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Development of a Marketing Strategy to Improve the Market Activities of Agricultural and Processing Enterprises on the Example of Company Policy

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Abstract. Marketing strategy plays a huge role in the quality functioning and development of any enterprise. Therefore, the finding of new methods for the development of marketing strategies always remains the relevant moment for both entrepreneurs and scientists. Since the agricultural and processing enterprises play the greatest role for Ukraine, it was decided to pay attention to the creation of marketing strategy specifically for these enterprises. Thus, the purpose of the work is to analyze an example of the development of a company's marketing strategy in the above-mentioned sectors, describe its advantages and disadvantages, as well as draw conclusions regarding the specifics of creating a marketing strategy in Ukraine. The analysis became the fundamental method for completing the research, considering a significant amount of data that needed interpretation, which were used for it. The features of the creation and implementation of the marketing strategy of the company "Myronivsky Hliboproduct" were analyzed. It was shown that the company focused on scaling (expansion to foreign markets), developing the company's innovativeness and achieving the goals of sustainable development. Its peculiarity is considered the special approaches to the formation of management structure, characterized by its complexity and autonomy, and a business model based on the greatest possible independence from external suppliers of goods and services (closed production cycle). It was shown that the Ukrainian approach to the creation of marketing strategy still had some differences from the European approach, since it was characterized by the higher level of aggressiveness in capturing markets and the lower level of enterprises' innovativeness, which was offset by the lower prices for labor and raw materials. The work brings new knowledge regarding the specifics of running the marketing campaigns and creating the marketing strategies among Ukrainian companies, in particular in the agricultural sector

Keywords: marketing, agriculture, enterprise economy, economy of Ukraine, management, business processes



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INTRODUCTION

On its own, marketing performs two tasks at once: the first one is a thorough study of market and identification of the existing needs, the orientation of the enterprise's activities to meet the identified needs, as well as potentially possible needs; the second task is the market stimulation, the formation of demand (Sgroi & Sciancalepore, 2022). There is still no consensus among scientists regarding the real influence of the formation of marketing strategy on the production processes of companies and the efficiency of their operation (Xie *et al.*, 2022; Huang, 2022). Nevertheless, recent research shows that marketing and marketing strategies have a significant impact on the subsequent development of firms (Finoti *et al.*, 2017). Today, the methods of forming a marketing strategy are very changeable, which is primarily due to the low stability of market conditions, frequent changes in the global political situation and the rapid pace of technology development (Flaig *et al.*, 2021; Stocchi *et al.*, 2022). External factors strongly influence the features of creating modern marketing strategies. Thus, after the United Nations General Assembly adopted 17 Goals to Transform Our World (2015), the strategy of many companies began to focus on them, in addition to other strategies: what social or environmental effect the company brings and what global problems the company solves (Ruyter *et al.*, 2022). The manufacturability and creativity of these strategies begun to play a special role. Therefore, it is important to describe the modern methods of their creation.

In this research, it was decided to analyze the formation of marketing strategy in the realities of the Ukrainian economy. Since agriculture is the main industry in the country, it was reasonable to choose a company from this industry as an example for the marketing strategy. A significant number of scientists have been engaged in the study of this topic and the related subjects. Thus, Xie, *et al.* (2022) have conducted the analysis of the features of creating a marketing strategy, and they admit the special importance of creativity and innovation in creating the marketing strategies, their complexity and integrity. C. Huang and Y. Chen (2021) were engaged in the specifics of running a marketing company in the agricultural sector. They appreciated the role of innovation in the modern agriculture (by noting its high role); however, they paid little attention to the specifics of marketing in the sector in individual countries. L. Stocchi *et al.* (2022) also wrote about the importance of using the modern technologies in marketing, although their work is more specialized in the analysis of information technology and its impact on marketing trends. J. Olipra (2020) analyzes the current situation in the agricultural market, and he talks about the likely trends in the future development of companies in the sector, based on the trends in the global pricing policy. The authors' conclusions are really useful for the forming of forecasts for the companies' development;

however, a little attention is paid to the influence of the above-mentioned factors on individual regions.

