

CHAPTER

MARKETING RESEARCH OF THE AGRICULTURAL MACHINERY MARKET

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Viktoriia Lazebnyk

*PhD in Economics, Associate Professor,
Associate professor at the Department of Marketing and International Trade
National University of Life and Environmental Sciences of Ukraine
ORCID: <https://orcid.org/0000-0003-1581-5088>*

Summary

This monograph addresses the problem of ensuring effective marketing research and market analysis in the agricultural machinery sector of Ukraine under conditions of high uncertainty, structural market imbalance, and war-related risks. The study systematizes the theoretical principles and methodological approaches to marketing research, emphasizing the role of reliable information in minimizing managerial risks and improving decision-making quality. It provides an analytical overview of the Ukrainian agricultural machinery market, highlighting the growing dominance of imported equipment, the limited innovation capacity of domestic manufacturers, and the unequal distribution of machinery between agricultural enterprises and household farms. Based on statistical evidence for 2021–2023, the research identifies a negative trend in the renewal of the machinery fleet and a high degree of physical wear in household equipment, which reduces productivity and competitiveness. A PEST analysis determines that economic and political – legal factors exert the strongest influence on enterprise performance, while technological factors create opportunities for automation and precision farming. The SWOT analysis reveals key strengths (brand recognition, product quality, service support) and critical weaknesses (high prices, import dependence, limited regional flexibility) affecting market positioning. The results justify the need to modernize the marketing function through strengthening analytical capabilities, expanding market monitoring tools, and improving new product decision-making procedures. Practical recommendations include establishing a structured marketing department, applying integrated research methods, and implementing cost-effective communication channels to enhance brand awareness and customer loyalty. Overall, the findings confirm that systematic marketing research and adaptive marketing strategies are decisive for sustaining competitiveness and long-term development in Ukraine’s agricultural machinery market.

Introduction

In a modern market economy, the effectiveness of enterprise management depends not only on the ability to produce high-quality goods or provide competitive services, but also on the capacity to understand and anticipate changes in the external environment. Markets are increasingly characterized by volatility, intensified competition, technological disruption, and heightened uncertainty. Under these conditions, marketing research and market analysis become indispensable instruments for reducing informational asymmetry, identifying risks, and supporting evidence-based managerial decision-making. For industrial enterprises operating in complex sectors – such as agricultural machinery – systematic research is not an auxiliary activity but a strategic necessity that determines the sustainability of market positions and long-term development.

The agricultural machinery industry is closely linked to the performance of the agricultural sector and plays a crucial role in ensuring national food security, export capacity, and productivity growth. In Ukraine, the significance of this industry has intensified due to a combination of structural transformations in agriculture, the growing influence of global markets, and the need for technological modernization. Efficient agricultural production increasingly relies on access to modern machinery, precision technologies, and reliable maintenance services. At the same time, Ukraine's agricultural machinery market has undergone notable shifts: the share of imported equipment has expanded, domestic manufacturers have faced persistent competitiveness constraints, and purchasing patterns have become increasingly polarized between large agricultural enterprises and small household farms. These processes have been further complicated by wartime disruptions, logistical instability, financial limitations, and investment risks, creating a unique environment where conventional business approaches may fail to provide adequate strategic guidance.

In this context, the relevance of marketing research is amplified by the need to interpret rapidly changing market signals, evaluate consumer behavior under uncertainty, and forecast demand under unstable macroeconomic conditions. Enterprises must continuously monitor not only price dynamics and competitor actions, but also institutional changes related to state support programs, legal harmonization with European standards, and evolving technological requirements. Marketing research provides the methodological framework for such monitoring, enabling enterprises to collect and process both primary and secondary data, form analytical models of market development, and transform information into practical recommendations. Without a well-organized research system, managerial decisions may become reactive, fragmented, and based on incomplete assumptions, which increases financial and strategic risks.

The Ukrainian agricultural machinery market also illustrates a critical imbalance in the technical equipment of different categories of producers. While household farms often possess basic implements, their machinery is frequently outdated, physically worn, and technologically insufficient to meet modern production needs. Conversely, agricultural enterprises, especially larger ones, tend to concentrate more complex and expensive machinery, such as combine harvesters and high-power tractors, which enhances their productivity and competitiveness. This asymmetry affects not only production efficiency but also market structure, distribution channels, and the demand for financing instruments such as leasing, credit programs, and state компенсації. Consequently, enterprises involved in manufacturing, importing, distributing, and servicing agricultural machinery must base their strategies on detailed segmentation of customer groups, careful assessment of purchasing power, and realistic forecasting of demand across regions and farm types.

The purpose of this monograph is to develop a comprehensive understanding of the theoretical and methodological foundations of marketing research and market analysis, and to demonstrate their practical application within the agricultural machinery industry in Ukraine. The monograph systematizes key concepts, stages, and tools of marketing research, including problem formulation, objective definition, data collection, analytical processing, and report preparation. Particular attention is paid to the integration of desk and field research, as well as the role of quantitative and qualitative methods in generating reliable conclusions. In addition, the monograph considers market analysis as a diagnostic and forecasting system that supports strategic planning, strengthens competitiveness, and increases organizational adaptability.

The research also addresses the practical dimension of applying analytical tools to assess the external and internal environments of enterprises operating in the agricultural machinery sector. Macro-environmental factors are examined through PEST analysis, which allows for the evaluation of economic, political–legal, sociocultural, and technological influences. The internal capabilities and constraints of enterprises are assessed through structured internal environment analysis, enabling the identification of key success factors and areas requiring improvement. Furthermore, SWOT analysis is used to provide an integrated view of strengths, weaknesses, opportunities, and threats, thereby supporting the development of strategic alternatives. These analytical instruments are not treated as formal procedures; rather, they are applied as practical mechanisms for converting complex market signals into managerial actions.

A separate focus of the monograph is the improvement of marketing research practices at the enterprise level. In industrial sectors, marketing efficiency depends on the clarity of organizational structures, professional competencies of marketing personnel, and the availability of analytical systems that ensure

timely data processing. The monograph proposes directions for enhancing marketing functions through the creation or reorganization of marketing departments, the development of market monitoring mechanisms, the strengthening of strategic analytics, and the improvement of decision-making procedures for new product development. In addition, the study emphasizes the importance of selecting effective communication channels and developing cost-efficient promotional strategies, especially under limited budgets and heightened competition.

Overall, this monograph argues that systematic marketing research and robust market analysis are decisive factors for maintaining competitiveness in Ukraine's agricultural machinery sector. By integrating theoretical foundations with applied analytical tools and practical recommendations, the study contributes to improving managerial decision-making, enhancing strategic flexibility, and supporting sustainable enterprise development in a challenging and transforming economic environment.

1. Theoretical principles and methodological approaches to conducting marketing research and market analysis

Effective business management in a market economy requires not only producing high-quality products or providing competitive services, but also a deep understanding of the market situation. To achieve this goal, businesses actively use marketing research – an important tool in the management system that allows them to adapt to dynamic environmental changes, identify risks, and forecast future trends [1; 2].

According to the ESOMAR International Code, marketing research is the systematic collection, objective recording, classification, analysis, and summarization of data regarding the behavior, needs, perceptions, and motivations of individuals and organizations within the context of their economic, social, political, and domestic activities. The American Marketing Association defines marketing research as the function that links the consumer, customer, and public to the marketer thru information, which is used to identify problems and opportunities and to develop effective marketing policies [3; 4; 5].

