

PROBLEMS OF MANAGEMENT AND MARKETING IN NEW ECONOMIC CONDITIONS

**Mariia Bahorka, Doctor of Economics,
Professor of Marketing Department**

**Nataliy Yurchenko, Candidate of Economic Sciences,
Associate Professor of Marketing Department**
*Dnipro State Agrarian and Economic University,
Dnipro, Ukraine*

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MARKETING STUDIES OF THE FACTORS OF THE MARKETING ENVIRONMENT

In modern realities, the marketing environment is characterized by diversity, complexity and lack of control, but this does not mean that agribusiness can only passively perceive changes. Today's changes are of such importance that they create a new format of activity of agricultural enterprises and markets along food and raw material chains. On this basis, the competition criteria fix new development conditions. 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 processing and distribution of food products form a new and tougher competitive environment for both agricultural enterprises and food processing enterprises.

In the extremely difficult conditions of the war in Ukraine, the process of systemic social transformations in agribusiness has begun, which should lay the preconditions for a balanced and comprehensive development of enterprises. The existence and development of enterprises cannot be separated from the marketing environment, which is an important factor for the formation of marketing strategies and making marketing decisions at the enterprise. It is today's conditions that 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 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 organizing 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. To effectively manage an enterprise, a manager must have strategic thinking and the ability to develop a strategy correctly. This requires careful analysis of the external environment, when it is necessary to know when to make changes, because a properly constructed research system can determine the competitive advantages of the enterprise.

It is appropriate for enterprises to conduct marketing research in terms of the factors of the competitive environment and the general environment of the functioning of enterprises [1, p. 43]. Thanks to the receipt of 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 enterprise's marketing environment can be defined as a set of its active elements that work outside the enterprise and affect its ability to work effectively, establish and maintain relationships of successful interaction with target customers [2, p. 875]. If we talk about the classical division of the environment, then it is external and internal, and the hierarchical division includes the macro-, micro- and competitive environment. It is in a competitive environment that agricultural enterprises function on the market, maintain competitive positions and acquire competitive advantages. The competitiveness of an enterprise can be defined as the level of its potential, which ensures the ability to maintain or expand its market share in a competitive environment. In this context, we highlight the following key principles:

1. Careful consideration of needs, demand dynamics and market conditions when making decisions. This principle determines the awareness of the market situation in relation to the existing and forecast value of demand, activity in the market of competitors, behavior in the market of consumers and their attitude to the products of the organization and its competitors. At the same time, consumers often cannot decide on their preferences. The very task of marketing is to understand, and sometimes reveal, the requirements and desires of consumers.

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

3. Bringing information to consumers about the company's products and influencing their consciousness with the help of all available means and methods of promotion in order to convince them to purchase this particular product.

The influence of the market environment on the activities of agricultural enterprises is mainly reflected in two aspects of providing market opportunities or causing threats. How to recognize and use the opportunity,

and how to avoid environmental threats for the enterprise are the central issues to which the attention of the enterprise's management is focused. You can find answers to these questions based on the analysis of environmental factors, its characteristics and marketing activities of agribusiness. It is obvious to us that the composition and changes of the organization's environment are related to a rather large number of influencing factors. In comparison with the enterprise, the marketing environment is not always controlled by the subjective will of the head of the enterprise, especially the macro environment.

We tried to schematically present the classification of factors from the point of view of classical and non-classical approaches (Figure 1).

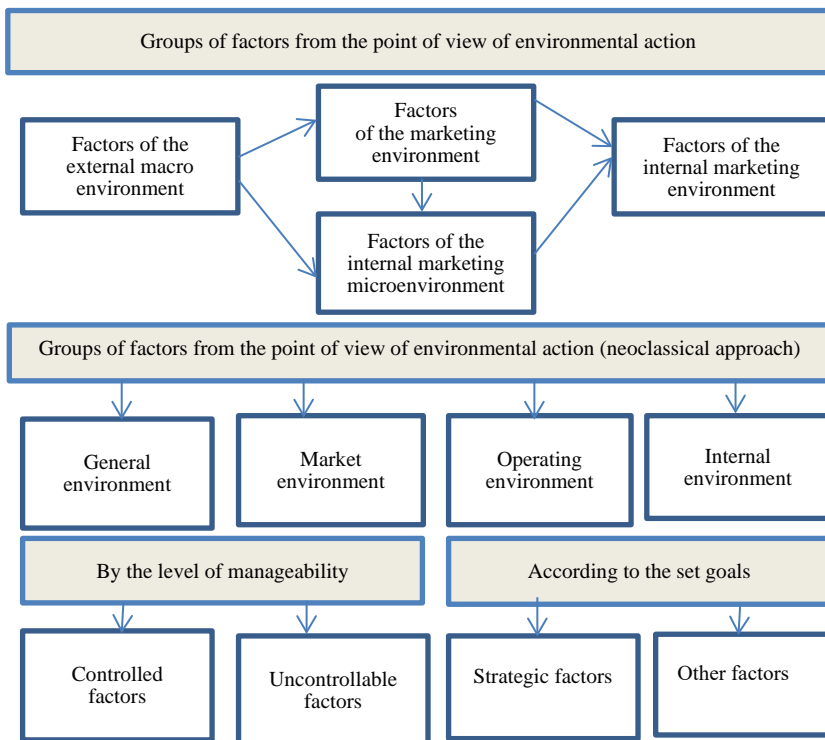


Figure 1. Distribution of environmental factors in the context of different approaches and features

Source: summarized by the authors

Understanding the external factors that affect a business's ability to compete is key to staying ahead of the competition, while analyzing 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 enterprise, which represent a wide field of activity, which includes the systematic collection, processing and analysis of information for the purpose of making marketing decisions and reducing the level of risk and uncertainty regarding the decisions made [4, p. 56].

Marketing research is a constant and objective study of a subject or problem in order to obtain the necessary information. They can be considered either primarily fundamental or applied.

In order to solve the marketing problems of the enterprise, it is necessary to study in detail the current market opportunities based on reliable marketing information. Marketing information is objective (statistical data, enterprise reporting, etc.) and subjective (estimates, opinions, rumors) and is necessary for analyzing the marketing environment (market, product, consumer) for making marketing decisions and developing marketing plans.

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

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

Since in modern economic conditions there is a rapid change in the needs and requests of consumers, which is caused by the influence of external factors, this requires prompt management decisions.

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