

CHAPTER «STRATEGIC BUSINESS MANAGEMENT: PLANNING AND FORECASTING»

DOI: <https://doi.org/10.30525/978-9934-26-437-5-7>

Mariia Bahorka

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

Nataliy Yurchenko

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

Inna Abramovych

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

DEVELOPMENT OF DIRECTIONS FOR THE ADAPTATION OF UKRAINIAN AGRICULTURAL ENTERPRISES BASED ON RESEARCH OF ENVIRONMENTAL FACTORS AND IMPLEMENTATION OF THE MARKETING SYSTEM OF ANTI-CRISIS MANAGEMENT

Summary

The purpose of the article is the generalization of research methods in the marketing information system of the environment, the practical implementation of the procedure for 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 examines the components of the marketing activity management system and makes proposals for management decisions regarding the implementation of marketing tools in the activities of agricultural enterprises. It was determined that for agrarian enterprises, the use of marketing tools based on marketing management contributes to its flexible adaptation to changes in the environment, solving strategic tasks of further effective development and maintaining the level of competitiveness in the market. The article outlines the role and essence of anti-crisis management, notes the need for a complex nature of management in crisis conditions. The concept of anti-crisis management is defined and the

main task of the marketing management system is outlined; the problems that arise in the process of tactical preventive anti-crisis management are summarized; the essence of the stages of the crisis management process is disclosed; marketing anti-crisis management measures are proposed and the choice of tools is substantiated. The results obtained during the research together solve an important scientific and practical problem – the formation of a marketing system of anti-crisis management in the conditions of a transformational economy. This system is of a strategic nature and reflects the significant impact of social factors, risks and conditions of uncertainty. During the study, a set of circumstances was identified that determine the negative and positive consequences of the crisis, as well as the prerequisites for overcoming it, without which it is difficult to objectively determine probable losses and forecast potential options for enterprise development.

Introduction

Agriculture is a complex of technologically and organizationally interconnected industries, which together form a balanced, integrated and structurally complete system, and its functional and component structure is subject to a stable increase in the production of agricultural products.

In modern realities, due to the military actions of the aggressor, we can observe a number of negative trends occurring in the market: a decrease in demand and supply, the termination of many enterprises that until recently functioned in the territories that are now already occupied, a lack of resources and raw materials, problems with sales markets, rising prices of resources, etc. There is no doubt that these factors negatively affected the activities of agricultural producers. In this context, there is a need to improve the process of managing the marketing activities of agricultural enterprises, because marketing and its tools enable farms to conduct quality and timely monitoring of the external marketing environment; to ensure the entire important process of development, adoption and implementation of effective management decisions; control the functioning of the entire management system of economic entities. However, in modern conditions, agricultural enterprises use marketing approaches at an insufficient level when conducting their business. That is why the relevance of this issue plays a significant role in the development of economic relations.

The negative impact of crisis factors manifests itself in the form of certain symptoms of crisis phenomena: the deterioration of the main indicators of the enterprise's economic activity, the negative dynamics of the enterprise's development indicators, the deterioration of financial indicators, a decrease in demand, the outflow of customers, etc., which indicate the presence of crisis phenomena in various functional divisions of the enterprise.

Under the influence of factors of the external and internal environment, the normal state of operation of the enterprise may be disturbed, deviate from the planned or desired parameters of work. Such situations require the formation and use within the framework of the structural elements of the economic mechanism of appropriate measures that will be anti-crisis in nature.

It can be assumed that the indicators of agribusiness enterprises will increasingly depend on the management system. This will happen mainly through the adoption and use of new, innovative means of the program and practice of personnel management and marketing technologies. Based on this, the selection and justification of management decisions regarding marketing activities will contribute to the achievement of goals aimed at strengthening its competitive advantages and development.

Agriculture is not only a branch of production, but also the habitat of a significant part of the population, and its level directly affects the state of food security in the country. This requires the timely implementation of a complex of anti-crisis measures aimed at preventing the bankruptcy of agricultural enterprises. The primary task in this direction is the assessment of the financial condition of agricultural enterprises. This will allow not only to see the real picture of their financial condition, but also to more accurately determine the directions of the withdrawal of the agricultural economy of various regions from the crisis.

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.

In today's conditions of uncertainty, which are characterized by a high degree of dynamism and risk, making effective marketing decisions, especially strategic ones, requires a clear mechanism for evaluating, analyzing and forecasting the marketing environment and its changing trends both as a whole and in its individual components.

Therefore, in the modern conditions of the formation and unstable development of the Ukrainian economy, the search for anti-crisis ways of development of enterprises is an extremely important problem. The implementation of new anti-crisis management functions based on the marketing system is an urgent task.