In practice, marketing research is a system for collecting, processing, and analyzing information related to the market situation, consumer behavior, competitor actions, industry trends, and external and internal environmental conditions. They are aimed at minimizing risks in entrepreneurial activity and providing information support for making strategic and tactical decisions [6].

As noted in source [7], in a highly competitive environment, it is not enough for a company to rely on intuition or external opinions. He needs objective, structured, reliable information about commodity production, the competitive environment, the state of the economy, internal performance indicators, etc.

The objectives of marketing research encompass an in-depth study of market structure, supply and demand dynamics, and the behavior of market participants, including consumers, competitors, suppliers, and intermediaries. Additionally, their functions include forecasting market trends, identifying the most appropriate distribution channels, and evaluating the effectiveness of the enterprise's marketing activities. All these tasks are aimed at facilitating informed management decisions and ensuring the enterprise's adaptation to changes in the market environment [2].

The marketing research process involves several logically sequential stages, each with its own specifics and a defined role in the overall research structure. The first stage involves formulating the research problem, which is often identified by company managers with its external manifestations – decreasing profits, falling sales volume, etc. However, a proper study involves identifying the causes of these phenomena and formulating hypotheses that require empirical verification.

Next, the research objective is formulated. It should be clearly formulated, relevant to the identified problem, and allow you to focus only on the necessary information. Defining the research toolkit encompasses the development of a system of indicators, methods for collecting primary and secondary data, and ways to process them. Information gathering can be done both by analyzing existing sources (desk research) and by direct contact with respondents (field research) [5].

Desk research has the advantage of speed and resource efficiency. They are primarily used to gain a general understanding of the market, identify trends, and analyze statistical data. Field research, on the other hand, is a source of unique primary information that is formed as a result of surveys, observations, or experiments. Special attention is paid to the quality of the questionnaire tools, respondent selection methods, and ways to control the reliability of the responses obtained [11].

Both quantitative and qualitative methods are used in the data analysis stage. The most common methods include correlation and regression analysis, factor and cluster analysis, as well as models of multivariate statistics. Forecasting is based on both expert assessments and the use of economic and mathematical models. Objective methods include time series analysis, the leading indicator method, and modeling the relationships between factors and performance indicators [8].

The final stage is the preparation of the research results report. It includes well-founded conclusions based on the analysis of the collected data, as well as practical recommendations for the enterprise. The report structure includes a title page, table of contents, introduction, main body, conclusions, and appendices, which may contain questionnaires, graphs, tables, etc.

Market analysis is a complex analytical process aimed at identifying market development patterns under the influence of supply, demand, and prices. Its main goal is to assess the current market situation, identify dynamics, seasonal and cyclical fluctuations, and forecast potential changes. Market analysis is not just a reflection of statistical processes, but also a diagnostic system that allows a company to react in advance to changes in the external environment [9].

The first stage of the analysis is to define the object of research and its segmentation. This allows for a focus on the specifics of an individual commodity market. Next, data is collected and processed using various sources, including government statistics, industry reports, media publications, survey results, and more.

For market analysis, general economic analysis methods (comparison, grouping, balance approach), economic-mathematical and statistical methods (correlation-regression analysis, time series analysis, index method), as well as heuristic approaches (expert assessments, the Delphi method, scenario forecasting) are used. The use of graphical tools is important, as they allow for the visualization of changes in market indicators and facilitate data interpretation [10].

Among the key indicators characterizing the state of the market, it is worth highlighting production volumes, trade turnover, price levels, population incomes, investment volumes, and the structure of consumer demand. Together, they form a complex of market activity indicators, which is the basis for forecasting. As noted by Ukrainian and foreign scientists, the system of indicators should be sufficiently representative yet compact to ensure the timeliness of the analysis and the reliability of the conclusions.

The information base for analysis must meet the requirements of systematicity, relevance, and reliability. It is necessary to create an organized database structure that will ensure regular information updates, as well as implement an analytical system that includes statistical processing methods (regression, factor, cluster analysis) and a model bank for forecasting market development scenarios.

Forecasting is the logical conclusion of business cycle analysis. It allows the enterprise to adapt its strategy in advance to future changes. Forecasting methods include both heuristic methods (interviews, expert surveys, scenario planning) and formalized approaches (econometric modeling, extrapolation, time series analysis). According to modern researchers, the use of combined models increases the accuracy of forecasts and allows for the minimization of strategic risks [10; 11].

Thus, market analysis is a component of the marketing research system and plays a decisive role in the strategic planning of an enterprise. His results allow for the formation of well-founded forecasts, the making of informed

management decisions, and effective responses to fluctuations in the external environment.

2. Market research of agricultural machinery using

The agricultural machinery market in Ukraine is in a phase of transformation, driven by general changes in the agricultural sector, structural transformations in the economy, and external factors, including globalization and war risks. In modern conditions, agriculture is impossible without high-tech technical support. That's why the efficiency of agricultural production is directly dependent on the availability of modern machinery and mechanisms.

Since the early 2000s, Ukraine has seen a clear trend toward a decrease in the share of domestic agricultural machinery production in favor of imported equipment. The reasons for this phenomenon were the technological backwardness of local enterprises, the instability of state policy in the field of supporting mechanical engineering, and the orientation of large agricultural holdings toward Western efficiency standards. Foreign brands, including John Deere, New Holland, Claas, and Case IH, have taken leading positions in the market, especially among large agricultural enterprises that strive for maximum productivity and equipment reliability [12].

As of 2024, the agricultural machinery market in Ukraine is divided into new machinery and machinery from the secondary market. Approximately 60% of the total volume consists of used equipment, mainly of imported origin. At the same time, the share of new machines is growing, which is linked to the implementation of government programs to compensate for the cost of equipment (up to 25% in the case of domestic production) and an increase in investments from the agricultural business. However, domestic production remains limited and is primarily focused on medium and small-class equipment [13].

Among the new domestically produced models, it's worth mentioning the HTZ-243K tractor, modernized versions of the “Slavutych” and “Lan” combines, as well as developments funded within the framework of the state program for the development of agricultural machinery.

Despite positive developments, Ukrainian agricultural machinery manufacturing still faces numerous challenges. One of the key factors is the lack of a systematic state policy to support the production of equipment, its maintenance, and the modernization of enterprises. The share of foreign capital in production remains low due to the high risks of investing in conditions of war and an unstable legal system.

According to the Ministry of Agrarian Policy, between 2020 and 2023, the share of imported machinery in the total procurement structure reached over 80%, with the highest demand remaining for medium-class tractors (150–250 hp), combine harvesters, precision seeders, and self-propelled sprayers.

The demand for high-end agricultural machinery is constantly growing due to the consolidation of agricultural enterprises and the active implementation of precision farming technologies.

Certain domestic manufacturers are also showing some revival, particularly PJSC “Bratslav”, LLC “Techna”, and LLC “Lubnymash”, which have been able to adapt their products to market requirements, modernize their production facilities, and establish exports to Eastern European countries, Asia, and North Africa. According to estimates from industry experts, the share of Ukrainian agricultural machinery exports as of 2023 was around 35–38% of the total production volume.

Table 1

Availability of certain types of agricultural machinery

Type of Machinery	2021	2022	2023	2023 Structure, % (Agricultural Enterprises)	2023 Structure, % (Household Farms)	2021–2023, %
Tractors	360,000	370,000	355,000	39.2%	60.8%	98.6%
Combine harvesters	54,000	53,000	50,000	72.4%	27.6%	92.6%
Seeders	180,000	185,000	175,000	36.5%	63.5%	97.2%
Ploughs	320,000	310,000	305,000	16.1%	83.9%	95.3%
Cultivators	190,000	188,000	185,000	38.9%	61.1%	97.4%
Harrows	600,000	590,000	575,000	33.1%	66.9%	95.8%

Source: [14; 15; 16]

Therefore, the Ukrainian agricultural machinery market is in a phase of active renewal: imported equipment sets the technical standard, while domestic engineering is gradually adapting to new conditions, developing niche segments and focusing on exports. Further development will depend on the stability of government support, the implementation of innovations, attracting investments, and creating conditions for competitive domestic production [17; 18].

