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MARKETING MANAGEMENT

AS A TOOL FOR PREVENTING CRISIS OF AGRICULTURAL ENTERPRISES

Abstract. The article studies the state and trends of agricultural development in Ukraine. Agriculture today is one of the leading sectors of the Ukrainian economy, as well as that agricultural products are the main ones regarding its foreign trade. At the same time, there are a number of problems that hinder the effective development of agriculture, ranging from outdated material and technical base at enterprises to a significant share of imported agricultural products, that are present on the market, and the prices of which are lower than of the Ukrainian products. The findings of the article prove that in 2019, compared to other years, the share of unprofitable agricultural enterprises increased. In addition, there was a decrease in the level of profitability for all types of agricultural products. It is noted that practical implementation of effective management tools allows enterprises to reduce the size of possible losses and the likelihood of emerging crisis situations, to improve the adaptability of enterprises and to strengthen their competitive positions in the market. The study identifies that the activity of agricultural enterprises is complicated by competition, which requires the production of products that are in demand. In order to prevent crisis, enterprises should use marketing management that involves managing all general and individual functions of the enterprise, as well as all its units on the basis of marketing. In addition, marketing management involves the orientation of the entire management system of the enterprise to pleasure the needs of consumers. It is established that commercial efficiency and social impact will be achieved as a result of effective use of marketing management in the activities of agricultural enterprises. The list of procedures, with the help of which marketing management at the enterprise can be formed, is investigated. The guidelines for marketing management at agricultural enterprise have been developed, which together will help meet the needs of consumers, gain new competitive advantages, and, as a consequence, increase the profitability and competitiveness of the enterprise.

Keywords: marketing management, agricultural enterprises, crisis, profitability, competitiveness.

JEL Classification Q12, M10, M21, M31

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МАРКЕТИНГОВИЙ МЕНЕДЖМЕНТ ЯК ІНСТРУМЕНТ ЗАПОБІГАННЯ КРИЗОВОМУ СТАНУ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

Анотація. Розглянуто стан і тенденції розвитку сільського господарства в Україні. Зазначено, що на нинішній день сільське господарство є однією з провідних галузей економіки України, а також аграрна продукція є основною для зовнішньої торгівлі України. Водночас є низка проблем, які перешкоджають ефективному розвитку сільського господарства, починаючи від застарілої матеріально-технічної бази на підприємствах і до наявності на ринку значної частки імпортової сільськогосподарської продукції, ціни на яку є нижчими, ніж на українську. Установлено, що 2019 року, порівняно з іншими роками, частка збиткових сільськогосподарських підприємств зросла. Крім того, відбулося зниження рівня рентабельності за всіма видами сільськогосподарської продукції. Зазначено, що практична реалізація ефективних інструментів управління дозволяє підприємствам зменшити розмір можливих збитків і ймовірність виникнення кризових ситуацій, поліпшити адаптованість підприємств і зміцнити свої конкурентні позиції на ринку. Установлено, що діяльність сільськогосподарських підприємств ускладнюється конкуренцією, яка вимагає виробництва саме такої продукції, на яку є попит. З метою запобігання кризовому стану підприємствам доцільно використовувати маркетинговий менеджмент, який передбачає управління всіма загальними та окремими функціями підприємства, а також усіма його підрозділами на основі маркетингу. Крім того, маркетинговий менеджмент передбачає орієнтацію всієї системи менеджменту підприємства на задоволення потреб споживачів. Установлено, що результатом ефективного використання маркетингового менеджменту в діяльності сільськогосподарських підприємств буде досягнення комерційної результативності та отримання соціального ефекту. Досліджено перелік процедур, за допомогою яких формується маркетинговий менеджмент на підприємстві. Розроблено орієнтири маркетингового менеджменту в сільськогосподарському підприємстві, які в комплексі сприятимуть задоволенню потреб споживачів, отриманню нових конкурентних переваг і, як наслідок, підвищенню прибутковості та конкурентоспроможності підприємства.

Ключові слова: маркетинговий менеджмент, сільськогосподарські підприємства, криза, прибутковість, конкурентоспроможність.

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Introduction. In today's tough, competitive environment, a significant proportion of agricultural enterprises in Ukraine suffer losses. This is caused by various factors: from internal ones, depending on the actions taken by the enterprise, and furthermore external factors, such as: significant competition; unreliable suppliers; political, technological, economic and natural influences. However, some agricultural enterprises can withstand the impact of these factors and

restore their efficiency, while others go bankrupt and are forced to liquidate their enterprises. Under such conditions, agricultural enterprises should look for new approaches to their activities' management. It is marketing management, which will be aimed at meeting the needs of consumers, that can be an important component in improving the financial condition of agricultural enterprises and preventing their crisis, which confirms the relevance of the study.