Thus, the purpose of the work is to evaluate the features of developing the marketing strategy among companies in the agricultural sector in Ukraine. In addition, it is important to compare the features of Ukrainian and European marketing strategies, evaluate their advantages and disadvantages. The object of the study is both the features of operation of the company analyzed in the work as a whole, and the Ukrainian business environment in the industry as a whole. The novelty of the work is in the use of a real example for analyzing the features of creating a marketing strategy in Ukraine, as well as in comparing the Ukrainian and European marketing strategies.

MATERIALS AND METHODS

While working on this research, it was required to choose a company and analyze the example of implementation of its marketing strategy in the work. The PJSC (private joint-stock company) "Myronivsky Hliboproduct" (MHP) was chosen due to its high recognizability, rather long history, scale of business and participation of the company in the European markets (2022). It is worth noting that the products of the above-mentioned company in Ukraine are best known under the brand "Nasha Ryaba" (2022). Another important reason for choosing this company is a vivid reflection of all the basic principles of modern development of both the large global agricultural holdings and the Ukrainian companies.

When conducting the research, a significant amount of data was used to describe the features of the formation of marketing strategies in the realities of functioning of business and the Ukrainian economy. Scientific articles became the main source of this information, as they contained useful data for analyzing the role of marketing in the agricultural sector. The official website of the Stock market infrastructure development agency of Ukraine (SMIDA) (2022) became another important source. With its help, it became possible to assess the current financial condition of the analyzed enterprise and draw conclusions regarding its success in achieving the intended objectives of development. In addition, a significant number of official reports of this company is used in the work, which gave an idea of the modern vector of the company's development, its future plans and intentions for scaling.

The method of analysis became the main method in conducting the research. The reason for this is that a significant amount of data used to do the research had to be carefully processed in order to draw conclusions regarding the features of the marketing strategy of the Ukrainian enterprises. In addition, statistical methods were actively used to assess the financial performance of the company selected for analysis, in particular, the graphical method. The historical method also

became an important one, which made it possible to analyze the history of the creation and the company functioning in retrospective. In addition, the methods for forecasting were actively used in the work to form ideas for the possible development of company and the industry in the future. For the formation of forecasts, the abstraction method has also become useful, which gave opportunity to assess the company's capabilities, without considering the influence of external factors. In addition, the induction method was widely used, which made it possible to shift from individual judgments about the development of the company, taken from the various reports and statistical Internet sources, to the general idea of the company development.

All work can be divided into several stages. At the first stage, the general analysis of the company, its financial performance, as well as the features of development, scaling and other business processes was carried out. At this stage, conclusions are drawn regarding the

characteristic features of the marketing strategy of this company. At the second stage, a generalization of the main characteristic features of the marketing company of the Ukrainian and European manufacturers was formed, based on the features of the marketing strategy of the "Myronivsky Hliboproduct" company. As part of this stage, the discussion of all the results obtained and a qualitative comparison of the main characteristics of the Ukrainian and European representatives was done.

RESULTS

To consider the example of creating a marketing strategy in this study, the PJSC "Myronivsky Hliboproduct" was chosen, considering the size, recognizability and agricultural focus of the company. First, it is worth considering some indicators of the company's performance. Tables 1; 2 below show the company's main products by years and revenue from them, as well as the percentage of the total number of products sold.

Table 1. The number of products manufactured by the PJSC "Myronivsky Hliboproduct" in 2011-2017, billion UAH

2011		2012		2013		2014		2015		2016		2017	
Total	10.0	Total	11.4	Total	11.8	Total	14.6	Total	24.0	Total	12.7	Total	17.8
P.M.	5.5	P.M.	6.5	P.M.	7.0	P.M.	9.4	P.M.	10.0	P.M.	5.9	P.M.	10.0
Sf.O.	1.7	Sf.O.	1.7	Sf.O.	2.0	Sf.O.	2.9	M.S.P.	1.0	G.C.	3.0	G.C.	2.3
M.S.P.	0.8	M.S.P.	0.8	M.S.P.	0.8	M.S.P.	0.7	Sf.O.	4.3	Services	2.7	Services	3.9
Other	1.9	Other	2.3	Other	2.0	Other	1.6	Other	8.8	Other	1.1	Other	1.6