An analysis of the availability of agricultural machinery in Ukraine (Table 1) indicates that a significant imbalance persists between agricultural enterprises and household farms in terms of their provision with basic types of technical equipment. As of 2023, the majority of plows, harrows, seeders, and cultivators are concentrated in individual households, which account for 61% to 85% of the corresponding equipment. At the same time, agricultural enterprises are more likely to own more complex machinery – particularly combine harvesters, which account for over 72% of their equipment.

Over the period 2021–2023, the dynamics of the total number of equipment is predominantly negative or steadily decreasing. The largest decrease is

observed in the combine harvester segment (by 7.4%) and harrows (by 4.2%). A slight increase in the number of tractors in 2022 was followed by a decrease in 2023. This indicates a slowdown in the pace of technical modernization in the agricultural sector, which could be a result of the difficult macroeconomic situation, limited access to financing, military actions, and logistical barriers.

A particularly noteworthy fact is that, despite a significant amount of equipment in households, its actual effectiveness is limited. A significant portion of this equipment is outdated, has low productivity, and sometimes even in unsatisfactory technical condition. This necessitates the modernization of the technical equipment fleet, particularly thru the development of leasing programs, state support, and cooperation among small manufacturers.

Figure 1 illustrates the level of provision of household farms with the main types of agricultural machinery in Ukraine as of 2023. The highest level of ownership is observed in the case of ploughs (around 84%) and harrows (over 66%), which is explained by the widespread use of these implements in small-scale and medium-scale crop production. At the same time, only 61% of cultivators and 63% of seeders are owned by households, indicating limited access to machinery for planting and maintenance work.

The situation with harvesting equipment remains particularly acute: only 27.6% of combine harvesters belong to households. This indicates their technical vulnerability in the most expensive and technologically complex stages of production. A similar situation is observed with tractors – only 60.8% of them are used in household farms, which is an insufficient figure considering the need for mechanization in the context of a shrinking rural workforce.

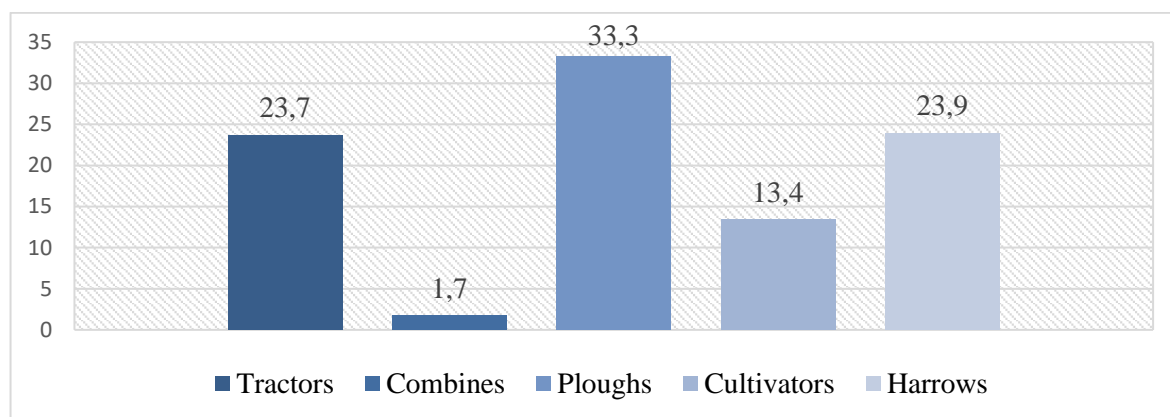


Figure 1. Share of households with agricultural machinery in 2023, %

Source: [14–18]

Thus, the graph reflects the critical need to increase the level of technical re-equipment in the private sector of the agricultural economy, which, despite its high contribution to gross agricultural output, remains insufficiently equipped with modern technology.

Available statistical indicators do not fully reflect the critical state of technical equipment in Ukrainian households. Data from recent years indicate that available agricultural machinery in private farms generally has a high degree of physical wear and tear, a low level of technological sophistication, and does not meet modern innovative requirements. This leads to the dominance of manual labor in small-scale agricultural production, which, in turn, significantly reduces efficiency and competitiveness in the crop production segment.

This situation is due to a number of objective reasons:

- lack of own financial resources in households;
- difficulty or impossibility of attracting funds from investors due to the legal uncertainty of the status of private farms;
- high credit rates and unavailability of banking financing instruments;
- insufficient state support in the area of technical re-equipment;
- underdeveloped leasing and service infrastructure in rural areas.

All these factors significantly hinder the technical base renewal of small agricultural producers, including a significant portion of family farms.

Simultaneously, there is an intensification of competition in the global agricultural machinery market, where the leading positions are held by six multinational corporations: American John Deere, CNH, AGCO; German Claas; and Italian SDF and Argo. They form a significant part of the market supply, combining the production capacities of dozens of countries. In addition to them, small and medium-sized specialized companies that focus on energy-saving technologies and highly specialized products – machines for growing corn, sunflowers, beets, vegetables, etc. – remain active [16–18].

Technological advancements by leading manufacturers have significantly transformed the designs of modern tractors. The range covers machines with power from 70 to 500 hp. Manufacturers, including John Deere, Case IH, New Holland, Valtra, and Massey Ferguson, are actively integrating electronic control systems, satellite technologies, and precision farming modules, which enable work automation and reduce fuel consumption. Electronic transmission control, hydraulic management, and fuel consumption monitoring have become standard equipment.

Regarding the Ukrainian market, the situation is complex. In 2023, imports of tractors with a capacity of 37–75 kW decreased by 74.4% compared to 2022. The total volume of agricultural tractor imports decreased by 42% in quantity and by 13% in value. A decline was also observed in the combine harvester segment – by 13.8% in quantity and by 30.3% in value. Cultivator imports decreased by 46%, and seeder imports by more than 53% [17; 18].

At the same time, there is an increase in the import of inexpensive plows, particularly of Chinese origin, which partially compensates for the technical

deficit among small farmers. However, this technique often doesn't provide the necessary soil processing quality, especially on large areas.

In the structure of tractor purchases by power, the trend toward reorientation from small-sized equipment to medium and high-power units persists. This is due to the increase in production scale in individual agricultural enterprises, which requires more productive machinery. However, under martial law, increasing risks, and inflationary pressure, farmers are mostly postponing expensive investments, focusing instead on renting equipment or repairing it.

Medium and high-power tractors are consistently represented by the brands John Deere, New Holland, Case IH, and Deutz-Fahr in the Ukrainian market. The largest share is held by equipment of American and European origin – about 70% in monetary terms, although in terms of quantity, they are inferior to cheaper Belarusian and Chinese analogs [19].

Thus, the technical support for Ukraine's agricultural sector shows a trend toward reduced imports, growing interest in leasing, and continued dependence on imported suppliers. The market requires a systematic state approach to stimulating the renewal of equipment – taking into account current challenges, changes in production structure, and the need for technological modernization.

