

МЕНЕДЖМЕНТ І МАРКЕТИНГ

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FORMATION OF A CUSTOMER-ORIENTED DEVELOPMENT STRATEGY FOR ORGANIC OPERATORS

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The study analysed various scientific approaches to the problem of forming a customer-oriented strategy for enterprise development. Thus, the study has identified several key approaches that contribute to the creation of an effective customer orientation strategy. The stages of formation of a customer-oriented development strategy for operators in the organic market. The main components of the customer-oriented development strategy of operators in the organic market are identified in terms of key aspects: development and innovation in the product range; introduction of effective marketing communication; improvement of service quality; development of partnerships.

Keywords: customer orientation, marketing approaches, organic products, sustainable development, social responsibility, customer experience.

ФОРМУВАННЯ КЛІЄНТООРІЄНТОВАНОЇ СТРАТЕГІЇ РОЗВИТКУ ОПЕРАТОРІВ НА РИНКУ ОРГАНІЧНОЇ ПРОДУКЦІЇ

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У ході дослідження було проаналізовано різні наукові підходи до проблеми формування клієнтоорієнтованої стратегії розвитку підприємства. Так, за результатами дослідження було виявлено кілька ключових підходів, які сприяють створенню ефективної стратегії орієнтації на клієнта. Сегментаційний підхід, який орієнтується на ретельне розділення цільових аудиторій за їхніми потребами, інтересами та цінностями. Інтегрований маркетинговий підхід, який включає застосування комплексних каналів комунікації (цифрових, соціальних, традиційних) для побудови взаємовигідних відносин з клієнтами. Організаційно-орієнтований підхід, який акцентує увагу на зміні внутрішньої культури підприємства, адаптуючи її до клієнтоорієнтованих цінностей. Інноваційний підхід, що заснований на впровадженні сучасних технологій, які дозволяють глибше аналізувати поведінку клієнтів, прогнозувати їх потреби та вдосконалювати процеси обслуговування. Сталий розвиток і соціальна відповідальність – підхід, що враховує зростаючу потребу споживачів у прозорості та органічності процесів виробництва. Клієнтоорієнтовані підприємства, що дотримуються принципів сталого розвитку, мають вищу лояльність серед екологічно свідомих

споживачів. Запропоновані вимоги до формування клієнтоорієнтованої стратегії, які ґрунтуються на індивідуальних особливостях та розвитку підприємства, але загальні вимоги зводяться до наступного: фокус на споживача; гнучкість та адаптивність; прозорість та чесність; висока якість сервісу; використання сучасних технологій.

Наведені етапи формування клієнтоорієнтованої стратегії розвитку операторів на ринку органічної продукції, які включають аналіз ринку, сегментацію клієнтів, створення ціннісної пропозиції, вибір каналів комунікації, впровадження клієнтоорієнтованих технологій, а також постійний моніторинг і оптимізацію, забезпечують адаптацію бізнесу до потреб споживачів та стійкий розвиток у конкурентному середовищі. Визначені основні складові клієнтоорієнтованої стратегії розвитку операторів на ринку органічної продукції у розрізі ключових аспектів: розробка та інновації в продуктовому асортименті; впровадження ефективної маркетингової комунікації; підвищення якості обслуговування; розвиток партнерських відносин.

Ключові слова: клієнтоорієнтованість, маркетингові підходи, органічна продукція, сталий розвиток, соціальна відповідальність, клієнтський досвід.

Problem setting in general. In today's market economy, customer focus is becoming a key factor in the success of any company, especially in the organic sector. The growing demand for organic products is driving the development of organic operators, but in a competitive market, it is not enough to just offer certified products. It is necessary to develop effective strategies that will focus on the customers' needs and expectations, creating added value and ensuring customer loyalty. A customer-oriented development strategy for organic operators is a prerequisite for their long-term success in the market. By focusing on the needs of consumers and creating transparent and sustainable production processes, operators will be able not only to meet the demand for organic products, but also to ensure customer trust and loyalty. In today's world, where environmental friendliness and responsibility are becoming the main selection criteria, companies that are able to implement customer-oriented strategies will gain an undeniable competitive advantage.

