

MECHANISMS TO ENSURE THE COMPETITIVENESS & STRATEGIC MARKETING OF UKRAINIAN COMPANIES

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The current stage of development of enterprises in any industry requires their management system of continuous development in accordance with the requirements of the existing and constantly changing market environment. Agricultural enterprises are also no exception – the main economic entities in the field of domestic agricultural production. Under such conditions, the issues of not only improve the efficiency of economic entities of the market, but also their effectiveness become relevant. At the same time, through the components of effectiveness, it is possible to separate the management system of the enterprise, which is the connecting link between their production and commercial systems. At the same time, the cooperative application of hierarchical connections allows to combine not only separate management tools with production activity, but also to apply it to the marketing complex.

Marketing at the enterprise is manifested through the simultaneous and systematic combination of product, pricing, communication and sales policy. These tools are fully compatible with any type of enterprise. Due to a certain principle of complexity of management and marketing, the process of managing marketing activities becomes especially important. At the same time understanding the similarity of the concepts of "management" and "management" of the enterprise, in our opinion, it is more appropriate to use "marketing management", which is due to the adaptation of marketing procedures to the enterprise management process, and the introduction of individual components management process.

The introduction of marketing management in agricultural enterprises aims to increase their level of competitiveness, as well as to ensure competitive development in general through the availability of proposals and recommendations for strategic management in the form of marketing projects that will fully enable agricultural enterprises to use the principles of system, integrity and adaptability in accordance with the dynamic requirements of the market environment.

The problems of formation of marketing management are given considerable attention of many both domestic and foreign economists. The basis of marketing management is issues of competition theory, the development of which has undergone significant changes and shifts over a long period of time. Ensuring the competitive development of enterprises on the basis of attracting the theoretical basis for the development of competition theory in individual object markets is considered in the works of many prominent scientists. At the same time, according to the results of research of existing scientific achievements, ensuring competitiveness is not possible without the use of modern marketing tools in the management of enterprises. Much attention is also paid to marketing and marketing activities, but today, the combination of marketing management in the system of competitive relations and ensuring the competitive development of agricultural enterprises raises many questions due to constant changes in market conditions and the simultaneous possibility of adapting theoretical principles to applied procedures. At the same time, static and dynamic market relations in a particular environment require constant analysis and gradual renewal of enterprises in various fields of activity, so the involvement of the latest marketing tools is the basis of this study.

The purpose of the article is to develop the theoretical foundations of the components and to identify the basic segments of marketing management for introduction into production and commercial activities of agricultural enterprises to ensure their competitive development in the long or short term.

The genesis of the theoretical foundations of the formation of competitive behavior in different markets allows us to conclude that there are currently more realistic types of market structures, in particular, oligopsony, monopsony and monopolistic competition. These types of markets replaced after the classical stage, where models of perfect competition were predominant and views on monopoly and oligopoly dominated. This understanding suggests that competition requires from agricultural enterprises new approaches and new methods in the management system.

Competitiveness, as a consequence of competition in the market, aims to increase through various activities of the enterprise. The management system pays special attention to a certain field of activity of the enterprise. The enterprise management system creates the necessary prerequisites for the formation of a rational structure and interaction of production and commercial components of the enterprise to ensure the most favorable conditions and get the best results from its market activities. In general, it should be noted that the market activity of the enterprise is not possible without the use of marketing management. Today, marketing is the basic and traditional advantage of the company in entering the market, given that all relations currently take place in a market economy. In addition, it should be understood that management and governance have some differences. Management should be generally understood as a process, while management is only a component of the process of enterprise management. Management has a diverse set of definitions as a concept, but in our case we propose to understand management as a system in the process of managing a particular activity in the enterprise, which has its purpose, functions, principles, objectives and has its own tools with relevant components, elements and components. In this case, the management must perform its inherent functions and provide appropriate procedures for attracting tools (complex) of marketing in the enterprise.

The understanding of the content of marketing management as a management system follows through the essence and possibility of combining the key definitions of "management" and "marketing". Thus, "marketing" has many interpretations, which in different studies have different meanings, but fully adapt to them and explain certain processes or phenomena. To study the prospects for competitive development of marketing management, it is proposed to understand marketing as a market activity of the enterprise. Moreover, this interpretation fully combines all possible aspects through a combination of basic vector directions:

- the activities of the enterprise and the formation of adequate potential for the possibility of entering the market;
- work with the market in the conditions of constant development of competitive relations for reception of steady market positions at establishment of interaction with all contractors;
- marketing audit or management function to control the effectiveness of the enterprise in the selected market to ensure the maintenance of existing positions or the formation of better competitive advantages.

The formation of marketing management through the adaptation of certain vector directions of development combines all the prerequisites for the formation of strategic management in agricultural enterprises. They fully combine the theoretical foundations of the formation of enterprise management strategy, in particular, planning functions, research analysis functions, control functions and others.

The peculiarity of agricultural enterprises is that strategic management is formed not as a separate activity of the enterprise, but as a short- or long-term development plan in the form of business planning. In this case, separate activity should be given to the functions of planning, analysis and control. Carrying out of marketing researches at formation of system of marketing management of the enterprise should be based on theoretical and applied bases which are completely adequate to conditions of activity of each separate enterprise. In particular, this applies to the standard procedure for the analysis of micro and macro environment, which should be supplemented with tools and tasks in accordance with the selected object market on the one hand, taking into account the internal management of the surveyed enterprises on the other. This approach fully identifies all market needs, determines how it is possible to meet the needs of consumers (existing and potential) at the highest level, and also allows companies to focus on interactions with major counterparties that shape

consumer behavior in the market and thus form a proposal. enterprises. Conducting research in this direction will highlight the unique factors of both the external environment of the enterprise and internal. Ultimately, the result will be a competitive advantage through a combination of market success and key competencies.