Table 2

PEST analysis of the agricultural machinery market in ukraine (2024)

Factor	Current Status / Manifestation	Trend	Impact on Agricultural Machinery Sector
1	2	3	4
1. Economic Factors			
Inflation Rate	Stabilized at 5–7% after 2022–2023 peaks	Slowing down	+ Predictability of operational costs; – Risk of deflationary pressure
GDP Growth	Gradual recovery; projected growth of 4–4.5% in 2024	Positive	+ Investment in agri-machinery increases alongside GDP recovery
Unemployment	Labour shortages due to mobilization and migration	Increasing volatility	+ Drives demand for automation and high-efficiency equipment
Agricultural Profitability	Profits rising in large enterprises, small farms remain underfinanced	Polarization	+ Boosts demand for imported, high-tech equipment among agroholdings; – Low purchasing power among small farms

1	2	3	4
2. Political & Legal Factors			
EU Integration	Legal harmonization with EU standards, increased market access	Strengthening	+ Easier import of certified machinery; + Access to European grants, leasing, and subsidies
Military Conflict	War ongoing; infrastructure damage; limited field access	High risk	– Investment uncertainty; – Reduced demand in frontline regions
Agricultural Policy	Implementation of state compensation and support programs for equipment purchases	Active	+ Facilitates machinery acquisition; – Bureaucratic obstacles and uneven access to funding
3. Sociocultural Factors			
Demographics	Declining rural population, labor migration	Declining	– Shrinking workforce; + Encourages mechanization
Food Demand	Increased due to export potential and humanitarian needs	Growing	+ Necessitates modernization of farming operations
Innovation Adoption	Farmers show interest in new technologies but are often financially limited	Slow transformation	+ Growth potential for precision farming and smart machinery
4. Technological Factors			
IT Infrastructure	Rapid development in agro-IT (drones, GPS, smart platforms)	Growing	+ Enhances efficiency and competitiveness
Domestic Manufacturing	Moderate support for domestic producers (e.g., KHTZ, Chervona Zirka)	Gradual growth	+ Strengthens domestic competition; – Limited innovation capacity
Foreign Equipment Access	EU/US machinery imports remain accessible but logistics and pricing are challenging	Stable	+ Increases technical quality of market offerings; – Sensitive to currency volatility and import tariffs

Source: compiled by the author

To gain a clearer understanding of the enterprise's capabilities, let's conduct a PEST analysis, presented in Table 2.

The probability of group (e.g., economic) factors is assessed by assigning it a weight from 0 (low probability) to 1 (high probability). The sum of the probabilities of manifestation for each group of factors must be equal to one.

The degree of influence (value) of this factor on the development of the Ukrainian economy is determined by a five-point scale: 5 – strong influence, serious danger; 1 – no impact, minor threats.

The overall impact of a group of factors on the development of Ukraine's economy is determined by multiplying the probability of this factor manifesting by the strength of its influence, and the overall and weighted assessment for this country is calculated. The overall assessment indicates the degree of impact on the enterprise and determines the need to identify ways to respond to current and predicted environmental factors.

Table 3 presents a systematized analysis of external factors in the macro and micro environment that can influence the company's operations. For each factor, the probability of its occurrence was estimated (ranging from 0 to 1), its significance was determined (from 1 to 5), and then the overall impact score was calculated (the product of probability and significance – $P \times I$). Additionally, for each factor, appropriate response measures are proposed that can minimize potential negative consequences or enhance the positive effect. Overall impact assessment:

$$\text{Economic factors} = 1.2 + 1.5 + 1 + 0.8 = 4.5$$

$$\text{Political and legal factors} = 2 + 0.6 + 2.5 = 4.6$$

$$\text{Sociocultural factors} = 0.8 + 2 + 0.9 = 3.7$$

$$\text{Technological factors} = 1.2 + 1.2 + 1.6 = 3.12$$

Table 3

Overall assessment of factors influencing the enterprise in Ukraine

Factor	Probability of Occurrence, P (0–1)	Significance of Factor, I (1–5)	Total Impact Score (P × I)	Response Measures
1	2	3	4	5
1. Economic Factors				
Inflation rate	0.3	4	1.2	Strengthening economic ties with the EU
Unemployment rate	0.3	5	1.5	Stimulating the development of small and medium-sized businesses
GDP growth	0.2	5	1.0	Increasing production
Wage growth	0.2	4	0.8	Infrastructure development
Inflation rate (duplicate)	0.3	4	1.2	Strengthening economic ties with the EU
Unemployment rate (duplicate)	0.3	5	1.5	Stimulating the development of small and medium-sized businesses
GDP growth (duplicate)	0.2	5	1.0	Increasing production

1	2	3	4	5
Wage growth (duplicate)	0.2	4	0.8	Infrastructure development
2. Political and Legal Factors				
Foreign policy	0.4	5	2.0	Ending the military conflict, returning Crimea and eastern regions
Political destabilization	0.2	3	0.6	Building public trust in the government
Military conflict in the country, annexation of Crimea	0.4	5	2.0	Establishing relations with other countries
Military conflict (duplicate)	0.4	5	2.0	Establishing relations with other countries
3. Sociocultural Factors				
Demographic structure	0.2	4	0.8	Expanding labor markets
Language	0.5	4	2.0	Liberalizing language legislation
Mentality	0.3	3	0.9	Developing small and medium-sized business by encouraging individualism
4. Technological Factors				
Level of IT development	0.3	4	1.2	Using IT technologies in operations
Access to advanced technologies	0.3	4	1.2	Promoting innovation
Renewal of scientific and technical base	0.4	4	1.6	Funding scientific development and upgrading research center equipment

Source: compiled by the author

Therefore, the PEST analysis shows that the most important factors are: economic and political-legal. For the sustainable development of Ukraine's economy, it is recommended to pay the most attention to economic and political factors and develop an effective strategy for their stabilization [16; 20].

To understand a company's competitiveness and its marketing strength, it is necessary to conduct an analysis of the organization's internal environment (Table 4).

Thus, the results of the analysis confirm that machinery company has a stable consumer base in the Ukrainian market. At the same time, to increase competitiveness and strengthen its position among key players, it is advisable

to expand the enterprise's production capacity. This step will allow the company not only to strengthen its market position but also to increase its share in the agricultural sector of Ukraine.

Table 4

Internal environment analysis

Functional Subsystem	Subsystem Factor	Factor Status	Key Success Factor	Weak (-) / Strong (+)
Marketing Product	Product	Agricultural machinery is produced	Long market presence, product matches price	-
	Price	Price is 5% lower than competitors	High-quality product at a lower price	+
	Pricing method	Pricing is based on seasonality and promotional campaigns	Competitive pricing that satisfies market needs	+
	Brand	The brand is associated with world-class products	The company needs to strengthen its market position	-
Research & Development	Research base	Limited cooperation with Ukrainian and global research centers	Lack of proprietary research centers	-
	R&D personnel	The company is only beginning to implement R&D	Need to introduce more innovative capacities	-
Enterprise Management	Specialization of production facilities	Extensive experience in agricultural machinery manufacturing	Production meets all international quality standards	+
	Condition of production capacity	Production facilities are regularly modernized	Rapid equipment upgrades maintain product quality	+
	Product quality level	High product quality at affordable prices	High quality allows the company to gain a larger market share	+
Financial Management	Financial condition of the enterprise	Financial condition is satisfactory, no debts, the enterprise is liquid	Despite competitive challenges, the company has strong financials	+

Source: compiled by the author

For a deeper assessment of the internal and external factors influencing the enterprise's performance, it is advisable to use the SWOT analysis tool. Its main tasks are:

- Identifying market opportunities that align with the company's existing resources;
- Identifying potential threats and developing mechanisms to neutralize them;
- Determining the company's strengths and aligning them with current market trends;
- Analyzing the organization's weaknesses to formulate strategies for overcoming them;
- Identifying and developing competitive advantages, as well as defining the company's strategic priorities.

