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Bahorka Mariia

ORCID: <https://orcid.org/0000-0002-8500-0362>

Kvasova Liudmila

ORCID: <https://orcid.org/0000-0002-7146-3788>

Datsenko Yuliya

Dnipro State Agrarian and Economic University

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

Summary

The article defines the essence, meaning and main principles of systemic and situational approaches as a methodological basis for the formation of a marketing strategy for agricultural production, and also presents the systematization of strategic analysis methods for assessing environmental factors in the formation of a marketing strategy. The main reasons determining a systematic approach to the use of methods in the formation of a marketing strategy are highlighted. The use of the presented methods for the formation of the marketing strategy of agricultural production allows to consider the formation as a process consisting of separate stages: formulation of the mission, goals and objectives of the marketing strategy, market analysis based on the factors of the external environment of the enterprise with direct and indirect influence, assessment of the potential opportunities of the industry, development decision trees" and evaluation of the effectiveness of management decisions.

Keywords: marketing strategy, agricultural production, system and situational approaches, strategic analysis, macro- and micro-environment, innovative development.

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

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

The problems of increasing the competitiveness of the agricultural industry can be solved with the help of effective marketing strategies, which will contribute to the adaptation of the agricultural industry to new economic conditions and can become a driving force of economic growth [1, p. 12-15]. It is the marketing strategy of agricultural production that allows the integration of environmental priorities into the strategy of economic development. This strategy takes into account the environmental factor in the economic activity of agricultural enterprises and is aimed at creating ecological products and services in agricultural production.

The process of forming a marketing strategy of agricultural production should be in accordance with the basic principles and methods of strategic marketing, the basis of which are systemic and

situational approaches. Today, the issue of developing and implementing methodological approaches in the formation of the marketing strategy of agricultural production is relevant and practically significant.

Analysis of recent research and publications. The work of domestic scientists L.V. Balabanova, L.E. Basovskyi, S. Garkavenko, N. Zhuravlyova, N. Kudenko, O. Kuzmina, O. Lobanova, A. Pavlenka, V. Pisarenko, G. Tarasyuk, O. Timonina, F. Fedorenko, G.V. Cherevka and others.

The systematization of the main methods and classifications of the toolkit of strategic analysis in the development of strategies is presented in the scientific works of P.L. Gordienko, L.G. Didkovska, I.A. Ignatieva, G.I. Kindratska, S.O. Levyk, B.M. Miziuk, V.D. Nemtsov, H.V. Osovska, Yu.V. Pecheritsy, M.G. Sayenko, O.L. K.I. Redchenko and others.

Modern science and practice has at its disposal many methods and methodologies that allow evaluating almost any component of the enterprise and industry. But today there are no universally accepted comprehensive methods of analytical research of quantitative and qualitative characteristics of marketing potential, although certain aspects of solving this problem were highlighted in the works of T.L. Bezrukova, O.E. Yerankina, V.V. Kuchera, R.V. Marzhanskyi, N. Rozhko.

The transformations taking place in the agricultural sector today require expanding research into the range of issues related to the formation of marketing activities in the agro-industrial complex, in particular, this concerns the development and implementation of methodological approaches in the formation of a marketing strategy for the greening of agricultural production.

Objectives of the article is to determine the essence, meaning and basic principles of systemic and situational approaches as a methodological basis for the formation of a marketing strategy for agricultural production, as well as the systematization of strategic analysis methods for assessing environmental factors in the formation of a marketing strategy.

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

The marketing strategy of agricultural production as a development strategy can solve the problems of economic growth, increase the competitiveness of the agricultural sector, ensure a high quality of life, national security, environmental protection and a high technical level of agricultural production in Ukraine. But it is worth understanding that it is not just about the one-time use of innovations to achieve immediate advantages, but about continuous, detailed strategic innovation development, which forms the methods and means of innovation management and will allow the introduction of innovations to be subordinated to general goals, turning the intensive implementation of innovation processes into a factor of economic industry growth.

To choose a justified marketing strategy, it is necessary to use a set of scientific approaches: systemic, situational and integration. The method of forming the marketing strategy of agricultural production is also based on a certain set of general scientific and applied methodological techniques.