Marketing research is the basis for planning marketing management in the enterprise. Planning processes are dynamic and they must change in the process of market environment development in selected object markets. Planning is the most purposeful form of using the marketing management system in the enterprise. The control function should provide a marketing management system in terms of internal audit. Control over the implementation of all principles and procedures of marketing management should be entrusted to strategic management, and its implementation is the key to effective development. Thus, one of the components of control in the system of marketing management is the formation of a general system of enterprise management, as well as a general development strategy.

In addition, the formation of the results of the marketing audit of the enterprise should provide not only the analysis of the micro and macro environment. For the active development of the enterprise it is also necessary to provide an analysis of risk management activities, as well as the management of economic security of the enterprise. To date, in terms of agricultural production risk management in the management system of the enterprise is of the utmost importance. This is due to a number of factors, both internal and external, of the functioning of this segment of the domestic market. It should be noted that risk management in the enterprise should be based on a complete analysis of economic, financial, investment, marketing and production systems of the enterprise. Risk management is one of the most important stages of strategic management in the enterprise, because it emphasizes the possible threats, as well as has all the prerequisites for the formation of certain areas of development, which have not been identified before. Management of economic security of the enterprise is important in the formation of strategic management in the field of marketing management. The economic security of the enterprise aims at the formation of various models, diagnostics, the formation of plans for the exit of the enterprise from the economic crisis that has already occurred or to form a competitive advantage in order not to fall into crisis. In addition, economic security affects the level of effective management of the enterprise due to the presence of individual components not only of a production or commercial nature, but also in the field of personnel management and organizational activities of the enterprise as a whole.

In addition to the formation of marketing management strategy in the enterprise, attention should now be paid to project management. Project management in the marketing management system is a specialized plan, which differs from the strategy in that they have a specific "field", a specific task, as well as a specific business plan with defined results. Project materials are documentation that fully substantiates the proposed project to ensure the competitiveness of the marketing management system. If we understand project management through the process of managing labor, material, intangible and financial resources of the project, which must be carried out using special methods and techniques, it will allow to obtain the highest results with minimal investment, which must be fully represented by the relevant economic and mathematical calculation pool. If we understand project management in the marketing system, it should be determined that the main object of project management will be the marketing activities of the enterprise, the main subject is the management process and its components through the management system, and its main resources will be production and market potential.

Today, project management is a globally recognized methodology for conducting strategic management to ensure the competitive development of enterprises. Project management in the marketing management system allows the company to offer all the necessary stages of implementation and development of marketing with clearly defined topics, objectives, mechanisms and procedures.

Development strategies have features in the formation of different markets. Situational modeling for the formation of development strategy has its differences in different factors. As an example, the marketing management of an agricultural enterprise when entering the domestic agri-food segment has more standardized components, management of market activities and policies on the marketing of the enterprise. Thus, forming an export-oriented development strategy, Ukrainian agricultural enterprises must understand that the application of a set of policies of the marketing

complex is not only not possible, but also requires complete replacement by more communication tools and sales mechanisms. When entering international markets, domestic agro-industrial products in most cases are not highly competitive. This conclusion, which is theoretical and not applied in this study, is not influenced by the calculated integrated coefficients of competitiveness, and calibration at three levels (low, medium and high) depending on the overall ratio of "price / quality". It should also be noted that this statement does not distinguish groups of goods that are unique in the total mass of agro-raw materials and agri-food products and that have the highest or lowest limits. The aim of the study was to develop methodological approaches that require optimal adaptation to average data. Thus, the marketing management of agricultural enterprises in the implementation of export-oriented strategy aims to attract progressive tools in terms of promotion strategies. Due to the impossibility of influencing the management of commodity and price policies, and such production components in sales policy, agricultural enterprises have the full use of communications as opportunities to gain a competitive advantage. Moreover, the application of communication policy should be reflected in the management of enterprises through interaction with both domestic and foreign counterparties. If we compare the current state of involvement of communication policy tools in the domestic market and in terms of entering international markets, we can conclude that there is almost no for the first conditions and the presence of insignificant opportunities for the second case. Therefore, the importance of forming appropriate to the specific conditions of marketing management strategies in terms of the use of tools is beyond doubt.

In general, it should be noted that the components of marketing management cover almost all processes that take place in the production and commercial activities of agricultural enterprises. Of course, it is not possible to evaluate them completely, but in our opinion, the most important and significant segments (sectors) of the introduction and continuous development of marketing management of agricultural enterprises to form a high level of their competitiveness include the following:

- research, planning, implementation and control in the field of marketing activities, as well as the introduction of strategic management tools;
- market positioning management;
- risk management;
- economic security management;
- project management;
- formation of a holistic system of marketing management of an agricultural enterprise.

Thus, the study of the content of the definition of "marketing management" makes it possible to understand as a system of market management of the enterprise, which combines the basic vector areas: the activities of the enterprise and the formation of appropriate potential for market entry; work with the market in the conditions of constant development of competitive relations for reception of steady market positions at establishment of interaction with all contractors; marketing audit or management function to control the performance of the enterprise in the selected market to ensure the maintenance of existing positions or the formation of better competitive advantages. It is determined that the components of marketing management cover almost all processes that take place in the production and commercial activities of agricultural enterprises. The most important and important sectors for the introduction and continuous development of marketing management of agricultural enterprises to form a high level of their competitiveness include: research, planning, implementation and control in the field of marketing activities, as well as the introduction of strategic management tools; market positioning management; risk management; economic security management; project management; formation of a holistic system of marketing management of an agricultural enterprise and relevant strategies for competitive development in the long or short term.

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