Analysis of research and problem statement. The works of many scientists are devoted to the issue of crisis and ways to prevent the crisis of enterprises, including: Baubion [1], Krichevsky and Levchenko [2], Dobrowolski [3], Kyianytsia [4], Bundy [5], Sarpong [6].

Bundy et al [5] noticed, that «an organizational crisis — an event which managers and stakeholders perceive as highly salient, unexpected and potentially disruptive — can threaten an organization's goals and have profound implications for its relationships with stakeholders».

According to Sarpong [6]: «Crises tend to bring deep uncertainties. As a consequence, no organization, regardless of its size or strength is immune from it. Crises can have profound negative effects on a firm's operations. It could even derail future growth, affect profitability, and even disrupt the organization's survival».

The scientists [7] suggest that practical implementation of effective management tools allows enterprises to reduce the size of possible losses, to reduce the likelihood of emerging crisis situations, to increase the potential for counteraction to crisis phenomena, to improve the adaptability of enterprises and to strengthen their competitive positions in the market.

Regarding the conditions, researches pay more and more attention to management on the basis of marketing. The Ukrainian and foreign scholars consider the concept of «marketing management» in various aspects. Thus, Kotler and Keller [8], Lamben [9] consider the concept of marketing management from the standpoint of classical marketing, while Drucker [10] approach it from the standpoint of classical management. We support the opinion of the authors Bilovodska [11] and Zelisko et al [12] that marketing management is a concept that is broader than the general function of enterprise management, for it is the management of all general and individual functions of the enterprise, as well as all its units based on marketing. As noted by Bilovodska [11], «marketing management considers marketing and management inseparably, which also mutually penetrate and complement each other». We agree with Kliuchnyk [13] statement, that «marketing management is a process of orienting the entire management system of the enterprise to pleasure the needs of consumers».

Kovshova [14] underscores, that marketing management is a modern innovative approach to enterprise management to achieve goals, which are adjusted according to external and internal factors.

Among the scientists who study various aspects of marketing management, including its implementation at agricultural enterprises, we can distinguish the following researchers: Komarnytsky and Tsar [15], Kovshova [14, 16], Yatsenko et al. [17], Raiko and Lebedeva [18], Yatsenko et al. [19], Tanasiichuk et al [20], Tkach et al. [21] and others.

Unsolved aspects of the problem. Despite the achievements of the Ukrainian and foreign scientists, the question of using marketing management at agricultural enterprises needs further study and development.

The purpose of the article is to study the feasibility of using marketing management as a tool to prevent crisis of agricultural enterprises.

Research methods. In the process of research, the dialectical method of scientific cognition, as well as general scientific methods of analysis, synthesis, induction, deduction, comparison, graphical and generalization, was used to collect, analyze, evaluate information and formulate conclusions.

Research results. Nowadays, agriculture is one of the leading sectors of Ukraine's economy. According to the State Statistics Service of Ukraine, the share of its GDP accounted for by the agricultural sector in 2020 was 9.27% [22]. Moreover, more than 80% of the consumption fund is formed by agricultural products [23].

The Concept of the State Target Program for the Development of the Agrarian Sector of the Economy for the Period until 2022, approved by the Cabinet of Ministers of December 30, 2015

№ 1437-r, states: «The agricultural sector of the economy, the basic component of which is agriculture, forms food, to the determined extent framed economic, environmental and energy security, ensures the development of technologically related sectors of the national economy and the creation of socio-economic conditions for rural development» [24].

In 2020, similar to previous years, agricultural products remained the main foreign trade of Ukraine. The share of agricultural products and food in total Ukrainian exports was 45% or \$ 22.2 billion [25].

According to the information of the Ministry of Economic Development, Trade and Agriculture of Ukraine, «Ukraine provides positive dynamics to increase exports of agricultural products, in particular, by increasing yields, increasing agricultural production, demand for the Ukrainian products among foreign consumers and opening new markets. The main share of agricultural exports is occupied by cereals — 48% and oilseeds — 23%» [26].