Chapter 1. Study of environmental factors and modern problems of the crisis state of agrarian enterprises

Modern trends of the economy of Ukraine are characterized by many contradictions, environmental instability, risks, a number of destructive movements, unfavorable operating conditions, social and political aggravations in all industries and spheres. In such realities, it is important to revise the basic foundations of management thinking, to make a transition to new forms and

methods of management, taking into account crisis phenomena and risk protection of business. At the same time, processes of differentiation and integration of structures, methods and other elements of the production management system also stimulate change control.

Market research is a whole systematic activity aimed at collecting, analyzing and interpreting information about market processes. Market research allows you to determine the main market mechanisms, such as demand, supply, prices, as well as consumer behavior and competition (Krykavskiy Ye. V., Kosar N. S., Prytuliak N. S., 2014). Market research adheres to certain quality criteria (Figure 1), closely related to scientific methods.

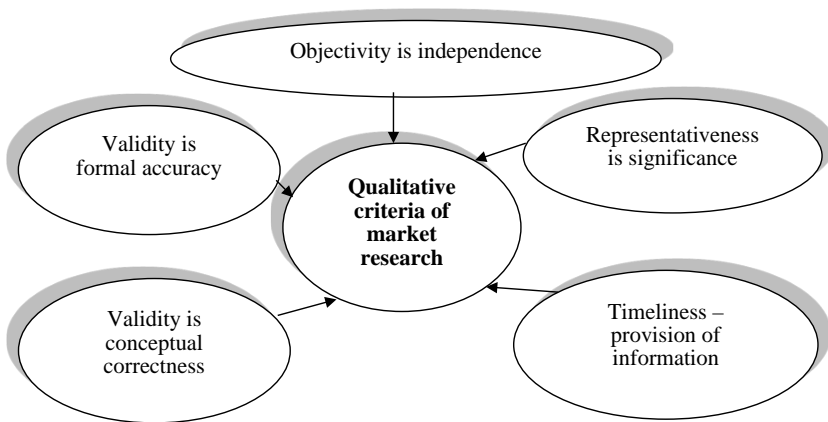


Figure 1. Market research quality criteria

Source: summarized by the authors

In our time, the adoption of strategic decisions, which involve obtaining reliable and timely information about the needs of customers, the product range, the state of the market, competitors and the general environment, has become important. Marketing research remains one of the main means of obtaining this information.

In order to establish and maintain long-term relations with consumers, detailed information about the specific needs, interests, tastes, and behavior of each consumer is required. Informational signals coming from the environment are possible only within the framework of a well-established internal communication system aimed at informing the marketing service and management decision-making processes.

Market research helps businesses uncover hidden opportunities, fine-tune their marketing strategies, and make informed decisions that can save time and money. This process can be challenging for any company.

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 (Bilovol R. I., 2018). 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 (Lopashchuk I. A. & Danyliuk M. I., 2016). 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.

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 (Zhytnyk O. V., 2011).

Today, for agricultural enterprises, there are fundamentally new requirements for the quality of information support for marketing activities, as the comprehensive and systematic satisfaction of consumer needs is based on the prior receipt of reliable information about them.

A clear definition of the problem determines the success of subsequent research efforts, including the formulation of objectives, the choice of methods, and the determination of the amount of information to be collected. Equally important is the question of the estimate of conducting research and the time that should be spent on its implementation.

Constant monitoring of information flows, formation of an information system based on the principles of relevance of factors of entrepreneurial activity to promote maximum use of potential is extremely important for adaptation of agricultural enterprises to changes in the environment.

The information system should ensure that management decisions are made, first of all, based on the production and economic features of the current state of the enterprise and the market environment. Internal factors must be fully adapted to external. At the same time, it is the information system that creates a reliable basis for substantiating new marketing decisions aimed at qualitatively changing the market environment in the desired direction for the company.

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 (Sokhetska A. V., 2020).

Entrepreneurial activity in the conditions of a market economy is under the influence of external and internal factors that determine its efficiency, profitability, solvency and liquidity. Based on this, the main goal of marketing is to define your target market; attract buyers from it, retain and increase their number, create confidence in them that the target consumers of the products are the greatest value for the enterprise.

An enterprise crisis is a period of problems and failures when the enterprise faces serious difficulties that can affect its activity, stability and even existence. A crisis can have various causes and manifest itself in various areas of the enterprise, such as finance, management, production, marketing, technology, and others. A business can experience crisis situations for a number of reasons, such as economic difficulties, management failures, rapid changes in the market or external stresses.