Analysis of recent research and publications. The basic principles of managing customer focus processes, which are critical for establishing long-term and sustainable relationships with consumers, are considered in the studies of domestic scientists [1–8]. Studying the issue of developing a customer-oriented marketing strategy, V. Redka and I. Ponomarenko note that "the main principle of a customer-oriented strategy is to put the needs, desires and requirements of the client in the first place, offering goods and/or services that fully meet the client's expectations." [2]. Paper [3] presents a

grouping of qualitative indicators according to the triad "customer-enterprise-staff", which helps to structure the assessment of the enterprise's customer focus in three key areas. The author presents a generalized scheme of the system of indicators for assessing the customer orientation of an enterprise by these three indicators. The team of authors also considered the issue of forming a customer-oriented enterprise development strategy based on the principles of social responsibility [4]. Y. Terletska notes that "customer orientation of a commodity producer is a modern management concept based on the analysis of information about consumers and their growing needs". The article studies customer orientation in the context of the level of maturity formation of the management system of domestic enterprises and suggests ways to improve the management of an economic entity in the context of a customer-oriented approach implementation [5]. The authors note that "the effective implementation of a customer-oriented management approach in the activities of an enterprise should be based on the following components: customer-oriented product (service); customer-oriented personnel; customer-oriented rules and standards; customer-oriented service and processes" [6]. The paper studies the basic principles of the model of consumer purchasing behaviour formation and substantiates the necessity of using a customer-oriented approach in the process of an enterprise strategic adaptation to modern business conditions [7]. The problems of marketing support for the development of organic operators and the formation of consumer loyalty are investigated [9–14]. The analysis of recent studies and publications shows a growing interest in this issue in the context of increasing demand for organic products and changing consumer behaviour.

The purpose of the article is to highlight the peculiarities of forming a customer-oriented development strategy for organic operators in order to increase their competitiveness in the market and meet the needs of consumers for high-quality organic products.

Outline of main research material. Due to the war, Ukraine's organic market has suffered a significant decline of almost 35%. This was the result of both disrupted logistics chains and reduced production capacity in the regions affected by the fighting. However, despite these difficulties, the organic sector demonstrates the ability to recover and gradually develops [15]. Producers are adapting to the new environment, finding alternative ways to sell their products, including through international markets, and implementing innovative approaches to remain competitive. The main factors behind the industry's recovery are active support from international organizations, strengthening positions in export markets, and increased demand for organic products in Ukraine. Producers are also focusing on innovations in production and improvement of organic farming methods,

which allows them to optimize resources and maintain high product quality. Thus, despite the challenges, the organic sector is gradually emerging from the crisis and continues to develop, supported by internal and external resources. The study analysed various scientific approaches to the problem of forming a customer-oriented enterprise development strategy. Thus, the study has identified several key approaches that contribute to the creation of an effective customer orientation strategy (tab. 1).

Table 1 – Approaches to the formation of a customer-oriented development strategy for operators in the organic market

Approach	Activities	Advantages
Segmentation approach	Dividing the target audience into segments based on needs, interests, and values	Enables precise targeting and personalization of offers for each consumer group
Integrated marketing approach	Using integrated communication channels to interact with customers	Creates a consistent customer experience, strengthens the brand and increases loyalty
Organization-oriented approach	Changing the internal culture of the company to focus on customer needs and qualitative service	Increases customer satisfaction, builds a team with a customer-oriented mind set
Innovative approach	Implementation of technologies, such as CRM systems and analytical platforms, to better analyse customer behaviour and improve service	Optimizes customer data management, forecasts customer needs, and increases the effectiveness of marketing efforts
Sustainable development and social responsibility	Integration of sustainable development principles, production transparency and environmental practices to attract environmentally conscious consumers.	Strengthens reputation and trust, increases loyalty among environmentally responsible consumers.

Source: formed by the authors

These approaches complement each other and allow operators to flexibly adapt customer-oriented strategies to the needs of modern consumers. The importance of a customer-oriented approach lies in the fact that the organic sector is characterized by a high level of consumer awareness, which usually has clear expectations regarding product quality, social responsibility of producers, and transparency of production processes. Organic operators must not only meet these requirements, but also offer

customized solutions. A customer-oriented strategy is based on a deep understanding of the target audience, their needs and motivations for buying. Building trust is also important, as consumers of organic products pay special attention to the quality and transparency of the goods origin.

The stages of forming a customer-oriented development strategy for organic market operators help to develop a strategy that not only meets the needs of consumers, but also supports their long-term consumer loyalty, ensuring sustainable development in the organic market.

However, an individual approach to the creation of a customer-oriented development strategy for organic production operators should be taken into account. Each enterprise has its own unique specifics. Thus, large and small operators have different opportunities to implement customer-oriented strategies. Large companies can invest in innovative marketing tools, while small businesses can focus more on the local market and personalized customer service.

