

ECONOMIC SCIENCES

THE MAIN DIRECTIONS FOR ADAPTATION OF AGRICULTURAL ENTERPRISES TO CHANGES IN THE MARKETING ENVIRONMENT

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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.

Adaptation of agrarian enterprises to the competitive marketing environment is becoming particularly relevant as a scientific basis for the processes of reducing market uncertainty in the face of growing business risks.

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 [1, p. 7]. Along with traditional means and techniques of management, marketing tools are gaining more and more popularity. They

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ensure the achievement of the set goal not at the expense of large financial costs, but with the help of non-standard creative approaches. The latest types of marketing communications are associated with the sales promotion tool. They are united by common characteristics: short-term measures, the presence of an attractive offer, the conviction of buyers.

Incentive selling is based on planned incentive programs limited in time to increase sales volumes. As for advertising, today it is not of interest to the consumer and can often cause the opposite reaction – the result of an ill-conceived advertising policy in which products are simply imposed on the buyer, so the latter either does not pay attention to it or buys unsystematically [2, p. 9].

In modern conditions, the decisive criterion of production in an agricultural enterprise is competitiveness, from the point of view of the acceptability of the offer, that is, in the broader context of agribusiness. The prerequisites for the formation of factors of competitiveness of enterprises are constantly changing. Within our research, we summarized the main types of such changes and identified tasks that will help enterprises adapt to the marketing competitive environment (Table 2).

Using their advantages, agricultural producers can solve more global problems, in particular: strengthen their position in the market by increasing turnover; take the leadership position regarding product quality; to monitor consumer requests regarding the range of products; create conditions for diversification of the enterprise's activities; introduce flexible changes in price policy, due to which the demand for goods increases; invite highly qualified specialists for work; attraction of more customers, strengthening of resource potential.

The need for adaptation of agricultural enterprises to dynamic changes occurring in the socio-economic environment has been established. In marketing planning, this must be taken into account based on 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 of adaptation of agricultural enterprises to environmental factors should be a more flexible price policy, material and technical component, quality indicators of agricultural products, sales promotion measures, which will become the basis for the formation of competitive advantages in the market.

Table 1

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

Field of activity	System of measures
Creation of a platform for entering the market	<p>1. Formation of a mini-program of advertising of the produced product: placement of logos, advertising slogans, images and descriptions of the product on packages, bottles, glasses and other types of containers; issue thematic guides, brochures, postcards, booklets; issue of extended topics of goods and services, annotated prices, which will allow the consumer (buyer) to compare 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 this manufacturer: raw materials, data about the manufacturer, etc.</p> <p>2. Systematic presentation of goods at agricultural fairs, fairs organized by producers; regional fairs (district, regional, all-Ukrainian), seasonal fairs, calendar state and religious holidays. Presentation of products at exhibitions-reviews, exhibitions-festivals, exhibitions-competitions.</p>
Motivation for selling goods and providing services	<p>1. Development and formation of an information site of the enterprise, which provides systematized data on wholesale buyers, competitors, suppliers, retail network, which will ensure long-term programming and planning, creation of databases (contracts, supplies, volumes, capacities), development of effective strategies.</p> <p>2. Study and monitoring of platforms for the sale of products, in particular: localization of data on sales volumes, directions for improving the quality of products, their packaging; organization of social cases among consumers on justification for choosing a product, frequency of purchase, purchase attractiveness and priority, which will allow to quickly distribute not only the volume of the offer, but also to regulate their list.</p> <p>3. Formation of the marketing service concept: presentation of the company, rating on markets of various levels and directions, proposals for strengthening the position in them, stabilization in new promising markets, rejection of depressed markets; creation of a network of branded retail spaces (kiosks, shops, retail outlets) with wide forms of product advertising.</p>

Source: summarized by the authors

Table 2

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

Scope of changes	Contents of changes	Directions of marketing activity
Market pace, dynamics of changes	Reduction of planning time; taking into account the fact of seasonality; instability of consumer tastes	Increasing aggressive competitive strategy; acceleration of the pace of development of new products; product differentiation; increasing the reliability of market forecasts; optimization of pricing and communication policy
Technologies	Improving the flexibility and efficiency of production systems; development of new materials; expansion of automation capabilities; increasing the importance of product quality	Transition to the STP strategy – marketing; transition from one-time marketing agreements to a long-term perspective of marketing relations; in-depth orientation to the priority needs of the consumer
Market maturity	Strategy of intensive and integrated growth; elimination of excess; competitive strategy of the leader	Development of new types of products / services; access to new segments in existing markets and entry into new markets
Buyer behavior	Requirements for improving product quality; deepening consumer awareness; concentration on purchasing power; reducing the predictability of behavior	Searching for information about new consumer needs and corresponding modification of marketing strategies; formation of assortment policy and distribution system
Globalization of marketing	Increasing competition; decrease in profitability; market expansion; deepening of consumer choice alternatives; growing variety of consumer needs.	Update and restructuring of the production system; formation of multifocality, focus on meeting the needs of the consumer; increasing the aggressiveness of marketing activities

Source: summarized by the authors

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