A crisis occurs when the enterprise faces limitations of opportunities due to various external and internal factors, which lead to a decrease in solvency and a drop in general financial indicators (Table 1).

The modern stage of development of agricultural enterprises is accompanied by complex factors that limit real autonomy and reduce production efficiency, namely:

- weak development of means of production (technology, equipment, machinery, fodder, fertilizers, etc.);
- lack of a developed system of trade and purchasing organizations created on a contractual basis to facilitate the sale of products;
- the imperfection of the legal framework for state regulation of the products of agricultural sector enterprises and their relations with other enterprises and organizations.

Emphasizing the problems of marketing management, we presented them in a generalized form (Table 2).

Uncertainty always increases risk, leads to difficulties in assessing the situation, loss of flexibility and adaptability to a rapidly changing environment (Bahorka M. O., Pysarenko V. V., Kadyrus I. H. & Yurchenko N. I., 2022). Thus, the sign of the suddenness of the crisis situation depends to a greater extent on the background restrictions of the environment, and the sign of the intensity of the development of the crisis situation – on the risks of economic

activity. A crisis situation is a process whose development is initiated by the action of both uncertainty and risk factors.

Table 1

Typology of factors that can cause crises

Factors Explanation	Factors Explanation
Exogenous factors	Exogenous factors arise in connection with macroeconomic development trends. The factors that can trigger a crisis include political, economic, social, environmental, natural disasters, financial and technological factors. In the event of bankruptcy, the enterprise is subject to liquidation, settlement of debts with creditors, as well as officially recognized as bankrupt and entered into the register.
Endogenous factors	Endogenous factors are closely related to problems within the internal organizational system of the enterprise. Contribute to the crisis and may include organizational inefficiencies, ineffective management systems, mass layoffs, production disruptions, and force majeure.
Natural factors	Natural factors Characterized by natural disasters and sudden deterioration of natural and climatic conditions.
Objective factors	Objective factors They arise due to the need for restructuring and adaptation to changes in the economy of the system, as well as the introduction of new innovations.
Subjective factors	Subjective factors Influence errors and unforeseen circumstances in the management system.
Random factors	Random factors are characterized by the presence of unpredictable processes.
Expected factors	Expected factors Occur according to established patterns and can be predicted.

Source: formed by the authors

The main problem that hinders the effective functioning of agricultural enterprises is ineffective management. This problem is caused by the following factors:

- Lack of strategy in the company's activities and focus on short-term results to the detriment of medium- and long-term results.
- Low qualification and inexperience of managers.
- Low level of responsibility of the company's managers to the owners for the consequences of the decisions made, for the safe and efficient use of the company's property, as well as for the financial and economic results of its activities.

The task of anti-crisis management is to prevent destructive crises, and in case of their occurrence, to restore the company's solvency and its ability to

develop. In practice, this task faces great difficulties. It is well known that most of the crisis management processes are not the restoration of solvency, but bankruptcy and liquidation (Kalinov H. I., 2009).

Table 2

Difficulties in the marketing management system

Problem areas	Characteristic
Lack of marketing specialists	Management believes that a sales manager will fully replace an experienced marketing specialist and does not consider it necessary to create a marketing department. In our opinion, the economy still uses the sales philosophy of doing business, and the management is not sufficiently aware of the importance of the marketing philosophy.
Direction of activity	A quick economic result is not always possible and strategically justified. The long-term functioning of the enterprise can also be ensured by the reputation, trust of customers, favorable competitive positions and awareness in this field
Exclusively for profit	When planning current and strategic plans, indicators of marketing activity, quantitative determination of indicators, flexibility of adjustment and decision-making, adaptive capabilities to environmental factors are poorly taken into account.
Imperfect planning system	Inconsistent organization of marketing activities, weak level of analytical work, failure to take into account the budget for marketing activities, improper conduct of marketing research, problems with communications and connections.

Source: formed by the authors

Anti-crisis management allows you to monitor the financial and economic condition of the enterprise, prevent crisis situations and achieve efficiency. A well-organized anti-crisis management system makes it possible to expand the company's competitiveness. Solvency analysis provides reliable information about the company's financial condition and the risk of bankruptcy.

Chapter 2. Measures to improve the anti-crisis management system

The role of marketing in anti-crisis management is recognized as key, since marketing determines how the company is perceived in the market and interacts with its customers (Bahorka M. O., Roshchuk M. O., 2021). In a period of crisis, when the company is experiencing difficulties, marketing becomes a strategic tool for restoring stability and ensuring further development. The marketing system is a complex of interrelated elements and processes aimed at meeting the needs of consumers and achieving the company's goals

in the market. The essence of the marketing system is the organization and coordination of various marketing activities to achieve success in the market.