The systematic approach is a general scientific method of cognition, which is the basis for conducting any scientific research [3, p. 112]. Based on the essence of the system approach, the marketing strategy of the greening of agricultural production can be defined as a single complex of elements that have a close connection with the external environment, which determines the presence of input and output variables.

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

- the complexity of the elements, which allows defining the system as a whole, and determines its unity;

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

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

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

The situational approach is based on the fact that the formation of the marketing strategy of agricultural production is carried out based on the specific market situation that has developed at one or another moment.

The use of a situational approach to the formation of the marketing strategy of agricultural production allows to consider the formation as a process consisting of separate stages: formulation of the mission, goals and objectives of the marketing strategy, market analysis based on the factors of the external environment of the enterprise with direct and indirect influence, assessment of the potential opportunities of the industry, development «decision trees» and evaluation of the effectiveness of management decisions.

The economic situation in Ukraine and the world, the state of economic activity in the agricultural sector (as external factors) require a systematic and situational analysis. At the same time, it is worth noting that the conditions for the formation of the agricultural market in Ukraine are quite specific and are caused, first of all, by a difficult situation in the economic, political and social spheres. The interaction of internal and external factors has a specific character for the field of agricultural

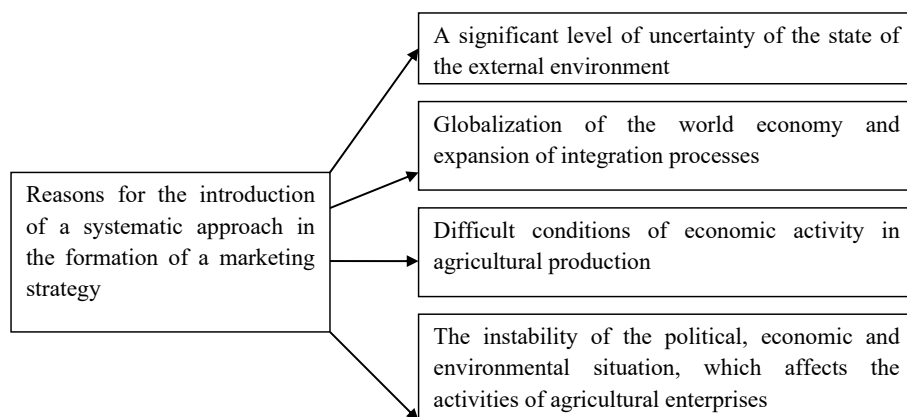


Fig. 1. The main reasons for a systematic approach to the use of methods in the formation of a marketing strategy

Source: developed by the authors

production and for enterprises in the field, and almost always changes over time. It is important to constantly monitor and take into account changes in the composition of external factors and their impact on the competitiveness of products and enterprises of the agrarian sector of the economy, namely to detail their effect, clearly distinguish market opportunities and threats.

That is why strategic analysis of the macro- and microenvironment, the methods of which are based on systemic and situational approaches, is a component of the formation of a marketing strategy (Fig. 2).

This research process involves an analytical assessment of the parameters of the external and internal environment using general scientific and applied methods of strategic analysis.

The methodology of strategic analysis includes techniques that allow:

- assess the current situation of the enterprise, available resources, opportunities and needs;
- carry out forecasting and planning of the levels of indicators of the enterprise's activity, as well as assessment of the state of the external environment;
- apply the techniques of alternative analysis to prepare for strategic decision-making in conditions of uncertainty.

In our opinion, the basis of all applied techniques of marketing research is a strategic analysis of the industry, which goes through preparatory, analytical and final stages. At the same time, a number of specific methods and techniques are used, which allow to diagnose potential and existing threats of enterprises and industries, to identify their opportunities in the formation of marketing strategies.