Note: P.M. – poultry meat; Sf.O – sunflower oil; M.S.P. – meat and sausage products; G.C. – grain culture

Source: compiled by the authors based on data from the official website of the SMIDA (2022)

In the Table 1, it can be seen that the company is experiencing instability in the growth of gross revenue. Thus, in 2011, it was UAH 10 billion, and in 2017 – UAH 17.8 billion. It is worth noting that the real growth in revenue is negative, considering the inflation rate: in

2017, it is equal to about UAH 7.75 billion, as the prices of 2011 (Inflation index 2022 in Ukraine, 2022). Thus, the growth during this time amounted to 22.5%. Table 2 shows the main focus of the company, which is aimed at selling the poultry meat.

Table 2. Structure of products manufactured by the PJSC "Myronivsky Hliboproduct" in 2011-2017, %

2011		2012		2013		2014		2015		2016		2017	
Total	100.0	Total	100	Total	100	Total	100	Total	100	Total	100	Total	100
P.M.	55.7	P.M.	57.3	P.M.	59.6	P.M.	64.2	P.M.	41.6	P.M.	46.4	P.M.	56.2
Sf.O.	17.3	Sf.O.	15.2	Sf.O.	16.8	Sf.O.	19.9	M.S.P.	4.1	G.C.	23.7	G.C.	12.8
M.S.P.	8.0	M.S.P.	7.2	M.S.P.	6.8	M.S.P.	5.1	Sf.O.	17.8	Services	21.4	Services	22.1
Other	19.1	Other	20.3	Other	16.8	Other	10.8	Other	36.5	Other	8.5	Other	9.0

Note: P.M. – poultry meat; Sf.O – sunflower oil; M.S.P. – meat and sausage products; G.C. – grain culture

Source: compiled by the authors based on data from the official website of the SMIDA (2022)

Indeed, when describing the business, the company indicates that its main activities are poultry farming and related industries (production of the chilled chicken, ready-made frozen foods, sunflower oil); crop production (cultivation of corn, sunflower, wheat and

rapeseed); other agricultural activities (production of fresh premium beef, foie gras, sausage and smoked products, fruits) (SMIDA, 2022). The company has proactive plans for the subsequent expansion of markets (including Europe, the Middle East and Africa, through

the purchasing of enterprises in these territories) and consolidation of positions in existing sales markets. It also plans to continue its development in the innovative direction, as well as contribute to the achievement of sustainable development goals. It is worth noting

that the company already supplies more than half of its products to the markets of Africa and the Middle East (Sobotyuk, 2022). The change in the share of MHP's production of the domestic and foreign markets is shown below in the Figure 1.