Our proposals for improving the management system of agrarian enterprises are presented in the Table 3.

Table 3

Proposed measures to improve the anti-crisis management system

Responsible executor	Anti-crisis measures	Expected result
Financial department	monitoring the company's financial condition, conducting an internal audit, optimizing and controlling costs; reduction of administrative, operating, and financial costs, reduction of general liabilities, monitoring of the dynamics of receivables and payables, strategic financial planning, development and implementation of an anti-crisis management program	recovery of solvency, availability of financial stability, availability of financial control
Department of strategic planning	development of the company's development strategy, improving the logistics system, establishing reliable communication with partners	Improving the image of the enterprise
Production and technical department	saving resources, quality control, modernization of production, introduction of innovative technologies	increasing labor productivity and production capacity
HR	professional training and motivation of personnel, expansion of the staff of specialists	
Director	creation of a special anti-crisis management group and monitoring of the effectiveness of measures to improve the financial condition, negotiations with creditors on deferment and installments of debt repayment, approval of the company's development strategy	efficiency of management personnel

Source: formed by the authors

Using the measures indicated in Table 3, it is possible to maintain the company's position in the market, increase production, achieve stability, improve the financial situation, and, most importantly, get out of the crisis situation.

Before detailing the marketing tools, we presented the main measures that can be preventive steps to prevent the crisis (Table 4).

The process of applying anti-crisis management in the marketing system should contain such a parsimony of stages that will allow you to directly transform all incoming material and information flows into flows that will have completely different properties at the output. Therefore, this process will take place in accordance with the directives of the management of its divisions. Such directives are formed on the basis of the main goal of the enterprise. We emphasize countering internal and external threats, crisis processes (Table 5).

Table 4

Steps of anti-crisis management

Stages	Description
Determination of the degree and causes of the crisis	What caused the crisis?
Work with personnel	Product quality is deteriorating, workers' wages are too high, cost is high, etc. By identifying the source of a threat, it can be quickly addressed and stopped at its inception before it destroys the entire business.
Cost reduction	At this stage, you need to optimize your staff: only important personnel remain. It is also important to create a positive team spirit, motivate them and eliminate any conflicts. Another important point on the way to success is the qualification of personnel.
Sales promotion	All costs are reduced, except those necessary for quality production. The anti-crisis plan for cost reduction provides for: purchase of raw materials at a lower price, search for new, more profitable suppliers, reduction of expenses for household needs.
Reduction of debts to creditors	Various marketing and financial strategies are used here to promote products, attract new customers, conduct promotions, etc.

Source: formed by the authors

There are several key elements to look for when comparing and choosing the best email marketing software for your marketing needs: pre-designed responsive mobile templates; third-party applications/integrations; possibilities of list segmentation; personalization options; advanced analytics and testing tools; tools for collecting potential customers; ease of use.

The danger of a crisis always exists, and the probability of a crisis, its depth and consequences will depend on proper management, so it is necessary to learn how to anticipate and prevent crisis situations.

Table 5

A system of typical variants of anti-crisis marketing solutions

Marketing solutions	Details
1	2
<p>Differentiation of products and the process of their implementation</p>	<ul style="list-style-type: none"> - Commodity differentiation – expanding the production of agricultural crops: vegetables, potatoes, soybeans. - Product innovations – creation of new types of products (with additional processing, possibly growing berries and their additional processing. - Production innovations: technical updating, modernization, introduction of additional production (drying, tomatoes, processing of berries) and transfer of production to ecological development. - Price, distribution and communication differentiation according to target segments, season, sales channels, coverage of the target audience. - Expansion of sales markets due to intensive and integrated access to sales markets. - Creating a unique and personal offer.
<p>Using an electronic marketing platform</p>	<ul style="list-style-type: none"> - CRM system. The name speaks for itself: a customer relationship management system is a piece of software that allows you to collect, organize and synchronize data about all your potential customers. Without a CRM, it's simply impossible to build personalized communications at scale (which is often the case with account-based digital marketing campaigns). If CRM works well and is integrated into your workflow with other tools, it will allow you to differentiate your B2B marketing efforts based on which help desk segment you serve. - Presence on the website and in social networks. One of the main differences between the B2B and B2C buying process is that the latter tends to be more impulsive and therefore has a much shorter turnaround time. In B2B, even if your sales pitch is extremely attractive and delivered to the right person, they won't start talking until they know more about the company, the services provided, and the experience. Satisfying your prospect's research needs requires a decent digital presence. - Content creation. We've seen a growing trend in content marketing over the past 3 years, and now is a great time to get started. In fact, we strongly recommend that you invest in content as part of your recovery plan. According to CMI, only 48% of B2B marketers frequently create content based on specific stages of the customer journey. Among the most successful content marketers, 74% do this. - Electronic marketing. Another B2B marketing activity that seems to have stood the test of time is email marketing. The reason for this is that in the ever-growing B2B environment, email is still the primary communication channel.