Based on the systematization of existing methods of forming marketing strategies, the following typology can be proposed:

1) marketing models based on the processing of quality marketing information. These include the following marketing models of strategic analysis: SNW, SWOT, PEST/STEP, the McKinsey matrix, the Shell matrix, the matrix of M. MacDonald, A. Little, M. Porter, I. Ansoff, the Brownlay-Barth matrix, the Hofer matrix – Shandler;

2) marketing models based on the processing of quantitative marketing information. These include economic-mathematical and statistical methods;

3) marketing models based on processing a combination of qualitative and quantitative marketing information. These include such marketing models as: BKG matrix, McKinsey matrix, Thompson-Strickland matrix.

It is the use of economic-mathematical and statistical methods that will provide an opportunity to obtain reliable and reliable results, which will be the basis for the formation of a marketing strategy [4, p. 107].

Strategic analysis provides a real assessment of own resources and capabilities of the industry in which enterprises operate. On its basis, a strategy for the development of the industry is formed, which involves the construction of a balanced system of forecasts and plans for the long-, medium-, and short-term perspective [5, p. 118].

At the stage of strategic analysis of the industry, special attention should be paid to the assessment of potential, because the development of resource concepts changes the vector of the marketing strategy from reactive (response of the enterprise to changes

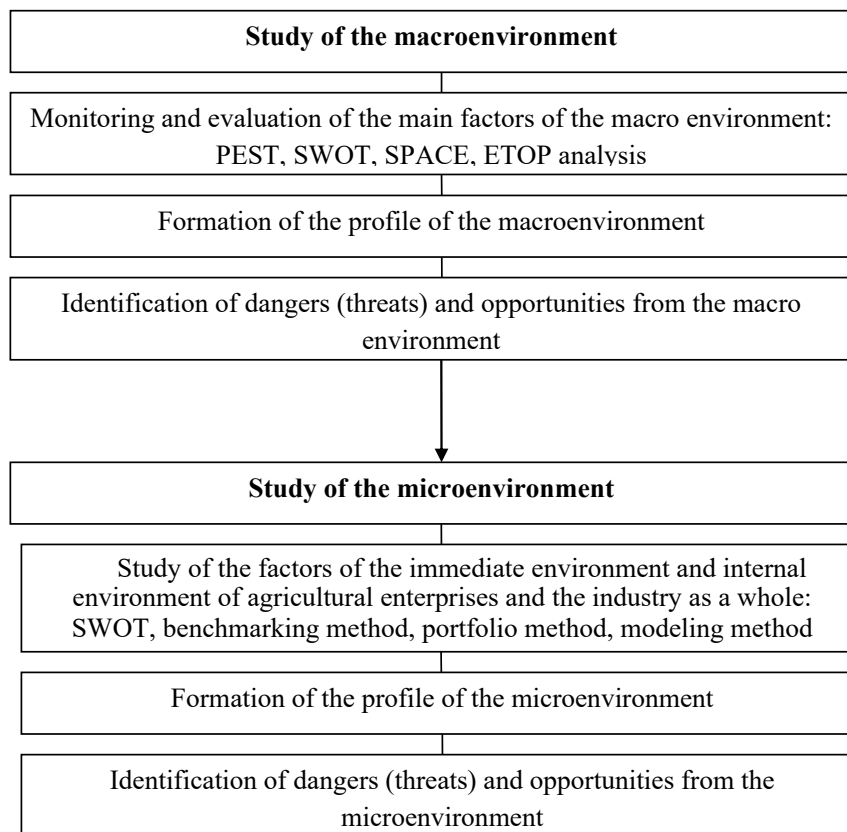


Fig. 2. The process of researching the main factors of the macro- and microenvironment

Source: developed by the authors

in the external environment) to proactive (prevention of events). This requires finding new combinations in the chain "resources – production – key competencies – organizational capabilities – sustainable competitive advantages" [6, p. 119]. In view of this, we consider ensuring strategic compliance, which involves matching resource and production capabilities with market conditions of farming, to be an integral stage of forming a marketing strategy for agricultural production.

Thanks to the synthesis of systemic and situational approaches, it is possible to combine complexity with a quick reaction to the conditions of a changing external environment. That is, these two approaches do not contradict, but complement each other (Fig. 3).

The transformations taking place in the agrarian sector of the economy also require the expansion of research on issues related to marketing activities in the agro-industrial complex, in particular in the development and implementation of methodological approaches to the formation of marketing strategies in the agrarian sector of the economy [2, p. 12].