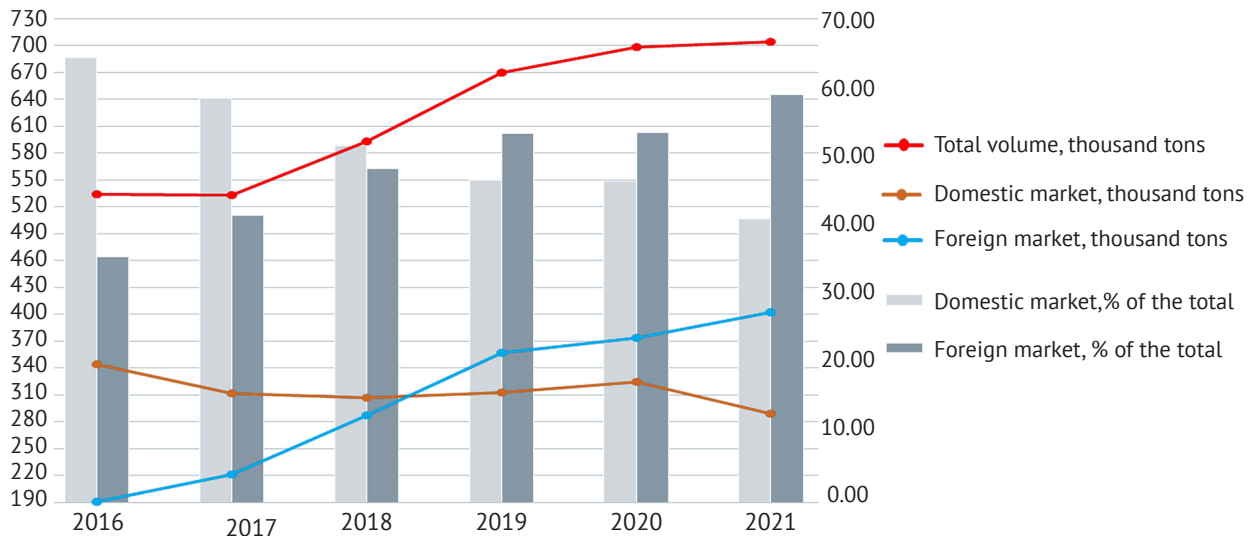


Figure 1. Dynamics of changes in trends of sales of MHP products in domestic and foreign markets in 2016-2021

Source: compiled by the authors based on the quarterly MHP Press Releases (2022) on the company's operating results

Figure 1 shows the change in the share of sales of the company's products in the domestic and foreign markets. In 2016, the share of domestic consumption was 64.4%, and the external consumption – 35.6%, while in 2021 it was 41.03% and 58.97%, respectively. Considering the absolute sales volumes of the company's products in foreign and domestic markets, it is possible to note a certain trend: thus, the number of sales abroad is increasing at a significant pace (on average by 16.17% per year); sales in the domestic market are declining (by 3.44% per year); total sales are also increasing (by 5.67% per year). Such expansion will lead to both an increase in the gross income and to diversification of sales and risk mitigation.

The company describes on its official website the main goals for its development, these are: control over production costs, that is, maintaining the level of production costs at approximately one of the lowest levels in the industry; investing in the modern production capacity and equipment to maintain the status of a modern and innovative European manufacturer; constant increase in the land bank; promotion of brands and support of the existing brands through advertising, which will primarily inspire confidence in the products of MHP company and lead to an increase in sales; increase in the market share, gradual increase in the product range; expansion of the sales system – scaling the franchise network; maintaining the balance of retail sales between franchised stores and supermarkets. Indeed, the work of all these points can be clearly seen on the example of the most famous brand of the

company “Nasha ryaba”; its other famous brands are “Legko”, “Baschinskyi”, “Qualiko” and “Ukrainian Chicken”. The actions of this concept are also visible on the Figure 1.

Innovativeness plays an important role in the company, as equipment from various highly developed countries have been installed in its enterprises: Germany, the Netherlands, Switzerland, and Denmark (Sydorhuk, 2019). The company is engaged in the process of strengthening its cyber security methods and strives to fully comply with the European business regulations. Although MHP company (2022) actively introduces new technologies in its operations, most of them are not its own technologies: thus, the company should pay more attention to the development of its own technologies to cover a larger sales market. It should be noted that the company submits reports on the sustainable development goals every year, in which it describes the methods for achieving these goals. This is especially important to consider, because MHP operates in the European markets and it can attract additional investors and consumers by demonstrating that it is aware of the modern trends. The PJSC “Myronivsky Hliboproduct” has a linear-functional management structure, which is characterized by particular complexity in implementation; however, it is likely to be the most efficient due to the size of the company (Sydorhuk, 2019). Due to the clear distribution of responsibilities within this management system, a significant speed of decision-making process is ensured, and the high autonomy of employees leads to an increase in the efficiency of their work. However, this also carries some risks, since the autonomy and

poor communication between the senior management and employees can lead to undesirable results for the company.

For MHP, the vertically integrated business model is relevant. Thus, one enterprise of the holding is engaged in the cultivation of cereals, another one – in the production of combination fodder, and the third one – grows the livestock and poultry. It should be noted that this approach is slightly different from the European one, where separate enterprise is engaged in each of these stages. This allows the company forming the all-production processes within the enterprise, evaluating the quality and real cost of manufactured products at all stages of production (Strachan *et al.*, 2019). According to the results obtained, this business model is one of its main advantages. The MHP has its own capabilities for the cultivation of cereals, the production of sunflower protein, combination fodder; in addition, the company carries out the process of incubation and production of broilers, and the biological residues are turned into biogas, which is also one of the important

initiatives to achieve the goals of sustainable development, the formation of more environmentally friendly products (MHP Report, 2010).