In 2019 in agriculture, there were 48504 business entities of various organizational and legal forms, which carried out their production on an area of 20113.6 thousand hectares of agricultural land [27]. Today, agricultural enterprises serve as an almost unalterable source of employment, and, thus, wages in the rural areas. Despite the fact that they should frequently go through difficult economic situations and low economic efficiency of economic activity, agricultural enterprises are the basis and main condition for the continued existence of the rural settlement. However, there are currently many problems that hinder the effective development of agriculture in Ukraine, the main of which are outdated material and technical base and machine-tractor fleet; depletion of black soil due to non-compliance with crop rotations and norms and rules of land cultivation; low productivity of animals; underdeveloped market; low purchase prices for agricultural products; personnel moving from the countryside to the city; significant imports of agricultural products to the Ukrainian market at the prices that are lower than the Ukrainian producers set. In particular, in 2020, imports of agricultural products reached the level of 6.5 billion dollars, which is 13% more than in 2019 [25].

All these factors affect the increase in the number of agricultural enterprises that suffer losses (Fig. 1).

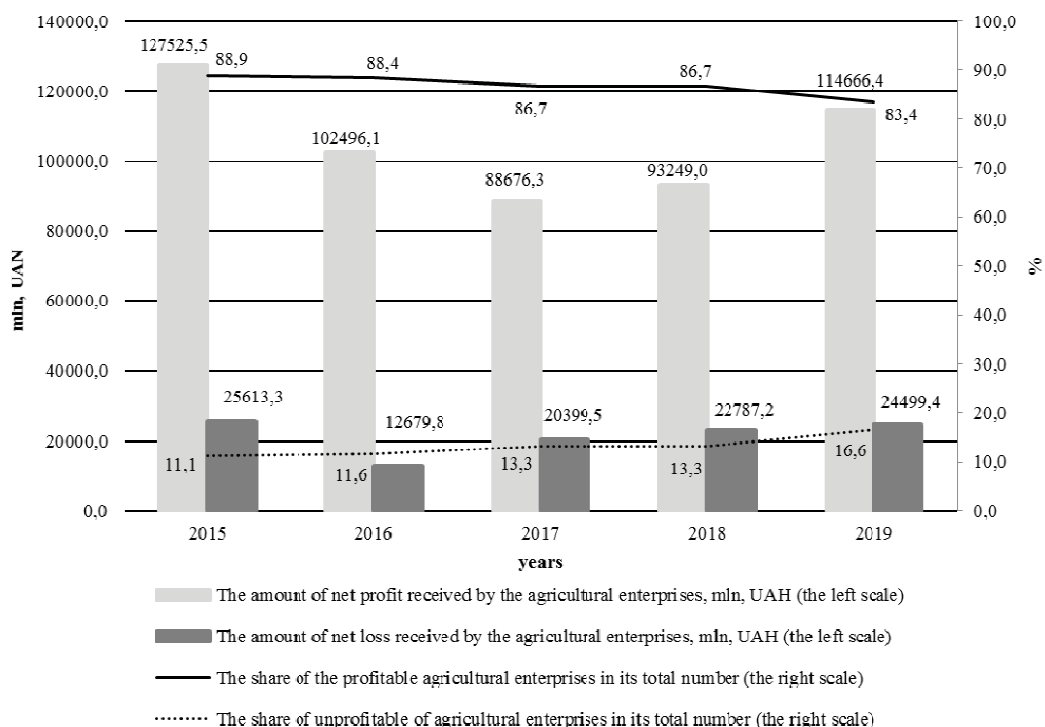


Fig. 1. The dynamics in the number of profitable and unprofitable agricultural enterprises of Ukraine and the amount of their profit and loss

Source: developed by the authors according to the State Statistics Service of Ukraine.

As the data of Fig. 1 show, in 2019, compared to 2015, the amount of the net loss, received by agricultural enterprises, decreased slightly, while the share of unprofitable enterprises in their total number increased. There is a possibility of a crisis at unprofitable agricultural enterprises, which might be caused by not only poor management or incorrectly chosen strategy of enterprise development but also by a number of external factors. In particular, the activities of enterprises in the sector of their operation are complicated by competition. It provides for the production of such products and the provision of such services that are in demand. It should be mentioned that adequate adaptation of agricultural enterprises to changes in the dynamic environment in order to maintain and strengthen market positions is of specific importance.

The level of profitability is the main indicator that can characterize the economic efficiency of production of a particular type of product (Fig. 2).