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

is the systematic organization of all elements that form and use information in the process of marketing management of the industry [3, p. 218].

Strategic analysis is an important component of the marketing potential management process and the initial stage of strategy development. Its goal is to choose a specific strategy from many strategic alternatives.

In the process of strategy formation, the strategic analysis of the industry's marketing potential occupies one of the most important places, as it allows determining its potential ability to carry out its activities in accordance with strategic tasks [5].

Strategic analysis is a comprehensive study of positive and negative factors that can affect the economic condition of the enterprise in the future, as well as ways to achieve the strategic goals of the enterprise [7, p. 38].

Strategic analysis is an analysis not only of the achieved results of the state of the industry, but also of its development in the future. It is closely related to the general principles of economic activity, which involve the study of natural resource potential and economic indicators in their complex relationship.

Strategic analysis of the industry includes preparatory, analytical and final stages. At the same time, a number of specific methods and techniques are used to diagnose potential and existing threats to enterprises in the industry, to identify their opportunities in the formation of marketing strategies [4, p. 132-134].

Making marketing decisions in agricultural production should be based on the formation of strategies aimed at increasing its competitiveness.

The main stages of strategic analysis are presented in fig. 4.

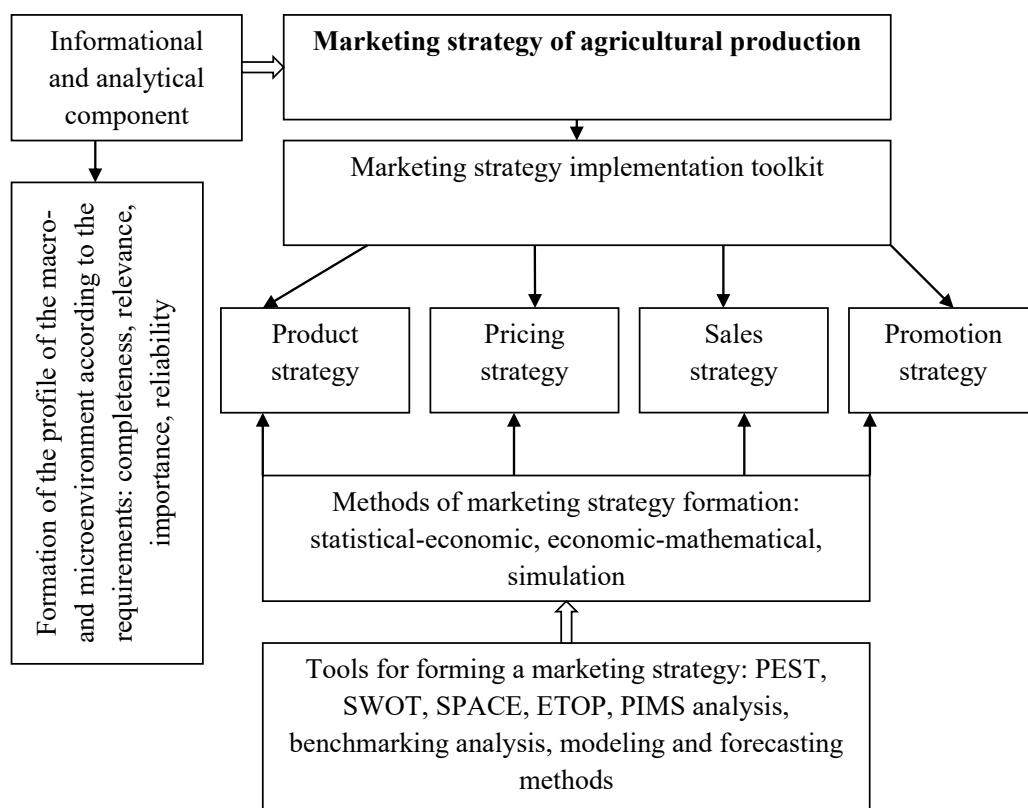


Fig. 3. A systematic approach to the formation of a marketing strategy for greening agricultural production