(End of Table 5)

1	2
Marketing analytics software	Having a marketing tool that spans multiple channels allows you to create a more efficient workflow. You can send emails, SMS and even social media posts. Create a single customer base. In addition to personal customer data, the platform also collects customer activity and transaction data. In this way, the platform helps organizations create more detailed customer profiles. With the platform's journey builder, marketers can visualize customer journeys and hyper-personalize each step. These trips can be delivered automatically through channels such as email and SMS. Adjust marketing strategies according to the budget and specific goals of the company.

Source: formed by the authors

We emphasize the need for preventive measures to prevent the crisis, given the change in environmental factors and economic conditions. All issues, as well as ways to solve them, are interconnected. Among them: increased investment in agriculture can increase spending on infrastructure, procurement of raw materials, using modern agricultural equipment to increase productivity.

Chapter 3. The main directions for adaptation of agricultural enterprises to changes in the marketing environment

The general level and nature of the competitiveness of the system of socio-economic relations in the agrarian sector of the economy is significantly different from those in industry or the service sector. This is due to the fact that in the agrarian industry historically there has been a distinct hierarchy of factors that determine the volume and character of agricultural production, the organizational behavior of the subjects of the agrarian economy (Spaskyi H. V., 2017).

One of the main conditions of the enterprise when conducting profitable activities is the implementation of the management function while using all possible means of marketing, which are aimed at meeting the needs of target market segments. Under these conditions, buyers of the company's products should always be in the center of attention of the company's managers (Ivashchenko A. A., 2011).

Mazur K. V. and Kubay O. G. define «Management of marketing activities in agricultural enterprises of Ukraine is a system of various types of activities, which is a wide complex of measures of a strategic and tactical nature, interconnected and aimed at the effective implementation of market activities and the achievement of its main goal – meeting the needs of consumers of food products» (Mazur K. V., Kubay O. H., 2020).

By marketing management, we understand a scientifically based, structured management process, which is a type of management system and is aimed both at achieving the marketing goals of the enterprise itself and at meeting the urgent needs of the selected target market segment.

To achieve the goal of marketing management, certain measures are being developed to manage the company's marketing, including:

- research of the internal and external marketing environment;
- development and implementation of marketing information system;
- market research and definition of target segments with which the enterprise will work;
- formation of components of the marketing complex;
- organization of effective marketing planning;
- formation of the necessary organizational structure of the enterprise;
- development and implementation of planned marketing activities and programs;
- implementation of an effective system of marketing control.

We are convinced that the functional support of conducting effective marketing activities of an agricultural enterprise includes the following actions: organization of the marketing department (service); the existence of an effective marketing information component; development of marketing strategy and tactics; conducting marketing research and quality marketing control.

Schematically, the marketing activity with the main components at the agricultural enterprise is presented in the Figure 2.

Marketing management at the enterprise is aimed at researching the level of consumer demand for products, at producing goods in accordance with needs, at setting real and affordable prices, at forming an effective product sales system (Mordvinceva T. V., 2006). At the same time, considerable attention is paid to the formation of an effective advertising campaign, means of propaganda and personal selling, stimulation of product sales and feedback to consumers and the general public.

Marketing management at the enterprise is implemented using a set of marketing tools. The high efficiency of the marketing concept of managing the company's activities is largely facilitated by the use of a complex and systematic approach, which is manifested by constant and purposeful action on the market (consumers) taking into account the needs of the developed set of marketing tools. The marketing complex is the basis of the entire agricultural marketing system, and the management of this complex becomes the main task for achieving success in the market (Bahorka M. O., Varvarova A. S., 2022).



Figure 2. Scheme of the functionality of marketing activities of an agricultural enterprise

Source: summarized by the authors

In our opinion, the functioning of modern agribusiness is impossible without the wide use of marketing tools. There is no doubt that increasing the efficiency of agricultural producers in the conditions of competition in the agricultural market depends on the skillful use of high-quality marketing tools that will ensure effective sales of products and obtaining the planned profit occurs under the condition that products are promoted to target markets in accordance with consumer needs. Help in this is the implementation of market segmentation – the division of existing consumers on the market into certain segments based on common characteristics.

The following features of the agrarian sector of the economy must be taken into account when the economy develops a marketing commodity policy:

1. Agricultural products have a raw material nature. Thus, mainly agricultural products are raw materials for further processing.