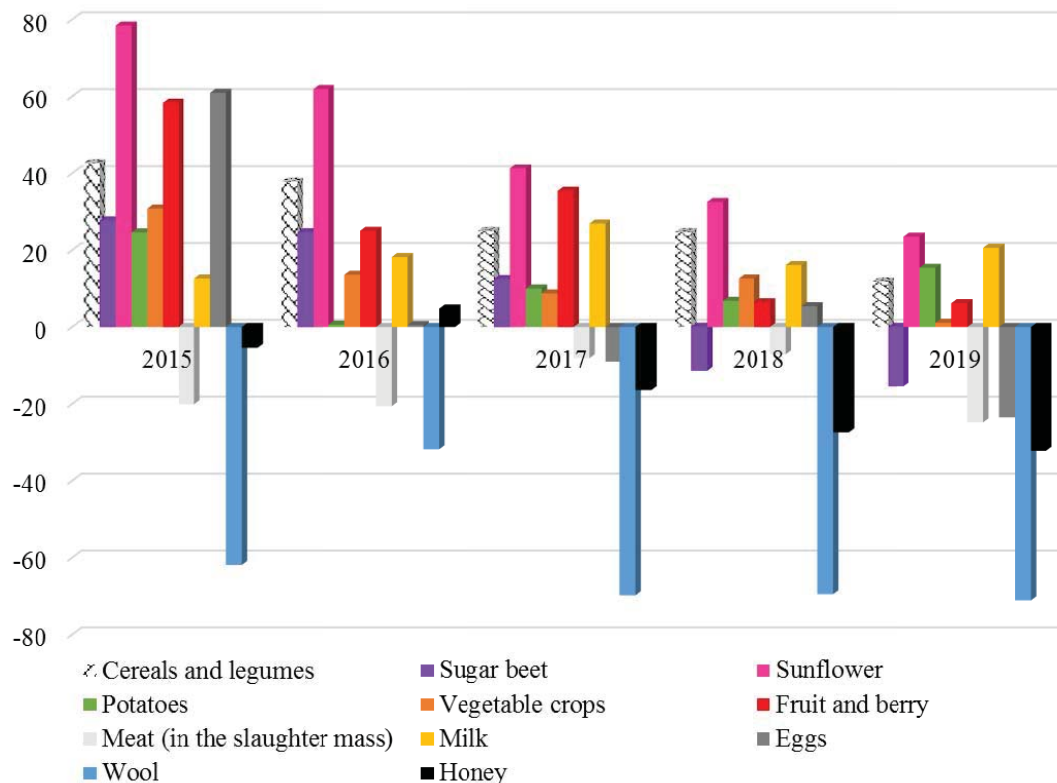


Fig. 2. The dynamics of the level of profitability (unprofitability) of products of agricultural enterprises, %

Source: developed by the authors according to the State Statistics Service of Ukraine.

These indicators show the possibility of a crisis occurring at agricultural enterprises. Therefore, they need urgent measures to be taken to prevent their crisis. This situation, as well as increasing competitive pressure on business entities, necessitates the use of marketing management as a systemic, program-targeted mechanism of interaction of marketing tools and management to adapt to changes in the environment in order to provide maximum satisfaction of customer needs and to meet the goals of the organization with efficient allocation of limited resources.

The use of marketing management in the activities of agricultural enterprises is carried out to achieve commercial effectiveness and social impact. As it is noted by Kovshova [16], the implementation of the first goal allows the enterprise to maintain its balanced development, to provide optimal levels of income and profitability from its economic activity, to increase or maintain sales of goods and services at a certain level. At the same time, the implementation of the second goal helps the enterprise to achieve a certain social effect, i.e. to create a certain need for goods and services, to teach consumers to use products in all possible cases and in the optimal amount, to give products a certain attractiveness and competitiveness etc.

Marketing management at the enterprise is formed by a number of procedures [21]: analysis of the internal and external environment in which the enterprise operates; formation of a marketing information system; selection of target segments of the market environment; development of a marketing complex; organization of a system of marketing planning; building the organizational structure of the enterprise; formation and implementation of marketing programs; providing a system of marketing control.

In the course of the research, the guidelines for marketing management at an agricultural enterprise were developed (Fig. 3).