Source: developed by the authors

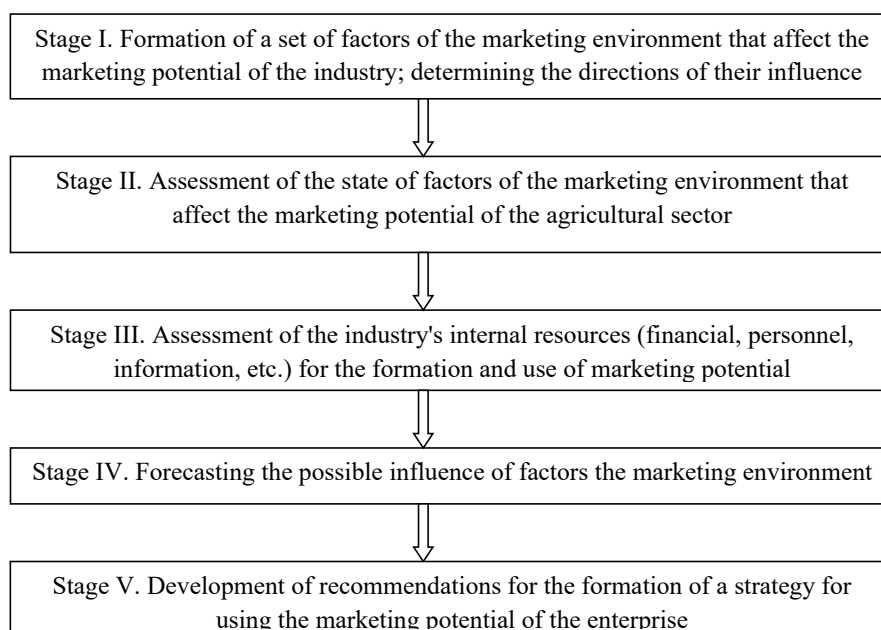


Fig. 4. Stages of strategic analysis of marketing environment factors

Source: developed by the authors

The results of monitoring the external and internal marketing environment, marketing researches allow to predict changes in the market environment and to develop a strategy aimed at maintaining or gaining competitive advantages in a timely manner. The formation of a marketing strategy is preceded by an economic diagnosis of the potential of the industry, which is characterized by a significant number of tools and approaches to its implementation [3, p. 86].

Strategic analysis, based on the use of appropriate tools, allows you to explore factors and opportunities that can be used to develop an effective and adequate strategy for market conditions [1, p. 24-28].

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

Carrying out a strategic analysis allows you to create a basis for the construction of strategic management of the agrarian industry.

However, the fact that the use of one or another method depends on the chosen approach, the goals of the assessment, the type and completeness of the source information, the specifics of the constituent elements of the marketing potential of the industry being evaluated, and other factors deserves attention.

It is practically impossible to separate techniques and methods that are inherent only to a specific economic science, since the scientific tools of various sciences are too interconnected. Various techniques are used in economic diagnostics. At the same time, economic diagnostics has specific methods of research [3, p. 96-98].

Thus, with the help of strategic analysis, all subjects, problems of the agrarian industry are decomposed into component parts for a more accurate understanding and study of them. At the same time, at the stage of forming an marketing strategy, the results of the strategic analysis are integrated into the optimal strategic directions for its implementation in agricultural production. Also, carrying out a strategic analysis allows you to determine the main strategic categories of the chosen strategy: formulation, goals, objectives, directions of its implementation.

Table 1

Toolkit of strategic analysis in terms of stages

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

Source: summarized by the authors [5]

The marketing strategy of agricultural production should be focused on the formation of sustainable competitive advantages. Therefore, the results of the assessment of environmental factors are a prerequisite for the formation of a complex of information and analytical support for marketing management, which is an integral condition for ensuring the development of this strategy [7, p. 11].

The marketing strategy of agricultural production should adequately reflect the environmental aspects of the activities of agricultural commodity producers, which take place both in its operational component (preparation and implementation of the process of production of products and provision of services), and in the field of management (which includes the interaction of agricultural commodity producers with the surrounding natural environment) with the aim of maximally reducing possible negative consequences for the ecosystem and people.