Table 5 presents the results of a SWOT analysis of machinery company, which allows for a systematic assessment of the impact of internal and external factors on its operations in the current market conditions.

It should be noted that the main requirements of Ukrainian farmers for agricultural machinery remain unchanged: an optimal balance of price, reliability, and productivity. When choosing a supplier, farmers often prefer domestic manufacturers, considering the more flexible terms of sale for the equipment and the availability of service.

Table 5

SWOT analysis of ukrainian agricultural machinery market (2024)

Strengths	Strengths + Opportunities	Strengths + Threats
1	2	3
1. High brand recognition and trust in the market.	1. Expand market share by leveraging strong brand identity and high product demand.	1. Strengthen crisis management to mitigate potential economic or geopolitical disruptions.
2. Broad product portfolio that meets a wide range of agricultural needs.	2. Increase production capacity and expand product lines.	2. Maintain quality and competitiveness to address the growing presence of local and international competitors.
3. Global distribution network and access to technological innovation.	3. Improve working conditions and motivation of skilled personnel.	3. Use promotional campaigns to maintain demand during unstable economic periods (e.g., lockdowns).
4. Continuous promotional campaigns and service support.	4. Develop new high-tech machinery tailored to local needs.	4. Introduce patriotic product lines to support brand affinity during national recovery.

1	2	3
Weaknesses	Weaknesses + Opportunities	Weaknesses + Threats
1. High cost of machinery compared to local alternatives.	1. Improve cost-efficiency of production and reduce final prices to boost competitiveness.	1. Risk of losing market share if price sensitivity among buyers increases.
2. Partial dependence on imported components and supply chains.	2. Localize production and strengthen partnerships with Ukrainian manufacturers.	2. Supply chain disruptions due to war or trade policy changes.
3. Need to strengthen employer branding to attract young specialists.	3. Enhance HR strategy with better salaries, career development, and training programs.	3. Loss of qualified workforce due to migration and general depopulation trends.
4. Less flexibility in adapting to regional socio-political shifts compared to local companies.	4. Launch CSR initiatives and develop local community support projects.	4. If machinery company fails to adapt to local political and legal changes (e.g., land market regulation), it risks operational constraints.
Opportunities		Threats
1. Growing demand for precision farming and smart technologies.		1. Ongoing war and regional instability threaten logistics and demand in some territories.
2. Expansion of state support programs for agricultural modernization.		2. Escalating global and local competition in agricultural machinery.
3. Increasing interest in energy-efficient and eco-friendly machinery.		3. Policy changes in land ownership or taxation could restrict investment in heavy equipment.
4. EU integration and legal harmonization facilitate import, leasing, and cooperation opportunities.		4. Consumer preference may shift toward cheaper alternatives amid economic uncertainty.

Source: compiled by the author [16; 20]

The most common practice among small and medium-sized agricultural enterprises is purchasing equipment with their own working capital on deferred payment terms. In this financing scheme, dealership companies assume a portion of the financial risks, which, in turn, forces them to turn to banking institutions to attract additional financing to support their liquidity and solvency.

3. Directions for improving marketing research at machinery company

Effective operation of an enterprise in modern market conditions is impossible without the systematic use of modern management methods and well-organized marketing activities. This is especially true for machine-

building enterprises, where the risk level is elevated and the competitive environment is dynamic. To reduce risks and increase the flexibility of management decisions, it is necessary to implement rational models for organizing the marketing system.

The marketing approach to enterprise management involves a comprehensive study of the target market structure, demand dynamics, production and consumption volumes, as well as forecasting the development of the competitive environment. A systematic approach to building an organizational model for marketing management is becoming particularly relevant. This approach involves a clear division of functional responsibilities between internal departments and external consultants, defining the place of the marketing department within the company's overall organizational structure, and establishing effective interaction with other departments [21].

The formation of a marketing department is advisable based on the principles of comprehensiveness, systematic approach, and effective utilization of the enterprise's internal resources. The operational practices of leading manufacturing companies, demonstrate the feasibility of creating a separate marketing department that works in close connection with production, sales, and financial units.

Marketing research should ensure the development of market positioning strategies, financial planning taking into account price forecasts, the formation of an effective communication policy, and long-term strategic planning. In this regard, it is advisable for the company to reorganize existing departments, taking into account the specifics of marketing functions, and create new structural units focused on market and consumer needs [22].

The main tasks of the marketing department should include:

- Comprehensive market research and forecasting its dynamics;
- Adapting production programs to the needs of target consumer segments;
- Monitoring competitors' activities, analyzing their pricing policies, advertising strategies, and distribution channels;
- Participation in the development of product policy, pricing strategies, and sales organization;
- Coordination with research institutions in the field of innovative product development.

The effective functioning of the marketing department requires the development of an appropriate organizational algorithm, which includes: analyzing the current organizational structure; forming a model for managing marketing processes; selecting qualified personnel; distributing responsibilities and authorities; creating conditions for effective employee performance; and ensuring the integration of the marketing function with other key elements of the enterprise.

Marketing personnel must possess the necessary knowledge and skills to analyze the market, prepare commercial recommendations, formulate advertising messages, develop product promotion strategies, manage product assortment, set pricing policies, and monitor their implementation.

The company's marketing system should include all key components: supply, storage, transportation, production, wholesale, and retail. Modern competition demands deep modernization of each of these elements thru the application of scientific approaches and technological innovations [23].

When evaluating the effectiveness of a company's interaction with customers, it's important to consider the degree of personal contact. The total cost of establishing a comprehensive marketing service at one of the machinery company is UAH 118,496 thousand, which is distributed among five key departments. The calculation was performed using the formula:

$B = MD + AP + AR + PR + S$, where:

B – total costs;

MD – marketing research department;

AP – assortment planning department;

AR – market analytics;

PR – advertising and public relations;

S – sales department.

$B = 27,654 + 19,845 + 19,763 + 21,369 + 29,865 = 118496$ UAH

The marketing strategy should be adapted to the specific characteristics of the industry and the seasonality of demand. High competition and price fluctuations for products require constant analysis of market trends and flexibility in management. Thus, improving marketing research is a key factor in enhancing the competitiveness of the company in the agricultural machinery segment.

The organization of the marketing service should be based on the company's potential, the goals, and objectives of marketing specialists. For the surveyed companies, we are considering the purposeful functioning of marketing services based on the industry type and product.

Thus, the proposed organizational structure of the enterprise's marketing service ensures the implementation of the basic principles of functional management – economy, simplicity, and effectiveness. It's worth emphasizing that the final configuration of the marketing structure depends on the company's scale of operations, its strategic goals, market opportunities, target audiences, and sales geography (Figure 2).

At the same time, it is important to note that the organization of the marketing department should be accompanied by staffing it with highly qualified specialists. This requires the implementation of an effective mechanism for selecting and adapting personnel, capable of ensuring that qualifications meet

the requirements of marketing activities and that new employees quickly integrate into the corporate environment.