It is important to take into account the characteristics of each customer segment, as consumers of organic products may have different motives for buying, from health concerns to environmental awareness. The strategy should be adapted to the specific needs of each segment. The market for organic products may differ from region to region due to different levels of demand, regulatory requirements, and consumption culture. Therefore, it is important to take into account local peculiarities and traditions in the development strategy. The strategy should take into account the level of competition in a particular market. In the case of high competition, it is necessary to focus on the unique advantages of products and look for new ways to interact with customers. Operators should consider the purchasing power of their customers. Organic products are often more expensive, so a customer-oriented strategy should include price justification for each consumer segment.

An individual approach to strategy development allows achieving the needs of target audience as efficiently as possible, build brand trust and ensures the company's continued growth in the organic market. The stages of forming a customer-oriented development strategy for organic market operators can be represented in the form of a structure as shown in fig. 1.

One of the main areas of customer-oriented strategy is the personalization of services and products. Organic operators should use modern technologies to collect and analyse data about their customers in order to offer exactly the products that meet their needs. For example, segmenting customers based on their eating habits or organic priorities helps to create unique offers for each group. It is important to take into account not only demographic characteristics but also psychographic factors that shape

consumer awareness of organic production. Effective communication between the operator and the customer is another component of a successful strategy [16].

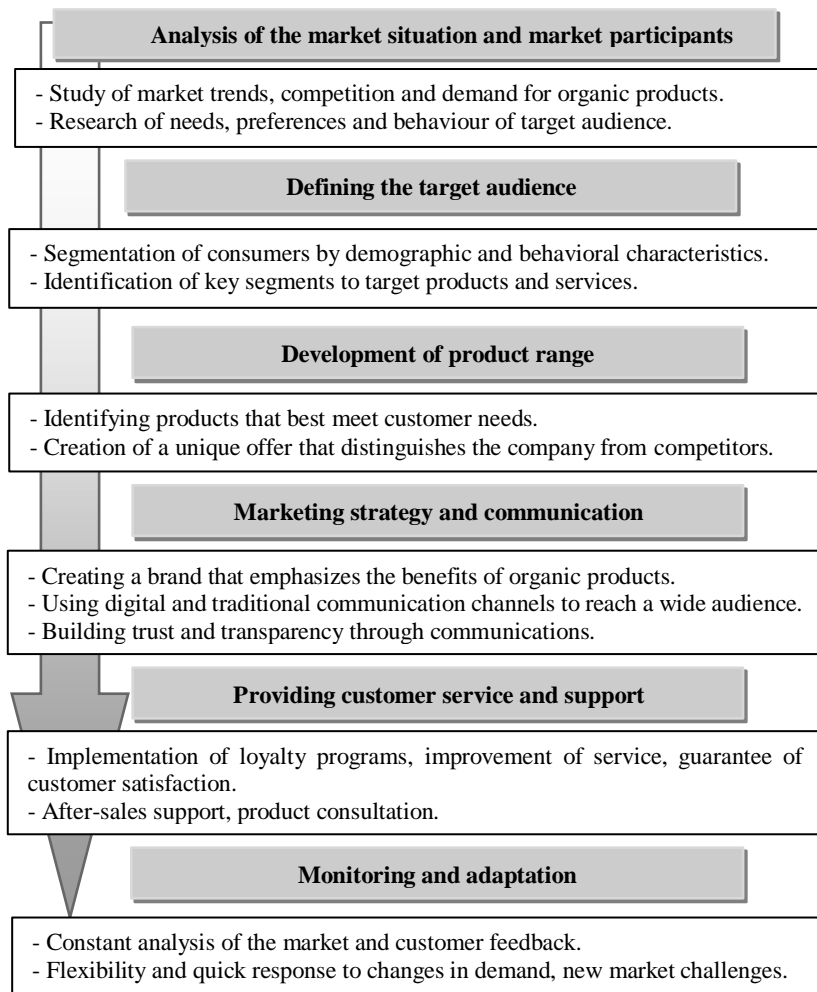


Fig.1. Stages of forming a customer-oriented development strategy for organic operators, formed by the authors

Consumers do not just want to buy a product, but to be part of an organic movement. To do this, it is necessary to build constant communication through various channels: social networks, blogs, newsletters, etc. Feedback is also an important component. Organic operators should consider the opinions of their customers, which allows not only to increase the level of trust but also to adjust strategies and product range in time.

Modern consumers are increasingly focused on the environmental aspects of production. Organic operators should base their strategy not only on product quality, but also on the principles of sustainable development, including reducing their carbon footprint, using renewable resources, and supporting local communities. Customers who buy organic products expect companies to offer not only high quality products but also social responsibility. This creates an additional competitive advantage for those operators who demonstrate their involvement in environmental protection.