2. Rather large volumes of agricultural products are produced, in the absence of proper storage conditions. Therefore, farmers foresee the quick sale of such products or the possibility of storage in warehouses, which requires additional costs.

3. Instability of product quality and its dependence on productivity and seasonal factors.

Products grown in agricultural enterprises are classified as consumer products. The sequence of all stages of the existence of farm products on the agricultural market reflects all changes in the volume of product sales and profit from their sale, and also determines the necessary marketing strategies at each of the stages of the product life cycle.

The main marketing tasks at the stages of the life cycle of agricultural products are:

- to ensure the shortest duration of the period of bringing products to the market;
- to speed up the pace of sales of products at the stage of growth;
- to ensure that products remain at the stage of maturity as long as possible;
- delay the decline stage in time.

To develop and implement an effective marketing product policy, it is necessary to correctly determine the necessary quality characteristics of products; optimize the product range; implement effective and efficient models of service to end consumers of products. At the same time, it is necessary:

- constantly try to improve the quality of products;
- optimize the product range;
- to improve and increase the quality of service for product buyers;
- research the needs and tastes of consumers on the market, collect the necessary information in a timely manner;
- to form and implement strategic and tactical goals of marketing product policy;
- to determine essential tasks for the implementation of an effective production and sales policy of the farm.

After the formation of the marketing commodity policy, the agrarian enterprise should deal with the issue of setting prices for its products, which is a rather important indicator of the effective functioning of the enterprise.

The essence of the marketing price policy is reflected in two provisions:

1. The price is set at a level that will reimburse all the costs of production and must also ensure the planned profit.
2. The set price must be positively perceived by buyers and correspond to their purchasing power.

In order to ensure the necessary level of competitiveness of the agricultural enterprise's products, it is necessary to develop and use a set of measures related to the marketing policy of pricing (Table 6).

It should be noted that the agricultural enterprise evaluates its sales activity in three directions:

1. Comparison of the current volume of product sales with the indicators of the previous period.
2. Comparison of actual volumes of product sales with defined restrictions.

3. Comparison of product sales volumes by different distribution channels.

To form an effective distribution marketing policy, entrepreneurs should use effective distribution policy tools (Table 7).

Table 6

Recommended tools of effective marketing price policy

Tools of marketing price policy	Directions of marketing price policy
Product price	Pricing policy
System of discounts and allowances	Financial policy
Terms of payment and delivery of products	Financial and logistics policy
System of bonuses and incentives	Bonus policy
Terms of granting credit	Credit policy

Source: systematized and formed by the authors

Table 7

Recommended tools of effective marketing policy of distribution

Tools of marketing policy of distribution	Direction of marketing policy of policy distribution
Storage of manufactured products	Policy of product storage
Transportation of manufactured agricultural products.	Policy on the location of the place of product sales
Organization of deliveries and terms of delivery of agricultural products.	The delivery policy ensures uninterrupted deliveries.
The credit policy	Ensures the financial conditions for the supply of products.
The pricing policy	Ensures the provision of discounts.

Source: systematized and formed by the authors

Undoubtedly, in the above table, storage of finished products is the main tool of an effective marketing policy for the distribution of agricultural products. Without compliance with the rules and requirements for the storage of agricultural products, the farm can have significant losses. Therefore, the way out of this situation is to use the optimal policy of storing finished products. A key role is played by such a tool as the transportation of manufactured products.

The optimal choice of effective distribution channels involves ensuring the reliable movement of products from the agricultural producer to the final consumer, using profitable sales channels (Nitsenko V. S., 2015).

In order to conduct an effective distribution marketing policy, farmers must adhere to the following conditions:

- focus on increasing the volume of product turnover;
- focus on expanding the share of the farm in the market;
- facilitating the elimination of the causes of conflicts and commercial risk when selling products;
- focus on improving the reliability of delivery schedules and the quality of service offers.

The marketing policy of product distribution must be carefully developed, focusing on efficiency and cost minimization. This can be achieved by using optimal distribution channels with a different number of marketing intermediaries.

In the future, the agricultural producer needs to make a decision regarding the method of product distribution. Existing methods of distribution depending on the scale of the farm are shown in the Figure 3.

