economic environment, which is caused by the influence of external factors, this requires prompt management decisions.

3. Main Directions of Adaptation of Agricultural Enterprises to Changes in the Marketing Environment

The need for adequate anti-crisis management in unstable market conditions requires the use of modern approaches to the formation of appropriate strategies for exiting the crisis. In addition to traditional management tools and techniques, marketing tools are becoming more and more popular. They ensure the achievement of the set goal not at the expense of high financial costs, but with the help of non-standard creative approaches. The newest types of marketing communication are associated with the sales promotion tool. They share common characteristics: short-term actions, presence of an attractive offer, persuasion of buyers.

Sales promotion is based on planned, temporary incentive programmes to increase sales. As for advertising, it is no longer of interest to consumers and can often have the opposite effect – the result of an ill-conceived advertising policy that simply imposes products on customers who either ignore them or buy them haphazardly.

In modern conditions, the decisive criterion for production at an agricultural enterprise is competitiveness, in terms of the acceptability of the supply, i.e., in the broader context of agribusiness. The prerequisites for the formation of enterprise competitiveness factors are constantly changing. This study summarises the main types of such changes and identifies tasks that will help enterprises adapt to the marketing competitive environment (Table 3).

Using their advantages, agricultural producers can address more global challenges, including: strengthening their market position by increasing turnover; taking a leading position in product quality; monitoring consumer demand for product range; creating conditions for diversification of the company's activities; introducing flexible changes in pricing policy, which will increase demand for goods; attracting highly skilled professionals; attracting more customers; and strengthening resource potential.

Table 2

Recommended measures for the organization of work on the formation and promotion of the marketing structure of the enterprise

Field of activity	System of measures
Creation of a platform for market entry	<p>1. Creating a mini-programme for product advertising: placing logos, advertising slogans, images and product descriptions on packaging, bottles, glasses and other types of containers; producing thematic guides, brochures, leaflets, booklets; producing extended thematic catalogues of goods and services, annotated prices, allowing the consumer (buyer) to compare the relevant domestic and imported goods on the local or regional market (Ukraine), the price from the manufacturer and the price in the chain of stores; the opportunity to get acquainted with the product priorities of a given manufacturer: raw materials, information about the manufacturer, etc.</p> <p>2. Systematic presentation of goods at agricultural fairs, fairs organised by producers; regional fairs (district, regional, all-Ukrainian), seasonal fairs, calendar public and religious holidays. Presentation of products at review exhibitions, exhibitions-festivals, exhibitions-contests.</p>
Motivation to sell goods and provide services	<p>1. Development and formation of the company's information website, which provides systematic data on wholesale buyers, competitors, suppliers, retail network, which will ensure long-term programming and planning, creation of databases (contracts, deliveries, volumes, capacities), as well as development of effective strategies.</p> <p>2. Study and monitoring of platforms for selling products, including: localisation of data on sales volumes, areas for improving product and packaging quality; organisation of social cases among consumers to justify the choice of product, purchase frequency, attractiveness and priority of purchase, which will allow to promptly distribute not only the volume of supplies, but also regulate their list.</p> <p>3. Formation of the concept of the marketing service: presentation of the company, rating in markets of different levels and directions, proposals for strengthening positions in them, stabilisation in new promising markets, withdrawal from depressed markets; creation of a network of branded outlets (shops, retail outlets) with extensive forms of product advertising.</p>

Source: compiled by the authors

Ways of adapting agricultural enterprises to changes in the marketing competitive environment

Scale of changes	Contents of changes	Directions of marketing activity
Market pace, dynamics of changes	Reduced planning time; taking into account seasonality and volatility of consumer tastes.	Strengthening aggressive competitive strategy; accelerating the pace of new product development; product differentiation; improving the reliability of market forecasts; optimising pricing and communication policies.
Technologies	Increasing the flexibility and efficiency of production systems; developing new materials; expanding automation capabilities; and increasing the importance of product quality.	Transition to STP marketing strategy; transition from one-off marketing agreements to a long-term perspective of marketing relationships; in-depth focus on priority consumer needs.
Market maturity	Strategy of intensive and integrated growth; elimination of surpluses; competitive strategy of the leader.	Developing new products/ services; accessing new segments in existing markets and entering new markets.
Customer behaviour	Requirements to improve product quality; deepen consumer awareness; focus on purchasing power; reduce predictability of behaviour.	Search for information about new consumer needs and modify marketing strategies accordingly; develop assortment policy and distribution system.
Globalisation of marketing	Increased competition; decreased profitability; market expansion; deepening of consumer choice alternatives; and growing diversity of consumer needs.	Renewal and restructuring of the production system; development of a diversified business, focus on customer satisfaction; increased aggressiveness of marketing activities.