However, despite the obvious advantages, organic operators face numerous challenges in implementing a customer-oriented strategy. This primarily concerns the high costs of certification and product quality control, as well as the need for significant investments in marketing and brand building. In addition, it is necessary to take into account the difference in customer expectations between different regions and cultural groups, which makes it difficult to use universal approaches to customer focus. The successful development of operators in this market depends not only on high quality products but also on an effective customer-oriented approach. Customer focus is becoming a key factor not only in attracting new customers, but also in retaining loyal customers, building brand trust, and ensuring long-term competitiveness.

The main components of a customer-oriented development strategy for organic market operators can be divided into several key aspects, each of which plays an important role in building a success strategy (tab. 2) [10-14, 16-17]. Customer-oriented approach is the basis for sustainable development of organic market operators.

The ability of companies to understand the needs of their customers, personalize products and provide high-quality service determines their long-term success. Focusing on sustainability and social responsibility not only builds brand trust, but also helps organic market operators take a strong position among competitors.

Table 2 – Components of a customer-oriented development strategy for operators in the organic market

Directions	Components	Activities
Development and innovation in the product range	Offering innovative products	creating organic products with added value (gluten-free, vegan or products with increased nutritional value)
	Product localization	manufacturing of products that meet local tastes and needs of consumers.
	Eco-packaging	use of eco-friendly packaging that attracts conscious consumers and minimizes environmental impact
Implementation of effective marketing communication	Educational campaigns	informing consumers about the benefits of organic products, including health benefits, environmental friendliness and ethical production
	Increasing transparency	open access to information on the origin of products, production methods and certification
	Digital marketing	active use of social networks, online platforms and the influence of bloggers to promote organic products
Improving the service quality	Customer experience	creating a positive customer experience through convenient shopping, quality service and fast delivery
	Loyalty programs	developing programs to reward regular customers and increase their engagement
	Personalization	individual approach to each client based on their preferences and needs.
Development of partnerships	Cooperation with local communities	supporting local farmers and suppliers to strengthen links to regional markets
	Expanding partner networks	attracting new partners to improve market access and increase production scale
	Cooperation with environmental and social organizations	cooperation with non-governmental organizations to improve the image and achieve common goals.

Source: formed by the authors

Conclusions. Developing a customer-oriented strategy is an important element of successful development of organic market operators in the face of growing competition and increased demand for organic products.

The organic market requires companies to have a deep understanding of consumer needs, flexibility in their offerings, and adherence to the sustainable development principles. Market segmentation and customer focus is a key step in developing a customer-oriented strategy. A deep understanding of customers' motivations, preferences and values allows organic market operators not only to better adapt their products, but also to create unique offers that fully meet the target audience needs. Adapting the product range and introducing innovations is an important factor in successfully meeting the demand for organic products. A customer-oriented strategy involves not only selling high-quality products, but also building long-term relationships with consumers through personalized service, loyalty programs, and active customer engagement via digital platforms. Social responsibility and environmental initiatives are becoming not only an added value, but also an important competitive advantage for organic market operators. A customer-oriented strategy for organic market operators is an important tool for long-term success, building customer loyalty and ensuring sustainable business development.

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РОЗВИТОК ЕКОЛОГІЧНОГО ВИРОБНИЦТВА ТА ЕКОБРЕНДИНГУ В СУЧАСНИХ УМОВАХ

Н.В. Бутко

У статті досліджено екологізацію аграрного виробництва та висвітлено процес переходу підприємств агросектору на екологічні засади господарювання. Охарактеризовано показники розвитку органічного виробництва країни та структуру її внутрішнього ринку органічної продукції. Висвітлено канали збуту екологоорієнтованої продукції в Україні. Розглянуто екологічний брендинг як спосіб просування органічної продукції та висвітлено основні найвідоміші екологічні бренди України. Доведено, що розвиток екобрендингу на вітчизняних підприємствах агросектору можливий на основі впровадження бренд-менеджменту.

Ключові слова: екологізація, інноваційний напрям розвитку, екологічні інновації, органічна продукція, екологічний брендинг, маркетинг, бренд-менеджмент.

DEVELOPMENT OF ECOLOGICAL PRODUCTION AND ECO-BRANDING IN MODERN CONDITIONS

N. Butko

The article investigates the ecologization of agricultural production. It underlines the production of ecological products to be an innovative trend in the development of all economic entities in the agricultural sector. The process of transitioning agricultural enterprises to environmental management principles is highlighted. It includes a transition period, production certification, development of an environmentally-oriented marketing complex for the sale of eco-products, and economic stimulation of eco-production by the state. It is highlighted that the ecologization of agricultural production is embodied in organic production. The indicators of the development of organic production in the country and the structure of its domestic market of organic products are characterized. It is noted that organic production in Ukraine, although export-oriented, nevertheless there is a positive trend