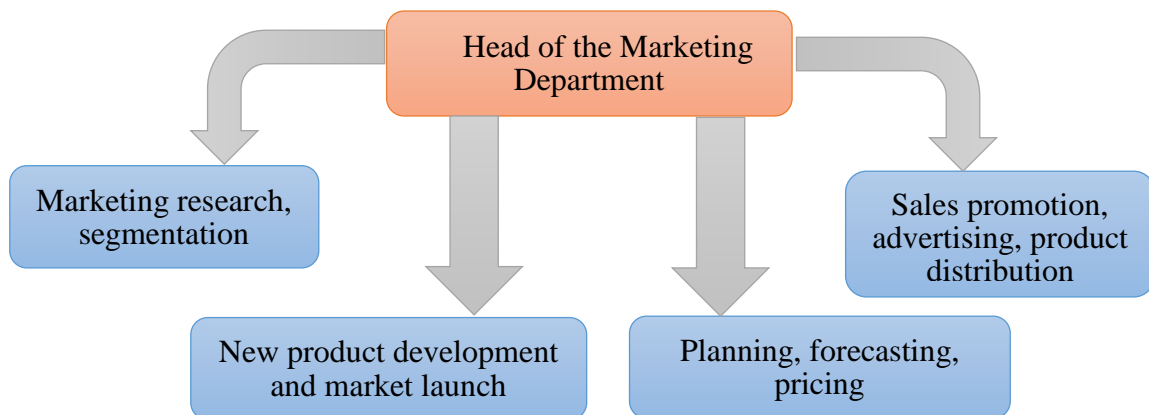


Figure 2. Responsibilities of the head of the marketing department

Source: compiled by the author

After staffing the marketing department, it is necessary to organize effective internal interaction both within the unit and between it and other enterprise services. The productivity of the entire marketing system largely depends on the professional training of specialists and the establishment of internal communication. Machinery companies are constantly seeking new market niches, actively developing their innovative potential, and encouraging their employees to generate ideas and implement new solutions. Specifically, employees in the economic and sales departments maintain constant contact with industry organizations, partners, and end consumers, as the effectiveness of commercial activity is directly dependent on the level of customer satisfaction.

At the stage of forming new product ideas, a preliminary analysis is conducted from the perspective of innovativeness, internal barriers that could complicate implementation are identified, and appropriate corrective measures are developed. The central element of the innovation development process is ensuring feedback from customers, which allows for identifying needs and formulating recommendations for product improvement.

Information support for the innovation process is provided through direct communication between personnel and end consumers, participation in industry conferences, seminars, and specialized events. Employees are motivated to increase their awareness of market trends and innovations in agricultural machinery.

A significant stage in creating new products is marketing testing of the product concept. Typically, at this stage, the physical product doesn't yet exist; instead, a description of the product concept is developed, covering basic

characteristics, pricing policy, packaging options, distribution channels, and advertising positioning. The most common approach in practice remains the focus group method, which involves presenting respondents with a new product concept followed by a discussion of its key characteristics. The presentation format should be as clear and informative as possible and include all the key elements of the marketing program: the name, price, distribution channels, advertising, etc.

A critically important condition is that the concept must be presented in the practical context of its use by consumers so that respondents can perceive the product not as an abstract idea, but as a real market offering.

Comparative testing of several concept options allows for more complete and well-founded information to be obtained regarding the advantages and prospects of each development. Respondents have the opportunity to express their purchasing motives, frequency of intended use, and indicate their interest or reservations, which provides a deeper understanding of potential demand.

In the final stage, the results are processed and average scores are calculated for each concept, after which the most promising option is selected for further development. Thus, the systematic organization of marketing research allows machinery companies to effectively respond to changes in consumer preferences, adapt its product offerings in a timely manner, and maintain a high level of competitiveness in the agricultural machinery market.

Figure 3 illustrates the main sources of obtaining marketing information used in the process of managerial decision-making at the enterprise level. In particular, such sources include questionnaire surveys, expert evaluations, observations, panel studies, and experimental methods. The integration of these information channels enables enterprises to collect both quantitative and qualitative data, thereby ensuring a comprehensive analysis of market conditions, consumer behavior, and the effectiveness of implemented strategies. The use of diverse marketing information sources contributes to reducing uncertainty in the decision-making process and enhances the adaptability and competitiveness of enterprises in a dynamic business environment.

In modern business conditions, the development and implementation of new products is a key tool for ensuring their competitiveness and adaptability to market changes. For the machinery company, the rational organization of the decision-making process regarding the updating and expansion of the product range is particularly relevant. The defining element of this process is the company's ability to respond to changes in demand, technological innovations, and market conditions. In practice, the company uses a decision-making procedure for launching new products, which is based on a collegial discussion between the management and specialists from the planning and economic and sales departments.

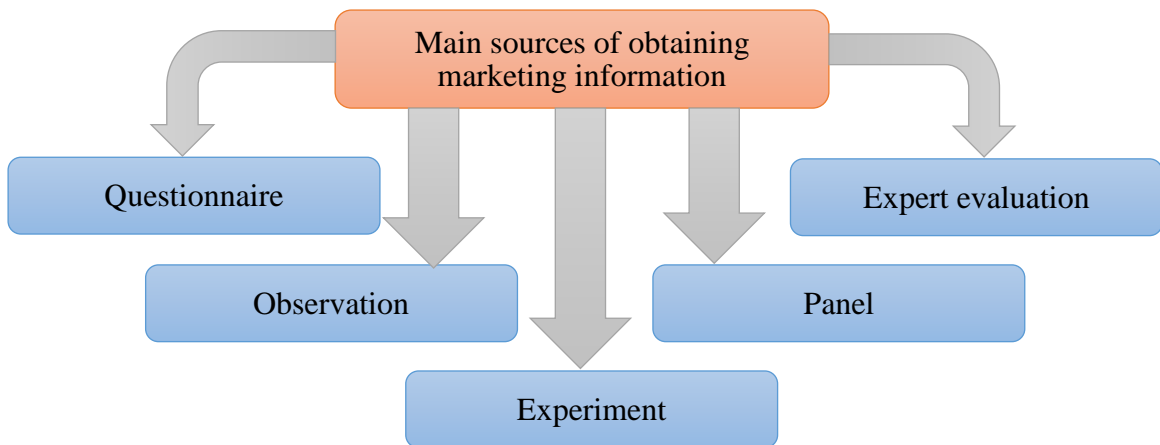


Figure 3. Main sources of marketing information

Source: compiled by the author

A sales representative typically provides analytical information about current demand trends and their forecast. At the same time, the head of the planning and economic department is developing preliminary calculations of costs, pricing policy, and expected financial results for the new product [24; 25].

However, such a decision-making mechanism does not always provide a comprehensive assessment of the feasibility of launching new products into the market, as it does not cover the full range of marketing factors, such as consumer segmentation, analysis of buying behavior, market barriers, and competitor activities. In this regard, there is a need for a deeper analytical justification of marketing decisions.

To improve the efficiency of the new product launch process, it is advisable to enhance the company's marketing analytics system. Specifically, prompt access to data on the behavior of target segments, market structure, consumer purchasing priorities, and the dynamics of price changes in the competitive environment should be ensured. The availability of such information will allow for justifying the feasibility of developing a new product, determining the conditions for effective taxation, and assessing the feasibility of investing equity in innovative development.

An important basis for forming a company's innovation strategy is the understanding that each product item in the product portfolio has a direct impact on the company's financial stability and profitability. Therefore, updating the assortment should be accompanied by a clear economic assessment of its profitability and its impact on the overall marketing strategy.

Thus, improving the marketing mix at the machinery company involves:

- Expanding the functionality of the marketing department with an emphasis on strategic analytics;

- Implementing a system for monitoring market and demand dynamics;
- Improving the accuracy of forecasting costs, revenues, and pricing policy;
- Forming an adaptive system for new product development using the results of marketing research.