Source: compiled by the authors

4. Marketing Support for Agricultural Enterprises in Times of Crisis

An agro-industrial enterprise is an open system, therefore it depends on and interacts with environmental factors on the one hand, and has internal potential to realise its potential on the other. The external and internal environments are closely related, as the enterprise creates internal capabilities under the influence and consideration of external factors, but at the same time the enterprise adapts to the external environment with the help of internal factors.

In a changing environment, the likelihood of a crisis increases. It should be taken into account that the conditions for the emergence of crisis phenomena can be national, regional, sectoral, state policies, as well as the size of the enterprise, the organisational and legal form of the business, the volume and structure of invested capital, market structures, and much more. The lack of effective corporate governance can provoke crisis phenomena that worsen the economic situation and lead the company to bankruptcy. An effective way out of the crisis is the application of anti-crisis management in companies, which eliminates and prevents adverse events for the company, introduces measures to use external and internal reserves to restore profitability and prevent bankruptcy. In this context, the issue of marketing support in the anti-crisis management system is becoming more and more relevant and deserves to be studied.

Stable development of enterprises in the agricultural sector is possible under the condition of protection of the subjects of activity at all stages of their existence, and also depends on the influence of many factors. They are specific to each business entity, act systematically and increase the negative impact on business activity. According to the factors of the crisis, there are objective (natural), caused by a change in the phases of the life cycle of the enterprise, as well as situational, determined by external and internal circumstances.

The crisis arises in the presence of a number of factors, both economic, organisational and social. The influence of factors at the macro- and micro-levels leads to the formation of phenomena that negatively affect the activities of economic entities. Unfortunately, the consequences of negative factors in enterprises cannot be eliminated by self-regulation, so management decisions are necessary. Anti-crisis management is defined as

a system of corporate management of a complex and systemic nature aimed at preventing and eliminating negative phenomena for the enterprise.

Marketing support develops in the process of overcoming contradictions between external conditions and the internal capabilities of the company.

If marketing support allows to accurately assess the objective market environment and is based on its scientific analysis, does not ignore the peculiarities of production development connected with the launch of competitive products, then it can effectively influence the process of needs formation. The process of marketing support unfolds in the unity of interrelations, interdependencies of objective and subjective, external and internal.

The marketing support of an enterprise includes a number of commercial operations interconnected with the movement of products from the territory of the producer to the consumer's territory. At the same time, marketing elements make it possible to maintain the optimal level of financial and economic indicators in production activities. Marketing support includes a set of marketing elements, which are a kind of system for solving tasks related to searching for target markets, conducting marketing research, developing a competitive product and other elements of the marketing complex, as well as organising feedback with consumers [8, p. 92].

The methodological foundations, main tasks and principles of marketing support are systematised by the authors in Figure 2.

The marketing process and the factors that determine it can be presented as follows.

Step 1. Marketing analysis: selection of target customers that the company can serve more efficiently than competitors, including the following steps: quantification of demand and its forecast; market segmentation; identification of competitive advantages; selection of target segments; product positioning in the market and analysis of competitors' product positioning.

Step 2. Development of a marketing strategy.

Step 3. Development of a marketing complex consisting of a set of marketing tools used to obtain the desired response from the target market.

Step 4. Develop a marketing plan for each line of business, product or brand. It consists of the same elements as the overall business development plan.

Chapter «Economic sciences»