Separately, it is worth elaborating on the company's capabilities regarding the production of pollution-free energy. Therefore, the first biogas plant was built by the company back in 2012 in the Dnipropetrovsk region, and by 2014 it reached its maximum capacity. It is still one of the most powerful biogas plants operating on the production wastes of poultry farms (Sydorчук, 2019). The company reports on the level of transition to renewable energy sources in its annual report on the achievement of sustainable development goals: thus, the part of energy used from the “green” sources reached the mark of 14%, 22% and 18%, respectively, in 2019, 2020 and 2021. This focus of MHP in the development of environmentally friendly methods of energy production cannot but attract investors. Thus, it is possible to characterize the main advantages that the PJSC “Myronivsky Hliboproduct” has in comparison with other competing companies. They are described below in the Table 3.

Table 3. Brief description of the main advantages of the company “Myronivsky Hliboproduct”

No.	Benefits of low order	Benefits of high order
1	Use of cheap materials in the production	Experience in the aircraft repair market
2	Use of cheap labor	Cooperation with more than 10 countries of the world
3	Flexible pricing system	Individual approach to every customer
4	Efficiency of repair	Highly qualified staff
5	Age of technical equipment	Availability of international quality certificates

Source: compiled by the authors based on data from R.O. Dovgush (2018)

Table 3 shows that most of the benefits described as benefits of the low order are inherent to the entire industry in which the MHP operates. At the same time, benefits of the high order can be rightfully considered as benefits earned by the company. They can be singled out as those ones that arise in the case of using the modern methods of building a marketing strategy that will be based not only on maximizing profits, but also on constantly improving the innovative component of production, conducting the market expansion and policies towards the achievement of goals of sustainable development.

However, the “Myronivsky Hliboproduct” company also has some disadvantages. It is worth noting that the MHP still has a low position in the international competitive markets, apart from still existing problems with some old models of technologies in the production and the lack of clear long-term strategic plans. Therefore, its marketing strategy can still be considered to be inferior to similar foreign companies. There are also problems with the quality of the company's products. For example, its main trademark “Nasha Ryaba” is significantly outdated at some points. In particular, there are problems with the packaging: it has an irregular geometric

shape and some problems with sealing the container, which became the reason of quick spoilage of meat. In addition, the fact that the raw materials in the container are only covered with a film provokes a loss of attractiveness of the goods during transportation. All these factors are the reasons for the decrease in demand for this product. Therefore, the packaging of this product needs significant improvement. If the company's managers and marketers work together to solve other existing problems in the quality of manufactured products and production processes, the MHP will be able to significantly improve its position in foreign markets.

DISCUSSION

First, it should be noted that the implementation of a company's marketing strategy in the agricultural sector has its own characteristics in comparison with other sectors. Thus, O.V. Mityay (2014) in his work on evaluating the marketing tools to increase the competitiveness of agro-industrial enterprises, defines the concept of “agro-marketing” as a set of marketing methods, tools and actions that are used by participants in the production and sale of goods in the agro-industrial sector of

the economy to maximize the meeting of demand and make a profit. It is characterized by its own characteristics, among which a significant dependence of the company's results on its own efforts and natural conditions, the presence of homogeneous demand on the market, the special (strategically important for the country) role of the sector's goods, the peculiarity of the employment of staff and price formation in the market, etc. should be singled out. Thus, a marketer in such an enterprise should consider these features before making his own marketing strategy. Separately, it is worth mentioning the pricing in the agricultural market. The fact is that farmers often use the futures contracts to ensure their own risks, this practice is widespread among the highly developed Western countries. However, in the conditions of a low level of development of the Ukrainian stock market, their use is quite difficult. This brings additional instability to the industry, makes it less attractive and increases the complexity of doing such a business. J. Olipra (2020) notes in his work on the study of existing trends in the liberalization of trade in prices in the agricultural sector that the setting of prices for goods in this sector is increasingly dependent on the trends in the world markets. It also indicates that the companies should rely less on possible financial assistance from the state, since the state is almost powerless in such conditions of globalization.