In conclusion, modernizing the marketing mix will enable the company to ensure a balanced innovation policy, increase the effectiveness of its market activities, and strengthen position in the international agricultural machinery market.

Within the framework of assortment policy, an algorithm for creating a product assortment for the company under study can be proposed (Figure 4).

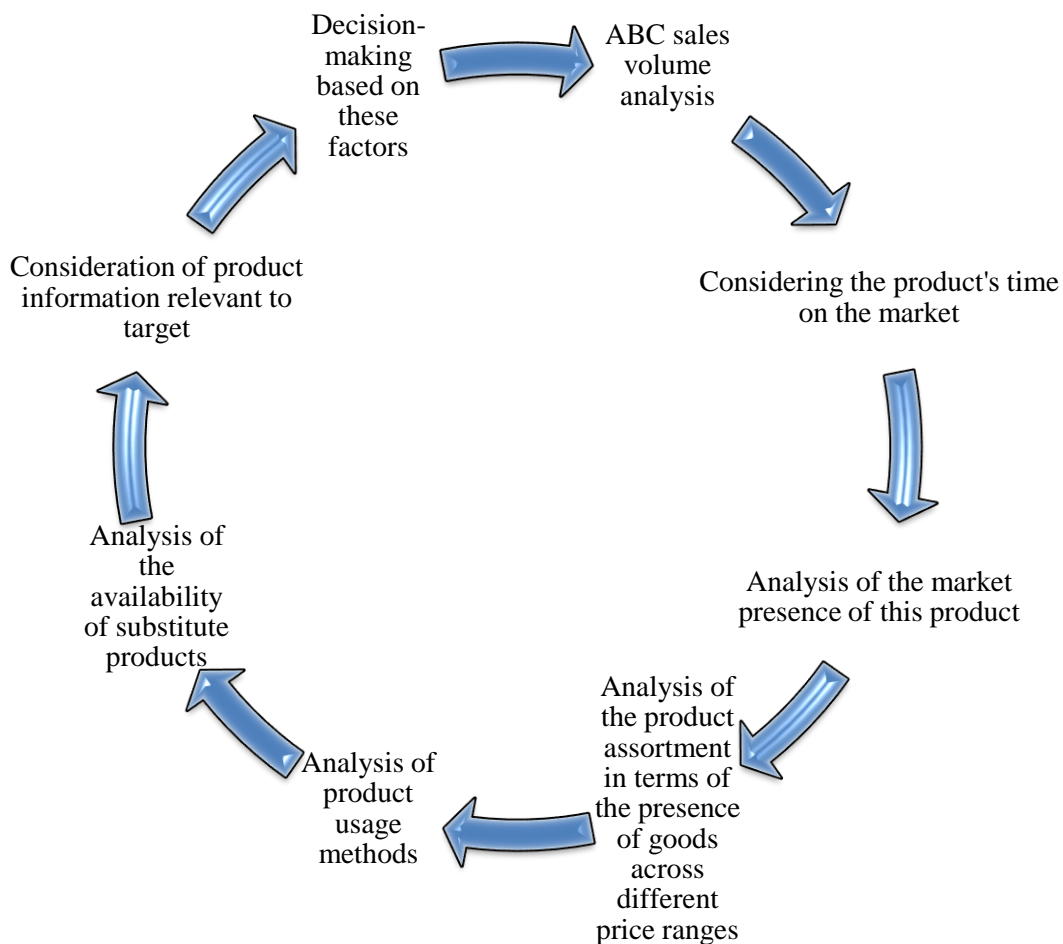


Figure 4. Algorithm for expanding the product range by introducing new company items

Source: compiled by the author

Before expanding its product range, it is advisable for the company to conduct a thorough analysis of its existing product portfolio to identify key competitive advantages in the production and sale of highly profitable products. One effective method for such analysis is ABC analysis, which is based on the

Pareto principle, according to which approximately 20% of the product range generates up to 80% of the company's turnover. This approach allows for the classification of products based on their significance to the company's overall turnover, which in turn contributes to more effective management of inventory, production resources, and marketing policy.

ABC analysis can be applied to the entire product range, as well as to its individual groups or subgroups. The key evaluation criteria in the classification process are profitability, turnover, and share in total sales volume. Additionally, the duration the product has been on the market is taken into account. Based on the analysis results, a product ranking is formed, which allows for identifying high-potential development positions and those that should be discontinued or modernized.

In modern competitive conditions, monitoring competitors' product range is also of great importance, particularly identifying substitute goods that can affect the demand for the company's similar products. The presence of similar products both in your own range and in competitors' ranges can lead to sales cannibalization, meaning that one product with similar characteristics but a higher price displaces another. Therefore, ABC analysis, combined with an analysis of the competitive environment, is an important tool for balancing traditional and innovative products.

Evaluating the effectiveness of the sales department involves a phased approach:

1. Managing the analytical process, including demand forecasting by product groups and identifying factors influencing sales volumes.
2. Gathering necessary information, including past sales data, planned marketing activities, and forecasts.
3. Processing and using information, including document flow, databases, calculations, reporting, and maintaining connections between functional units.
4. Comparing actual and planned results, which allows for the identification of critical areas, the definition of risky market segments, and the making of appropriate management decisions.
5. Reporting as an element of a business intelligence system for making informed management decisions.

To improve the effectiveness of its innovation policy, the company should focus on optimizing production and marketing costs, which will reduce the cost of goods sold, making them more competitive. Additionally, it is advisable to expand cooperation with other industrial enterprises, which will contribute to the dissemination of technological innovations.

Particular attention should be paid to the development of new products using modern technologies, which will not only improve product quality but also allow entry into new market segments. Within the innovation management system, the functioning of three key subsystems should be ensured: planning,

implementation, control and coordination, each of which includes its own set of functional elements.

The information component of the marketing system plays a decisive role. The quality and completeness of information, its timeliness, and its representativeness directly impact the effectiveness of marketing decisions made. Additionally, unified methodological approaches to researching consumer needs should be developed, as well as bonus programs aimed at incentivizing partners and end consumers, followed by an analysis of the effectiveness of the trial sale [26].

Such tools allow you to assess not only the potential demand for a new product but also identify the strengths and weaknesses of a marketing campaign. The results of the test sale serve as a basis for adjusting the assortment and communication policy.

Legal support is another important element of the innovation management system. In the context of expanding economic independence of enterprises and the growing number of international partnerships, its role is increasing. Effective legal support is crucial for protecting intellectual property, ensuring compliance with contractual obligations, and minimizing risks.

Developing a marketing strategy should begin with an analysis of the external environment. Changes in market conditions should correspond to the correction of internal structures thru: creating flexible structural units; improving staff qualifications, engaging external specialists; modernizing the marketing information system.

After identifying problems in the areas of product range and quality management, it is advisable to formulate clear, achievable, and measurable goals that will serve as criteria for evaluating the effectiveness of the activities. One of the key directions for strengthening company's position is the implementation of an effective advertising campaign, which includes:

1. Formulating the advertising goal is to familiarize the consumer with the product and its advantages.
2. Budgeting taking into account the company's marketing opportunities.
3. Identifying the target audience and creating a relevant product concept.

The market segmentation process allows you to identify consumer groups with similar needs and adapt both the product and communication strategies to them. After this, the product is positioned in the market, which requires considering the key characteristics of the product, distribution channels, and the content of the advertising message [27].

In the context of intense competition, it is particularly important to choose the right communication tools and optimize information distribution channels to reach the maximum number of potential consumers and build a strong brand image.