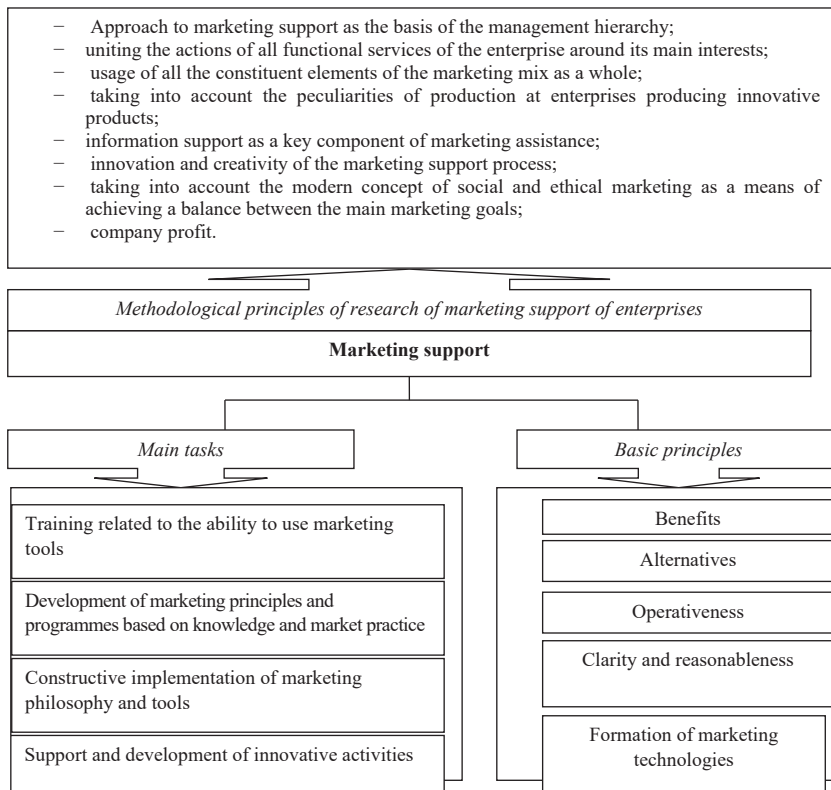


Figure 2. Methodological foundations, tasks and principles of marketing support

Source: compiled by the authors

Step 5. Implementation of marketing activities. The success of marketing depends on the following factors: action plan, organisational structure, decision-making system, employee motivation, and corporate culture.

The concept of preventive marketing involves the use of special tools even during the stable development and operation of a business. It is very important not only to find new customers, but also to retain existing ones,

create a positive image of the company, retain customers, and predict their needs and behaviour.

Preventive marketing should anticipate and create needs, not adapt to those that already exist. This requires a well-established communication system that allows to influence the consumer or the market as a whole and receive feedback. Public relations (PR) is a tool for ensuring such communication.

At this stage, it is also necessary to identify the entity responsible for the development and implementation of anti-crisis procedures to justify its authority to develop and implement the anti-crisis programme.

The economy is cyclical, the stability of the enterprise is unstable, so anti-crisis plans drawn up in the conditions of stable development of the enterprise and aimed at reducing the negative impact of the crisis are the main tool of "preventive marketing and crisis management" [9, p. 7].

An anti-crisis plan should be developed both at the stage of crisis and during stable operation of the enterprise, when the signs of crisis are not yet recognised but can be predicted. In particular, various situations are modelled and possible business development scenarios are created, so the more diverse and complex the scenarios of crisis processes and their impact on the financial condition of the company, the more likely it is to continue operating.

Thus, crisis management of an enterprise is a comprehensive system of managerial actions aimed at achieving sustainable functioning of a production and trading enterprise, in order to anticipate crisis phenomena in current and future activities, development and protection from crisis situations.

The existence of problems associated with the country's economic development necessitates the development of a set of anti-crisis measures to address the negative impact of the unstable external environment on Ukrainian agribusiness. In addition, anti-crisis activities should be carried out continuously as a subsystem of the overall functioning of agro-industrial enterprises, especially in today's conditions.

Having studied the theoretical aspects of anti-crisis activities of agro-industrial enterprises, the main tasks of their implementation are presented:

- continuously monitor the company's external and internal environment;
- development of measures to reduce the external vulnerability of the company's socio-economic system;

- forecasting the prospects for the development of the crisis in the company;
- strengthening the internal flexibility of the company's management in a crisis situation;
- development of preliminary plans for crisis management methods;
- urgent commencement of practical anti-crisis measures planned in case of a crisis situation;
- managing the process of overcoming the crisis and eliminating losses.

The main causes of the crisis in agricultural enterprises and measures to overcome them were summarised (Table 4).

Table 4

**Causes of the crisis of agricultural enterprises
and measures to overcome it**

Causes of the crisis	Measures to overcome the problem
1. Severance of economic ties	– search for new markets for raw materials; – concluding contracts on favourable terms; – improving the quality of raw materials used.
2. Reduced effective demand, increased competition	– establishment of a quality management system. Implementation of a quality system based on ISO 9000 standards; – organisation of systematic work to create new products and improve existing ones.
3. Outdated equipment and technologies	– development of a targeted technical re-equipment programme; – significant investments in technical re-equipment of the enterprise.
4. Lack of investment	– development of an investment policy based on a sound strategy; – strict control over the process of forming sources of the investment portfolio and investment efficiency.