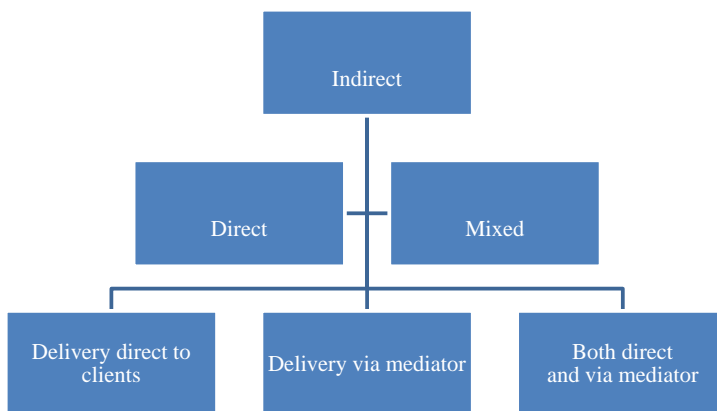


Figure 3. Recommended methods of distribution of agricultural products

Source: systematized by the authors

Undoubtedly, the use of intermediaries for the sale of products from the manufacturer to the final buyer has both advantages and disadvantages. However, it is recommended to use direct distribution channels or zero-level channels for the distribution of farm products, taking into account the type of products produced and the scale of their production.

At the same time, the main goal of direct marketing should be the formation and support of new partnerships. Therefore, it is direct channels of product distribution that serve as a means of creating and maintaining close effective contact with buyers. The use of indirect product distribution channels will

contribute to the growth of distribution volumes and the expansion of market share.

There are several key areas of decision-making related to the appointment of intermediaries. These include: pricing policy, terms of sale, territorial rights and definition of obligations. In addition, a choice must be made between extensive and intensive market coverage. An important aspect of dealing with resellers is recognizing that resellers are independent of suppliers and should be sold to, not through them. A significant part of the conflicts between the parties in the distribution system arises because of incompatible goals, confusion about duties and rights, and differences in the perception of the market. In addition, the greater the degree of independence between two members of a distribution channel, the greater the potential for conflict, as the actions of one party can affect the performance of the other.

The justification of the necessary number of sales points is carried out when establishing the intensity of product distribution (intensive, selective or exclusive), taking into account the characteristics of the manufactured products and the location of the manufacturer.

Agribusiness distributes its goods to these places for sale. The actual means by which a business gets its goods and services in front of its customers. It covers the processes by which customers learn about products and how they will help them, and ultimately influence their purchasing decisions. Below are agribusiness marketing strategies you can implement today to profit and expand. These different strategic positions are illustrated in the solutions below.

Management's task is to ensure thorough monitoring, evaluation and control of the management system.

The main practical recommendations regarding the organization of agricultural marketing at agricultural enterprises are:

- 1) the organization of the marketing department (service) at the agricultural enterprise according to the functional principle, which involves the production of a few types of goods for one market;
- 2) timely and regular collection and analysis of relevant and accurate information about changes in the surrounding marketing environment;
- 3) development of a marketing program and providing it with the necessary resources during implementation;
- 4) timely control over the implementation of marketing plans, on the basis of which to determine the reasons for deviations from the plans and make adjustments.

Table 8

Marketing strategic actions to stimulate sales of products

Directions Characteristics	Online presence
1	2
Combined text and image ads can also be placed in newspapers, agricultural magazines and flyers to inform people about products or services Today's world is very digital and the first way for any agribusiness to promote itself is before looking for customers. is to have an online presence. It is very important for a company to create a business website, have a listing in the yellow pages and online directories such as	Google my business, engage in email marketing and have social media pages to promote products and interact with business customers online. Thanks to this, the company can reach its consumers wherever they are, respond to their inquiries, sell online, ask for reviews, process orders and even attract new customers.
Announcements in local mass media; on television, radio and online	Through paid web advertising or social media advertising such as Facebook and Instagram. These can be visually appealing images or videos that tell people about the company's products or services. It could be an Instagram image of the organic fresh vegetables the business offers, or a video featuring a consultant providing hands-on experience at a local farm.
Establish partnerships with farmers	Partnerships can help an agribusiness become a single supplier to target customers, helping to maintain them and generate regular sales.
Branding	A branded business is easy to promote compared to an unbranded business. A branded agribusiness has its own unique name, logo and business colors that distinguish it from other businesses on the market. They can also be placed on business cards, letterheads, websites, social media and branded hardware so people can differentiate your business from others in the market.
Value-Added	Value-added products are easy to promote because they are packaged, labeled, branded and processed. Therefore, they are of high quality.
Attending Trade Shows	Agricultural trade shows and events are a great way for any agribusiness to promote their products or services by showcasing them to the people who attend. It's good that this is exactly the target audience that the business needs, which will eventually become a customer. Flyers can also be distributed to people visiting the trade show booths so that they can get business contact information for future reference.

