

MARKETING

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TOOLKIT IN THE FORMATION, ANALYSIS AND IMPLEMENTATION OF MARKETING STRATEGY IN AGRICULTURAL PRODUCTION

ІНСТРУМЕНТАРІЙ ФОРМУВАННЯ, АНАЛІЗУ ТА РЕАЛІЗАЦІЇ МАРКЕТИНГОВОЇ СТРАТЕГІЇ В АГРАРНОМУ ВИРОБНИЦТВІ

Today, Ukraine is at the stage of establishing market relations, which makes the main requirement the possibility of adaptation and use of the experience of countries with a developed market economy. The experience of strategic marketing, which has already reached a high level in developed countries, should be used as a starting position for its implementation, taking into account the level and characteristics of the development of market relations in Ukraine.

The theory and practice of implementing the principles of strategic marketing has not yet received practical implementation in industries, especially in the agricultural sector. At the same time, practice proves that significant attention should be paid to the formation of marketing strategies for development in the fields of production and processing of agro-food products, which will contribute to the acceleration of their adaptation to the requirements of the market environment.

The problems of increasing the competitiveness of the agricultural industry can be solved with the help of effective marketing strategies, which

will contribute to the adaptation of the agricultural industry to new economic conditions and can become a driving force of economic growth [1, p. 12–15]. It is the marketing strategy of agricultural production that allows the integration of environmental priorities into the strategy of economic development. This strategy takes into account the environmental factor in the economic activity of agricultural enterprises and is aimed at creating ecological products and services in agricultural production.

The process of forming a marketing strategy of agricultural production should be in accordance with the basic principles and methods of strategic marketing, the basis of which are systemic and situational approaches. Today, the issue of developing and implementing methodological approaches in the formation of the marketing strategy of agricultural production is relevant and practically significant.

The formation of a marketing strategy is considered one of the most essential and difficult stages of marketing. This is a rather complex process that takes place in conditions of constant changes in the factors of the external and internal marketing environment [2, p. 137].

The development of a marketing strategy for agricultural production is a rather complex process, which is based on a systematic approach and corresponds to the following principles:

- the complexity of the elements, which allows defining the system as a whole, and determines its unity;
- changes due to the influence of external and internal factors;
- strategic orientation with the aim of achieving a specific strategic goal common to all elements;
- hierarchy of system elements that have their own responsibilities and tools for their implementation, depending on priority;
- uncertainty of the future;
- compatibility of the system elements for the implementation of the assigned tasks.

The reasons for the mandatory systematic use of predictive and strategic assessment methods in the formation of the marketing strategy of agricultural production are presented in fig. 1.

According to the system approach, the elements that make up the content of the marketing strategy of agricultural production do not just functionally follow each other, but are all interconnected without exception. A change in one of them inevitably leads to changes in the others, and ultimately in the entire marketing strategy. This requires a comprehensive solution to any of its problems: large and small, simple and complex, tactical and strategic.

The development of a marketing strategy for agricultural production involves an analytical assessment of the parameters of the external and internal environment. The marketing strategy of development should be focused on the formation of sustainable competitive advantages, which increases the requirements for such an analysis. It is the results of the assessment that are a prerequisite for the formation of a complex of information and analytical support for marketing management, which is an integral condition for ensuring a positive trajectory of the development of

organizations. The main goal of forming an information and analytical base is the systematic organization of all elements that form and use information in the process of marketing management of the industry [3, p. 218].

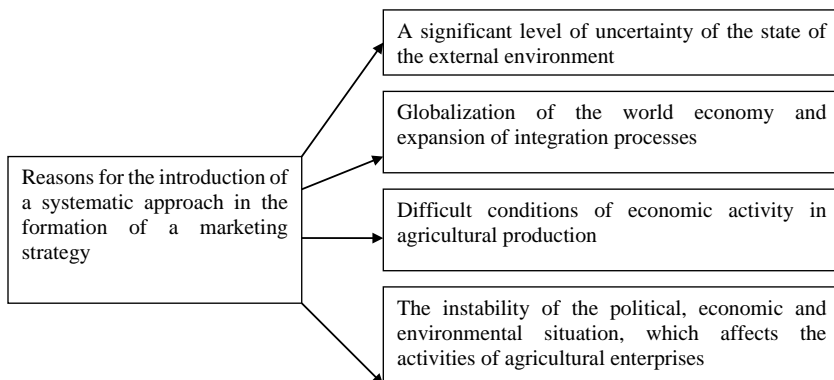


Fig. 1. The main reasons for a systematic approach to the use of methods in the formation of a marketing strategy

Source: developed by the authors

The toolkit of strategic analysis is diverse. Some scientists try to classify it according to certain characteristics, others, revealing the essence of one or another tool, do not set themselves the task of grouping it according to the stages of strategic analysis. Table 1 shows a set of tools that are used most often according to each of the stages of strategic analysis.

Table 1

Toolkit of strategic analysis in terms of stages

№	Stages	Tools
1	Analysis of the mission and existing goals of the enterprise	“Tree of goals”, a model of the strategic management system, etc
2	Analysis of the external environment	Life cycle of the industry, PEST analysis, M. Porter’s five competitive forces, maps of strategic groups of competitors, key success factors, etc.
3	Analysis of the internal environment and strategic potential	Diagrams of product, product, technology, organization life cycles, Porter’s graph “profitability – market share”, experience curve, value chain, etc.
4	Strategic monitoring	SWOT analysis, BKG matrix, Ansof matrix “product – market”, SPACE analysis, General Electric matrix

Source: summarized by the authors

The use of appropriate tools at the stages of strategic analysis makes it possible to identify and respond flexibly to changes in external factors in a timely manner, compare possible directions of development and determine the most promising, establish connections between the state of the industry and possible strategic directions of development, segment the market of goods and services, determining the most attractive segments, determine the parameters of the competitiveness of enterprises, their market position and develop the optimal version of the marketing strategy.

Marketing strategic analysis reduces uncertainty when making strategic decisions, allows you to identify changes in the external environment and flexibly adapt to them, timely identify market opportunities and their use in strategic marketing activities, timely identify market threats and prevent their negative impact on the marketing strategic activity of the agrarian industry.

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