Source: compiled by the authors

It can be noted that the methods used by most enterprises to overcome the crisis are insufficient and new priority areas need to be developed as soon as possible.

Anti-crisis management should be carried out in stages, providing for a sequence of actions.

At the first stage of work, using special research techniques and methods, the following is necessary:

– to conduct a comprehensive analysis of the results of the company's economic and financial activities, the dynamics of key performance indicators (production volume, revenues, expenses, profit, assets and capital, as well as profitability, liquidity, business turnover, financial stability of the company);

– to determine the amount, structure and maturity of external financial liabilities;

– to identify the main causes of the emergence and deepening of the enterprise development crisis;

– to assess the extent and possible consequences of further deepening of the crisis and the duration of the insolvency situation;

– to evaluate the company's internal capabilities to localise and overcome the crisis.

The process of developing a basic strategic marketing plan includes goal setting, strategy development (market expansion, customer retention, innovation, mergers, acquisitions, etc.), segmentation and the development of marketing complexes. Simply put, a strategic marketing plan is a concept of how product, price, promotion and distribution should work to ensure that marketing and business objectives are achieved, and the plan reflects strategic options for its development.

Therefore, the anti-crisis plan is an effective and necessary tool of preventive marketing, because it contains scenarios, instructions and alternative strategies, comprehensive checks, vulnerability assessments, specific measures to prevent and overcome the crisis, and also clearly defines the powers of each employee and serves as a basis for the company's exit from the crisis. All the above-mentioned tools of preventive marketing are based on marketing information, without which it is impossible not only for the company to operate in conditions of stable development, but also for it to function as a whole.

Marketing information is used for scientific, practical and educational activities in the field of market research. It is used to draw important conclusions, make decisions, and create or adjust business development plans and strategies. In addition to information from a specific company, data from similar companies and industry statistics can also be taken into account. For this stage to be effective in medium-sized and especially large companies, it is advisable to develop a single method of collecting and presenting

information for all departments. The analysis of the received information is carried out in order to determine the main parameters of risks characteristic for the enterprise and to highlight the main directions of risk management (homogeneous risk objects, types of risks). The result of this stage is the formation of indicators used for further application of the company's risk management process. Like any other valuable resource, information must be controlled and systematised. A Marketing Information System (MIS) is a set of measures and tools for solving the tasks of coordinating the marketing strategy of the company's management. MIS consists of four main elements: internal reporting system; marketing intelligence system; marketing research system; marketing solutions delivery system.

All these preventive tools of integrated marketing make it possible to identify opportunities and potential threats, strengths and weaknesses of the company, to prepare it in advance for the application of crisis processes, to create a margin of safety and to establish a certain limit of consumer confidence.

Each company develops a market development strategy based on a concept, also called a marketing concept, or concepts of business management in market conditions (improving production, intensifying commercial efforts, social and ethical marketing, etc.).

The following concepts are implemented on the basis of a management mechanism (risk marketing), which includes the following:

- 1) marketing analysis – analysis of the marketing environment, analysis of market opportunities, market segmentation, product positioning;
- 2) marketing synthesis – defining the purpose of marketing management;
- 3) strategic marketing – development of marketing strategies based on strategic perspectives;
- 4) operational marketing – development of a set of marketing activities and their integration into the strategic marketing management plan;
- 5) marketing control – efficiency control.

It should be noted that the use of specific marketing tools in the system of anti-crisis management of trade enterprises depends on many factors, the key ones being: market situation, stage of the enterprise's life cycle and management tools used by the management apparatus.

The following characteristics of the post-crisis period can be distinguished:

- decentralisation trends to accelerate appropriate response;
- increasing the flexibility of the supply chain and the entire organisational structure;
- focus on growth strategies aimed at finding new market opportunities;
- improving risk perception by focusing on restoring consumer confidence;
- increase in the number of legal innovations;
- active use and implementation of innovative programmes aimed at restoring what has been lost and stabilising the current situation;
- growing customer focus and active development of loyalty programmes.

In times of crisis, consumers will continue to try to minimise their shopping time by exploring the benefits of virtual intelligence and new mobile applications. That is why it is so important to actively fight for the consumer in order to establish trusting relationships through online and offline communication.