(End of Table 8)

1	2
Offering Discounts	Offering discounts can be a great agribusiness marketing strategy for those looking to increase sales or have a sale on their perishable products.
Communicating with people in the industry	With a strong network, an agribusiness can easily promote its products and services far and wide. These contacts can be used to facilitate distribution and deal making that will lead to increased sales and agribusiness growth.

Source: generated by the authors

Therefore, every agricultural producer with effective management of activities must provide, adopt and implement marketing solutions to meet the needs of a wide range of consumers.

Conclusions

The results of the research give grounds for drawing the following conclusions.

It has been established that the effective use of the concept of marketing management in the activities of modern agricultural enterprises ensures their sustainable functioning, facilitates its flexible adaptation to changes in the competitive environment, solving strategic tasks of further effective development and maintaining a competitive position on the market.

It was established that the functional support of conducting effective marketing activities of an agricultural enterprise includes the following actions: organization of the marketing department (service); the existence of an effective marketing information component; development of marketing strategy and tactics; conducting marketing research and quality marketing control. After that, the marketing complex of the agricultural enterprise is further developed.

The results obtained during the research together solve the important scientific and practical problem of forming a marketing system of anti-crisis management of agrarian enterprises in the conditions of a transformational economy. This system is strategic in nature and reflects the significant influence of social factors, risks and conditions of uncertainty. In the course of the research, a set of circumstances determining the negative and positive consequences of the crisis, as well as prerequisites for overcoming it, was revealed, without which it is difficult to objectively determine probable losses and predict potential options for the development of an agrarian enterprise.

To overcome the crisis, the enterprise can take various measures, such as restructuring, financial reorganization, strategic planning, changes in the management structure, development of new products, marketing measures, etc.

It is important to respond to signs of crisis in a timely manner and effectively manage the situation in order to ensure the sustainable functioning of the enterprise in difficult conditions. At the same time, the role of marketing activities is of crucial importance in the anti-crisis management system. The tasks of marketing activities are to promote constant adaptation in accordance with changes in environmental factors and operating conditions of the enterprise.

Marketing in anti-crisis management is a strategic tool that helps enterprises maintain competitiveness, maintain stability and ensure successful rehabilitation in crisis conditions.

Timely and systematic performance of the functions assigned to each of the subjects of anti-crisis management provides optimal conditions for their implementation and contributes to the transformation of differentiation from a tool of anti-crisis management into a tool for ensuring strategic development.

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.

References:

1. Krykavskiy Ye. V., Kosar N. S. & Prytuliak N. S. (2014). Marketing research of pharmaceutical market trends. Scientific works of the Donetsk National Technical University. *Average: Economic*, no. 5, pp. 175–184.
2. 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.
3. 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.
4. Zhytnyk O. V. (2011). Marketing research in Ukraine: trends and forecasts. *Marketing in Ukraine*, no. 1(65), pp. 12–15.
5. Sokhetska A. V. (2020). Modern trends in marketing research. *Business Inform*, no. 7, pp. 346–352.
6. Bahorka M. O., Pysarenko V. V., Kadyrus I. H. & Yurchenko N. I. (2022). Anti-crisis marketing [text]: training manual. Dnipro: Zhurfond, 340 p.
7. Kalinos H. I. (2009). Necessity and economic essence of anti-crisis management of the enterprise. *Science and economy*, no. 2, pp. 212–215.
8. Bahorka M. O. & Roshchuk M. O. (2021). Anti-crisis marketing as the main component of strategic management. *Scientific and practical magazine "Regional economy and management"*, no. 3(33), pp. 4–8.

9. Spaskyi H. V. (2017). The state, problems and ways of increasing the competitiveness of agricultural enterprises in the conditions of European integration. *Economy of agro-industrial complex*, no. 9, pp. 49–59.
10. Ivashchenko A. A. (2011). Peculiarities of management of marketing activities in the agricultural sector. *Economy of agro-industrial complex*, no. 2, pp. 11–14.
11. Mazur K. V. & Kubai O. H. (2020). Management of an agricultural enterprise: training. Manual. Vinnytsia: CREATIONS, 284 p.
12. Mordvinceva T.V. (2006). Management of enterprise marketing activity in modern conditions. *State and regions. Series: Economics and Entrepreneurship*, no. 3, pp. 209–211.
13. Bahorka M. O. & Varvarova A. S. (2022). Directions for increasing the effectiveness of the marketing complex of agricultural enterprises. *Scientific Bulletin of the Uzhhorod National University. Series "International Economic Relations and World Economy"*, no. 43, pp. 7–12.
14. Nitsenko V. S. (2015). Marketing policy of agricultural enterprises: current state and prospects for development. *Bulletin of the Sumy National Agrarian University. "Economics and Management" series*, no. 4 (63), pp. 103–107.