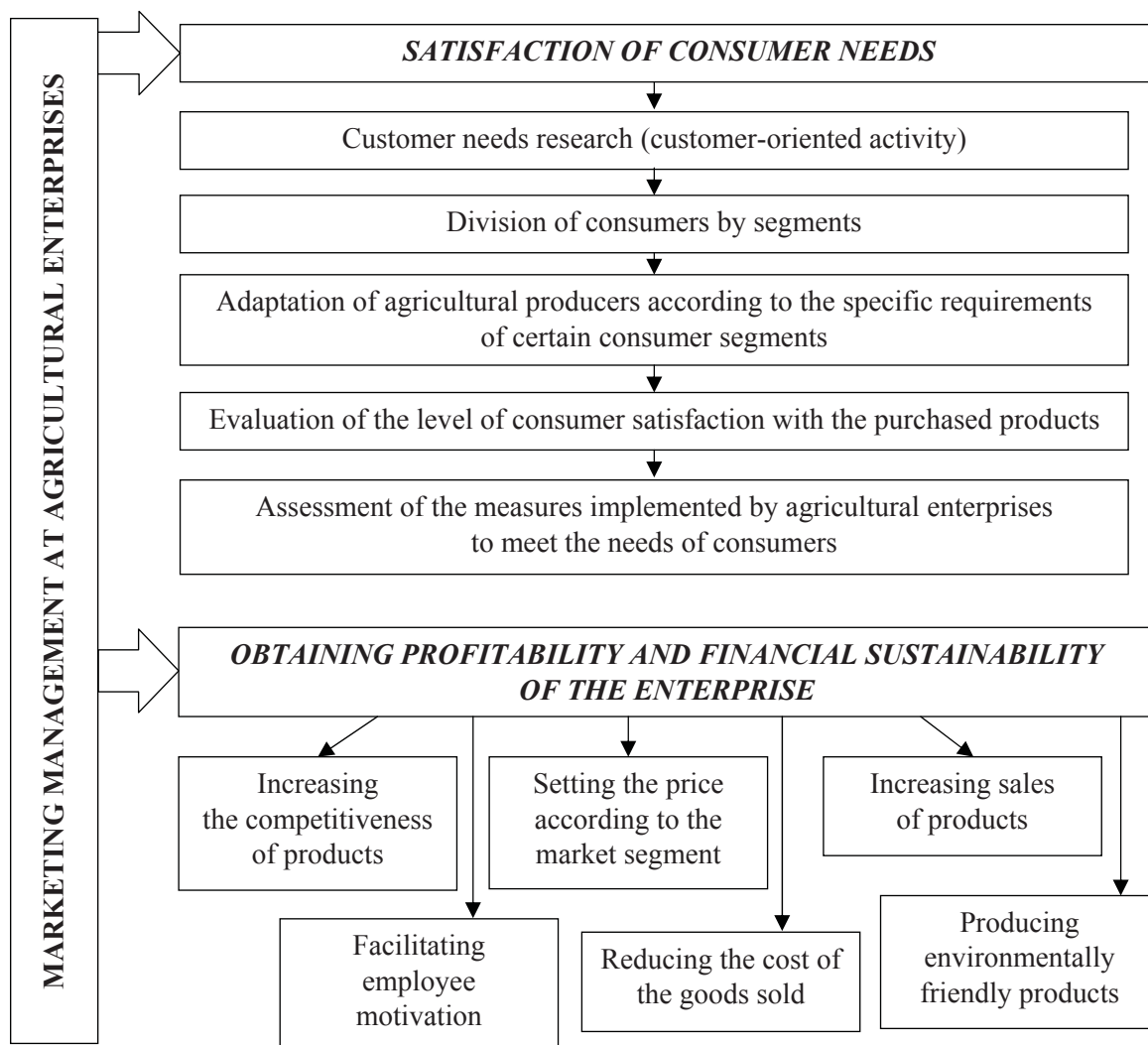


Fig. 3. The guidelines for marketing management at an agricultural enterprise
 Source: developed by the authors.

The proposed guidelines consist of certain elements that, together, will facilitate the timely consideration of trends in the development of the modern market of agricultural products and will prevent the crisis for agricultural enterprises. In particular, combining quality and price of products, meeting the needs of consumers, building sustainable relationships with them and gaining new competitive advantages will contribute to the formation of an effective marketing management system of the enterprise.

Thus, the use of marketing management at agricultural enterprises, which will be aimed at using the latest customer-oriented tools, will allow optimally combine the interests of all market participants, as well as it will help agricultural enterprises to gain profitability and sustainable competitive advantages in the market.

Conclusion. The findings of the research show that marketing management plays an important role in the activities of agricultural enterprises, since it is an effective tool for preventing

crisis of agricultural enterprises. In addition, marketing management at agricultural enterprises should be aimed at active action to withstand the pressure of competitors, and the ability to identify the reserves of the enterprise and to use the opportunities provided by the external environment. It is the application of a customer-oriented approach that will allow unprofitable agricultural enterprises to prevent a crisis, gain new competitive advantages and identify optimal ways to increase their profitability.

The prospects for further research are seen in improving methodological approaches to determining the effectiveness of marketing management on the activities of agricultural enterprises and finding effective and promising ways to optimize their activities.

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