Table 6 presents a comparative analysis of the key channels used for the distribution of marketing information, evaluating each in terms of their strengths and weaknesses. This classification is crucial for developing an effective communication strategy that aligns with the goals, budgetary constraints, and target audience characteristics of an enterprise. In summary, each channel has distinct strategic advantages and limitations. Therefore, a balanced integration of several tools, based on the marketing objectives and consumer profile of the target market, is essential for maximizing communication effectiveness and return on investment [28].

Table 6

Key information distribution channels

Information Distribution Channels	Strengths	Weaknesses
Billboards	High frequency of repeated contacts; flexibility; moderate cost	Lack of audience selectivity; creative limitations
Messengers (Telegram, Viber)	High popularity; strong audience engagement; low cost; minimal competition	Limited targeting precision; younger user demographic
Magazines	High-quality visuals; long lifespan; large number of secondary readers; credibility; prestige; high selectivity	Delayed ad placement; proximity to competitors' ads; relatively high cost
Television	Wide reach; large audience; combination of visual, audio, and motion; strong emotional impact	High cost; ad saturation; fleeting contact; low audience selectivity
Radio	Mass reach; low cost per contact	Audio-only format; low attention engagement; considered outdated
Email (Direct Mail)	High audience selectivity; flexibility; personal nature; no competitor ads	Relatively high cost per contact; risk of being perceived as spam
Online Advertising	Audience selectivity; flexibility; geographic expansion	High cost; need for modern communication tools; limited reach to certain audiences
Promotional Souvenirs	Intrinsic value; long-lasting impact; ability to foster customer loyalty	Limited space for messages; high cost per contact; creative constraints

Source: compiled by the author [25–28]

With consideration of the specific characteristics as the world's largest manufacturer of agricultural machinery, which enjoys substantial global demand and brand recognition in over 50 countries, yet operates under the constraint of a limited advertising budget, a targeted selection of

advertising channels was determined to ensure maximum effectiveness and cost-efficiency [16].

One of the core tools identified is email marketing, particularly in the form of direct mail. This channel facilitates the precise targeting of prospective clients by delivering detailed information regarding product specifications, additional services, and post-sale support. Moreover, it contributes to the systematic development of a client database, which is vital for long-term marketing strategies.

Outdoor advertising, particularly through billboards, has also been selected as a key channel due to its ability to ensure a high frequency of exposure and broad audience reach. The deployment of billboards is planned across strategic locations in the city of Kharkiv, including central zones, entry and exit points, and the ring road. Additionally, lightboxes bearing the company's logo will be installed near dealerships, and brand visuals will be used to decorate public transport and stops in close proximity to points of sale.

Further, messenger applications such as Telegram and Viber will be employed as modern communication tools to extend brand reach and facilitate ongoing engagement with an already interested audience. These platforms have become increasingly significant due to their popularity and interactivity, particularly among younger and more digitally engaged segments of the population.

The advertising appeal will be developed as a complex communicative process, integrating both emotional and rational components. It is essential that the content of advertising messages align closely with the overarching marketing objectives and be based on an in-depth understanding of target audience motivations. Advertising messages will be designed to reflect three primary motivational categories: rational (including reliability, cost-effectiveness, and product utility), emotional (such as personal relevance, discovery, safety), and social (covering themes of responsibility, ethical conduct, and sustainability).

Given that markets its products to both corporate clients and private individuals, particular emphasis in the promotional content will be placed on highlighting collaboration with prominent corporate partners such as Landtech, Agrotek, Siemens AG, and others. The focus will be on the high reliability of the machinery, compliance with international quality standards, and the company's comprehensive after-sales service infrastructure [20].

In accordance with the outlined strategy, the advertising budget has been carefully calculated. The cost for billboard placement in Kharkiv over a 12-month period is estimated at 120,900 UAH, while branding at public transport stops amounts to 39,600 UAH. The total projected budget required for implementing these initiatives is 160,500 UAH. This allocation of resources

is expected to substantially increase consumer awareness, reinforce brand positioning, and ultimately stimulate product demand [20].

To further enhance the effectiveness of communication policies, it is recommended that the company incorporate additional promotional tools. These include participation in international exhibitions and trade fairs, as well as the use of banner advertising across high-traffic digital platforms. Email newsletters should be developed and distributed in a targeted manner, leveraging cost-effectiveness while maintaining relevance.

Moreover, television advertising should be pursued, utilizing the popularity of football in Ukraine by involving well-known athletes as brand ambassadors to capture the attention of broader demographic groups. Promotional campaigns featuring prize draws, social media-based interaction, and influencer partnerships will also serve to deepen engagement with target audiences.

In support of these efforts, a structured program for marketing complex enhancement has been developed. Activities include social media contests wherein customers share photographs with equipment; equipment giveaways linked to purchases; long-term influencer campaigns featuring leading Ukrainian opinion leaders; and the organization of a football tournament aimed at increasing community involvement and brand visibility.

The integrated implementation of these strategic initiatives, grounded in market analysis and tailored to the characteristics of both the enterprise and its operating environment, will contribute to the expansion within the Ukrainian market. Through heightened product visibility and the development of a comprehensive and coherent advertising campaign, the company will be well positioned to enhance its competitive advantage and secure a stronger foothold in the national agricultural machinery sector.

Conclusions

This monograph has examined the theoretical foundations, practical methodologies, and strategic directions of marketing research and market analysis in the context of the agricultural machinery industry in Ukraine.

Marketing research and market analysis are critical tools for effective business management in a dynamic and high-risk environment. They allow enterprises to assess current market conditions, forecast future trends, and make data-driven strategic decisions.

The agricultural machinery market in Ukraine is undergoing significant transformation. The dominance of imported equipment, the technological lag of domestic manufacturers, and the uneven distribution of machinery between large enterprises and household farms illustrate the sector's structural imbalance.

Machinery company position in the Ukrainian market remains strong due to global brand recognition, high-quality products, and a broad product portfolio. However, challenges such as high prices, dependence on imported components, and regional instability require adaptive marketing strategies.

Through detailed PEST and SWOT analyses, it was determined that economic and political-legal factors exert the strongest influence on machinery company's activities in Ukraine. Strengths such as product quality, innovation, and service infrastructure must be strategically leveraged to mitigate external threats and exploit emerging opportunities.

The company's internal analysis confirms a high level of operational and financial stability. Nonetheless, weaknesses in R&D capacity, pricing flexibility, and local market responsiveness must be addressed to enhance competitiveness.

The development and implementation of an integrated marketing strategy, which includes expanded market research, structured internal processes, investment in human resources, and an adaptive communication policy, are essential for sustaining growth and improving market positioning.

The modernization of the marketing function should prioritize:

- Strategic segmentation and customer profiling;
- Strengthening of analytical capabilities;
- Launching targeted promotional campaigns using both traditional and digital channels;
- Aligning new product development with local market needs and pricing expectations.

A comprehensive and cost-effective advertising campaign – including billboard advertising, messenger-based outreach, influencer partnerships, and digital engagement – can significantly raise brand awareness and strengthen customer loyalty.

Improving innovation management and product range development processes through ABC analysis, concept testing, and customer feedback integration will ensure more targeted and profitable product launches.

The success of machinery company's operations in Ukraine will ultimately depend on its ability to balance global strengths with local adaptation, leverage state support programs, and maintain customer-centric innovations that align with market demands.

In conclusion, the monograph demonstrates that strategically organized marketing research, backed by data analytics and aligned with enterprise capabilities, is key to maintaining competitiveness in the Ukrainian agricultural machinery sector. For machinery company's, continuous improvement of marketing practices and structural flexibility will determine its long-term success in the region.

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