In general, scientists agree that the principles for creating marketing strategies should change with the improvement of technology levels. Thus, K. Storbacka and T. Moser (2020) in their work on the role of marketing in the modern business conditions, write about the need to integrate multifunctional methods of digital transformation into the marketing processes to improve efficiency of the company operation, increase economies of scale and increase its competitive advantages. It should be noted that an increase in the level of innovativeness of agricultural enterprises is important to reduce the risks inherent in the industry, for example, the seasonality. As it was shown in the work based on the company "Myronivsky Hliboproduct", the maintaining of a high level of technology in the conditions of the modern business management for enterprises of the agricultural sector is one of the main goals. Although enterprises in the sector can maintain a high level of competitiveness in the market for some time due to the low production costs (including the low labor costs), they will eventually be forced to leave the market with such an approach.

Modern scientists inextricably associate the development of technology with the achievement of goals of the sustainable development. Indeed, S. Beder (2000) in his work on the interaction of technological development and goals of sustainable development, wrote about the huge role of innovation in achieving these goals. However, the goals of enterprise and sustainable development do not have to coincide, because the company most often conducts its activities to maximize profits (unless it is a start-up, the main goal of which

is to capture as much market share as possible, or unless it is a state-owned enterprise interested in achieving a high social effect for citizens). At the same time, the implementation of such technologies leads to additional short-term and long-term costs. P. Ekins and D. Zenghelis (2021) describe this in their work on the costs and benefits of introducing technologies for environmental protection. However, in today's era of fast information transfer, the companies should listen to the consumers' opinions and their moods to build a marketing strategy. According to D. Morrone (2012), this is the reason why enterprises independently begin to introduce technologies that help achieve the goals of sustainable development: a modern consumer most often sincerely worries about the environment, and it becomes profitable for companies to achieve the goals of sustainable development in order to attract customers. Thus, the goals of sustainable development have become an urgent aim for companies in the agricultural sector, which has been shown by the example of the "Myronivsky Hliboproduct" company and its production of biogas.

O.V. Mityay (2014) mentions in one of his works that companies in the agricultural sector in Ukraine and the world do not use the full functionality of opportunities for marketing activities at the macro and micro levels. This is probably due to the above-described features of functioning of the agricultural sector, which is characterized by the fairly stable demand for its products. However, this also means that at this stage, the start of active implementation of such methods would probably allow such a company to gain a temporary comparative advantage in the market associated with an increase in demand for the company's product. In the above-mentioned work, it was determined that the course towards achieving the goals of sustainable development and the maximum level of innovation were the main features of modern marketing strategies of companies in the agricultural sector. C. Huang and Y. Chen, Y. (2021) in their work on the analysis of the features of doing agricultural business come to similar conclusions. However, they pay much more attention to innovation and technological development. The scientists argue that companies in the agricultural sector actively implement intellectual and information technologies in order to increase the efficiency of marketing of agricultural products and promote the agricultural business, since such technologies contribute to an increase in the product quality and thereby increase the demand for the company's products. In addition, the introduction of innovative technologies makes it possible to reduce the long-term production costs, which also increases the company's competitive advantages (Kurvinen *et al.*, 2020).

On the example of the "Myronivsky Hliboproduct" company, it was shown how the approach of Ukrainian companies in the formation of marketing strategy differed from the foreign companies. Therefore, the MHP technologies are partially outdated, but the company

manages to achieve competitive advantages due to the cheaper labor. In any case, in order to be able to continue doing business abroad, this company should devote more time and money to technological development. Other scientists, who have been studying and evaluating the features of marketing strategies for the agricultural sector in Ukraine, come to different conclusions. For example, L. Byvsheva *et al.* (2019) do not single out innovative development and achievement of goals of the sustainable development as the characteristic and main features of the development of a marketing strategy in the agricultural sector. They only remind that every company should pay special attention to its strengths and weaknesses in order to form a marketing strategy that will be able to effectively function as a holistic optimized mechanism. At the same time, I. Gogol (2013) in his work on studying the features of the approach to creating marketing strategies in companies in the agricultural sector states that a single model for creation of marketing strategies has not been formed in Ukraine yet. In general, it is possible to agree with this idea, since Ukraine with its companies try to adhere to the European-style methods of economic development. However, in the example of the “Myronivsky Hliboproduct” company, it was shown that Ukrainian producers of agricultural products had some peculiarities in marketing strategies compared to the European ones: they were characterized by a high, albeit relatively lower, level of using the innovative technologies in production, wide expansion into foreign markets, the maximum possible reduction in the price of products (even by complicating the processes of information transfer between the production lines) and some other features. Thus, despite the fact that the Ukrainian model has differences from the European one, it tries to inherit it. Probably, the level of technological backwardness of the Ukrainian companies will gradually become minimal in the future, and they will become even more competitive in the international arena.