Conclusions from the study. The following conclusions can be drawn from the above.

The objective necessity of forming a marketing strategy of agricultural production is related to environmental problems of the agricultural industry, the urgent need to establish a stable food market, providing the population with high-quality food products and effective functioning of the agrarian sector of the economy.

In the process of forming the marketing strategy of agricultural production, systemic and situational approaches are used, which are the basis of strategic analysis methods.

The basis of the system approach in the formation of the marketing strategy of agricultural production is the mechanisms of its implementation, which ensure the stability of the system, its purposefulness; the interconnectedness, interdependence and complexity of its elements determines the integrity of the system; all tasks performed by individual elements of the system are interconnected; elements of the system and actions related to them have a certain subordination, which builds a hierarchy; the system changes under the influence of specific factors,

which determines its dynamism; the ability of the system to adapt to the variability of the external environment, without losing its own individuality.

Ensuring a systematic approach when forming a marketing strategy of agricultural production is a difficult task, since the absence of at least one of the elements of the aggregate can lead to a loss of opportunities or failure to solve the tasks.

Strategic analysis is the first component in the methodology of marketing strategy formation. The main goal of the strategic analysis is to assess the impact of macro- and microenvironmental factors on the current and future state of the agricultural industry, to assess the state of the natural resource and marketing potential of the industry.

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

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

Ignoring marketing strategic analysis during the development of an marketing strategy can lead to the adoption of unfounded strategic decisions, the use of a strategy of passive adaptation to market changes, and the inability to respond adequately to changes in the marketing environment. The result can be a loss of strategic orientation of the industry, which will lead to its market vulnerability.

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Багорка М. О.**Квасова Л. С.****Даценко Ю. Р.**

Дніпровський державний аграрно-економічний університет

**МЕТОДОЛОГІЧНИЙ ІНСТРУМЕНТАРІЙ ПРИ ФОРМУВАННІ, АНАЛІЗУ ТА РЕАЛІЗАЦІЇ
МАРКЕТИНГОВОЇ СТРАТЕГІЇ В АГРАРНОМУ ВИРОБНИЦТВІ**

В статті визначена сутність, значення і основні принципи системного та ситуаційного підходів як методологічної основи при формуванні маркетингової стратегії аграрного виробництва, а також представлена систематизація методів стратегічного аналізу для оцінки факторів середовища при формуванні маркетингової стратегії. Виділені основні причини, що обумовлюють системний підхід до використання методів при формуванні маркетингової стратегії. Автори відзначили, що стратегічний аналіз галузі, який є основою для всіх прикладних методів маркетингового дослідження, включає в себе підготовчі, аналітичні та заключні етапи. У цьому процесі задіяні різноманітні спеціалізовані методи, які дозволяють ідентифікувати потенційні та існуючі ризики для підприємств і галузі, а також розкривати можливості для розробки маркетингових стратегій. З огляду на це, невід'ємним етапом формування маркетингової стратегії автори вважають забезпечення стратегічної відповідності, що передбачає узгодження ресурсних та виробничих можливостей з ринковими умовами господарювання. На етапі стратегічного аналізу галузі критично важливо оцінити потенціал, адже розвиток ресурсно орієнтованих концепцій може змінити напрямок маркетингової стратегії з реактивної (відповідь на зміни у зовнішньому середовищі) на проактивну (попередження змін). Це вимагає розробки нових комбінацій в ланцюжку «ресурси – виробництво – ключові компетенції – організаційні здатності – стійкі конкурентні переваги». Використання представлених методів до формування маркетингової стратегії аграрного виробництва дозволяє розглядати формування як процес, що складається з окремих етапів: формулювання місії, цілей та завдань маркетингової стратегії, аналізу ринку на основі факторів зовнішнього середовища підприємства прямого та непрямого впливу, оцінки потенційних можливостей галузі, розробки «дерев рішень» та оцінки ефективності прийнятих управлінських рішень.

Ключові слова: маркетингова стратегія, аграрне виробництво, системний та ситуаційний підходи, стратегічний аналіз, макро- і мікросередовище, інноваційний розвиток.