Post-crisis marketing continues to use anti-crisis and marketing tools, adapting them to the new market situation. Post-crisis marketing is mainly aimed at implementing measures aimed at restoring stable and sustainable operations, using innovative programmes and relying on growth and decentralisation strategies. At this stage, companies are more comfortable with actively using crisis marketing tools and adapting their crisis plans and marketing strategies to the changing environment.

5. Conclusions

The results of the study give rise to the following conclusions. Marketing activities should be carried out taking into account dynamic changes in the market environment, and in the long term – according to an adjusted marketing strategy.

Conducting marketing research helps to inform marketers about markets, consumers, competitors, and all elements of the external marketing environment. It reduces the level of uncertainty and applies to all elements of marketing that affect the sale of products in a given market. All the information obtained in the process of marketing research must be processed, stored and systematised. It is necessary to develop databases that store information on the impact of the marketing competitive environment on the company's activities.

The need for agricultural enterprises to adapt to dynamic changes in the socio-economic environment has been recognised. Marketing planning must take this into account on the basis of the life cycle of various products and markets, since certain changes occur at different stages, to which the management of the enterprise must respond promptly. The basis for the adaptation of agricultural enterprises to environmental factors should be a more flexible pricing policy, material and technical components, quality indicators of agricultural products, sales promotion measures, which will become the basis for the formation of competitive advantages in the market.

It has been established that the purpose of marketing in anti-crisis management is to ensure the process of production and sale of the most demanded goods on the market, which will bring the greatest benefit to the enterprise and ensure profitable activity. It has been proved that the concept of pre-marketing includes the use of special tools even in the condition of stable development and functioning of the enterprise. Post-crisis marketing continues to use the tools of pre-crisis and crisis marketing, adapting them to the current market situation, looking for measures to restore stability and sustainability, using innovative programmes and focusing on growth and decentralisation strategies. The tools of prevention, crisis and post-crisis marketing are generally consistent, but each has its own characteristics in terms of methods and conditions of use. In general, they all lay the foundations of strength and reliability, increase the value of the company, help managers make more effective management decisions, see the image of the future, establish long-term conditions of trust with partners, eliminate risks and reduce uncertainty.

It can be argued that the main priority of the marketing support of the anti-crisis management system is: survival, ensuring (supporting) competitiveness, satisfying the needs of customers, optimal use of one's own strengths to achieve advantages over competitors, etc., and the most important – stabilisation of the activity of all subsystems of the organisation, elimination of contradictions of microeconomic elements among themselves and with the external environment in order to restore the balance of the economic system (organisation), to restore its viability.

References:

1. Bilovol R. I. (2018). Marketing research is a necessary condition for increasing the competitiveness of the enterprise. *Marketing support of the food market. Collection of abstracts of the X International scientific-practical conference*. Poltava: PDAA, pp. 42–44. (in Ukrainian)
2. Lopashchuk I. A. & Danyliuk M. I. (2016). The role of marketing research in the functioning of domestic enterprises. *Young Scientist*, no. 12.1 (40), pp. 874–877.
3. Bahorka M. O., Kadyrus I. H. & Yurchenko N. I. (2022). Formation of the marketing research system at the enterprise. *State and regions. Series: Economy and Entrepreneurship*, no. 2(125), pp. 64–71. (in Ukrainian)
4. Bahorka M. O., Kadyrus I. H. & Myronova O. O. (2022). Organization of sales activities and the system of marketing research at the enterprise. *Business Navigator*, no. 2(69), pp. 54–62. (in Ukrainian)
5. Zhytnyk O. V. (2011). Marketing research in Ukraine: trends and forecasts. *Marketing in Ukraine*, no. 1(65), pp. 12–15. (in Ukrainian)
6. Sokhetska A. V. (2020). Modern trends in marketing research. *Business Inform*, no. 7, pp. 346–352. (in Ukrainian)
7. Lylyk I. (2018). Market research market in Ukraine, 2017: expert assessment and analysis of UAM. *Marketing in Ukraine*, no. 1, pp. 4–24. (in Ukrainian)
8. Bahorka M. O., Kadyrus I. H. & Yurchenko N. I. (2021). The place of marketing activities in the anti-crisis management system. *Collection of scientific works "Problems of the systemic approach in economics"*, no. 4(84), pp. 89–96. (in Ukrainian)
9. Kostakova L. D., Teslenko O. S. (2021). Anti-crisis management is the basis of ensuring the economic security of the enterprise. *Economy. Finances. Right*, no. 1, pp. 5–9. (in Ukrainian)