CONCLUSIONS

In this study, the features of functioning of the marketing strategy of the agricultural enterprise “Myronivsky Hliboproduct” were analyzed. It was shown that the

company’s main goal was an expansion into other markets: the Middle East and the countries of Western and Eastern Europe. This reorientation led to the fact that the number of products sold for export gradually increased than in the domestic market. An important issue for the enterprise is also the issues of innovation and achievement of goals of sustainable development. However, in terms of manufacturability, the company still has significant problems, since not all mechanisms at enterprises have the latest designs; many of them are obsolete long ago. With regard to sustainable development, such activities for the MHP on the part of the company allow not only increasing the efficiency of enterprise through the waste-free production, but also attracting the attention of investors.

Based on the analysis of the company’s policy, the main features of its marketing campaign among the enterprises of the agricultural sector of Ukraine were established. It is worth highlighting the desire for innovation and the achievement of goals of sustainable development. It should be noted that the problem with technology is leveled due to the cheaper labor and resources inherent in Ukraine, which allow reducing the cost of production. Although the European companies have similar principles for running a marketing campaign, they are still different. This is due to their greater accessibility to cash, technology and hedging methods. The last point is especially important: due to the instability in the agricultural business, companies have significant needs for insurance against the price fluctuations and yields. However, due to insufficiently developed financial institutions in Ukraine, the local companies are forced to find a way out of this problem through the other methods. This may explain their particular aggressiveness, riskiness and autonomy in matters of development. However, even within the same country, the marketing strategies of different enterprises differ significantly, since each company builds this policy according to its own specifics of doing business. Consideration of the development of marketing strategies for other sectors in Ukraine is relevant for further research: for example, in the field of information technology.

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Розробка маркетингової стратегії вдосконалення ринкової діяльності сільськогосподарських та переробних підприємств на прикладі політики підприємства

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Анотація. Маркетингова стратегія відіграє величезну роль у якісному функціонуванні та розвитку будь-якого підприємства. Тому пошук нових методів розробки маркетингових стратегій завжди залишається актуальним моментом як для підприємців, так і для науковців. Оскільки для України найбільшу роль відіграють сільськогосподарські та переробні підприємства, було вирішено приділити увагу створенню маркетингової стратегії саме для цих підприємств. Таким чином, метою роботи є аналіз прикладу розробки маркетингової стратегії підприємства у вищезазначених галузях, опис її переваг та недоліків, а також формулювання висновків щодо специфіки створення маркетингової стратегії в Україні. Основоположним методом для написання даної роботи став аналіз, враховуючи значну кількість даних, що потребували інтерпретації, які були використані при написанні даної статті. Проаналізовано особливості створення та реалізації маркетингової стратегії компанії «Миронівський хлібопродукт». Показано, що компанія орієнтується на масштабування (експансію на зовнішні ринки), розвиток інноваційності компанії та досягнення цілей сталого розвитку. Її особливістю вважаються особливі підходи до формування структури управління, що характеризується її складністю та автономністю, а також бізнес-модель, заснована на максимально можливій незалежності від зовнішніх постачальників товарів і послуг (замкнутий виробничий цикл). Показано, що український підхід до створення маркетингової стратегії все ще має певні відмінності від європейського, оскільки характеризується вищим рівнем агресивності в захопленні ринків та нижчим рівнем інноваційності підприємств, що компенсується нижчими цінами на робочу силу та сировину. Робота привносить нові знання щодо специфіки проведення маркетингових кампаній та створення маркетингових стратегій серед українських компаній, зокрема в аграрному секторі

Ключові слова: маркетинг, сільське господарство, економіка підприємства, економіка України, управління, бізнес-процеси
