

STRATEGIC MANAGEMENT AND MARKETING POLICY OF THE COMPANY: OPPORTUNITIES AND VECTORS OF MARKET SUCCESS

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The current state of formation and increase of competitiveness of enterprises in the field of agricultural production is based on the principles of using competitive advantages, which can be obtained in terms of commercial success (market success factors), as well as improving production (resource) potential (key competencies). In general, the presence of competition necessitates the creation of advantages for the enterprise through the possibility of introducing the latest tools of strategic management and management in the management system of the enterprise. At the same time, the shift and constant dynamic development of competitive market relations requires the company to constantly update competitive opportunities, as well as to adapt to changes in the environment. At the same time, the processes of project management, as one of the important components of strategic management of the enterprise, become especially relevant. Thus, project management through the prism of marketing activities will allow agricultural enterprises, in particular, and businesses in general, to use all available competitive opportunities through the use of basic enterprise policies. It should be noted that all components of production and commercial activities of the enterprise are fully adapted to the specific direction of project marketing as a single system through the simultaneous formation of product policy, pricing, promotion and distribution of the enterprise. Of particular importance is the communication policy, which is the connecting link between the company and the market.

Project management aims not only to create a strategy for enterprise development, but also to ensure the application of individual marketing management systems that will fully shape the company's development strategies for the long or short term.

Analysis of the theoretical foundations of project management allows us to state that in general there are two stages of project implementation. The first stage – the beginning of the project – should be a new idea or plan, which in the process of the enterprise will be implemented. The second stage – the end of the project – is the stage of complete completion and receipt of results. On the other hand, many scientists have proven that the process of forming project management is complex and dynamic. The latter is influenced by a number of factors. These are the factors of the macro environment of the enterprise that allow you to change projects in accordance with changes in the environment. There are a number of reasons for this. First, it is the peculiarities of the formation of the industry market, which has its own infrastructure (production, commercial, information, etc.) and which does not depend on the conditions of internal activities of the enterprise. Secondly, these are the features of the functioning of the selected object market, which have both static indicators and dynamic development. It should be noted that environmental conditions are completely inherent in the field of agricultural production and the agricultural market, in particular. A feature of the market of agricultural products is also the presence of certain models and types of markets, in particular, oligopsony and monopsony, which have their advantages. This is manifested in the competitive relationship between all market participants, as well as in the opportunities of production and commercial efforts of each participant in the enterprise, which are constantly changing the market position. Third, it is well known that the agricultural sector is not only complex in terms of forming a market model, but also has a number of features related to the natural and climatic conditions of production. These include instability in the gross harvest of crop

products, instability in the production of livestock products, the presence of force majeure, which in general will be able to fully adjust the planned results. It should also be noted that the climatic conditions in agricultural production (raw material segment) do not have a full correlation with the sale of products for further processing at the highest level of distribution channels. Because, given the fact that the sphere of agricultural production has a dynamic development, the sphere of agro-raw processing is more static and the constant planned results and the resources required for them do not change much, based on the capacity of the processing plant. In addition, the final demand for agricultural products is already being formed in the agri-food segment of the market. This requires consideration of the production sphere depending not on the available production capacity of the agricultural enterprise, but on the consumption of the final agri-food products. Therefore, the formation of business plans in agricultural production should begin with the study of final product markets, which will significantly affect the results of planning and forecasting the agricultural enterprise and the formation of its development potential through the use of project management.

The purpose of the article is to theoretically work out the methodological foundations of project management through marketing activities of agricultural enterprises in order to increase its competitiveness and get better results in terms of financial and market indicators.

The formation of project management for the marketing system of the enterprise aims to implement two types of activities: first, it is the management of enterprise projects and, secondly, it is the involvement of marketing tools in the design. If we understand project management through the formation of a specific business plan that implements the idea of the enterprise to create unique products, which is the main task of marketing today, it can be distinguished through the development of various areas of enterprise activity. In addition, project management, like any activity, has its stages, phases and stages. If we talk about the life cycle of the project, it aims to form from the beginning to the end result – complete production of the planned results or elimination due to the impossibility of further implementation.

To date, project management in agricultural production is long-term and short-term. If we talk about the long term, the formation of projects can take several years. This, on the one hand, requires companies to be high enough to conduct research (planned, investment, etc.). On the other hand, it requires constant monitoring of the obtained and perspective results in order to adjust the planned decisions.

At the same time, the terms of projects in the field of agricultural production are very contradictory, because almost all agricultural enterprises sell their products through two channels: intermediaries (for example, in the field of crop production more than 90%), losing significant income due to low prices. processing. If the company wants to reach a new (higher) level of marketing infrastructure, it should attract new projects that will allow it not only to obtain agro-raw materials, but also to enter the primary or in-depth processing to sell agri-food products to end users with higher added value. These are already separate projects, because, as mentioned earlier, a project is one specific business plan with an idea and a result.

If we talk about several projects in the enterprise, their implementation gives the management system of the enterprise a number of both positive and negative factors. As for the positive changes, it should be noted that the company will be able to increase its market attractiveness several times and take a more competitive position in different markets. It can also result in an increase in the mass of income, but at the same time the company will not be able to fully direct all its efforts in different areas of activity effectively. In addition, on the one hand, it is positive to gain a stable market position in several object markets, which will increase the number of existing and potential consumers. At the same time, the company under such conditions should try to increase the product range, because, as we know, the competitiveness of the company depends entirely on the uniqueness of its product. This is due to the fact that new products are constantly appearing and the level of competition in the object markets is constantly growing. At the same time, the negative factors include the presence of several projects, the branching between management decisions that will relate to different projects, but will also have the necessary resources (financial, personnel, etc.).

It should also be noted that the existing production potential of the enterprise still can not change in the short term. At the same time, this is impossible not only due to the need for investment

support, but also due to a number of factors of both production and technological nature (including human resources). Also, several projects for enterprises, on the one hand, are essential to solve the problem of obtaining the necessary volumes of products (for example, to mitigate risks due to climatic conditions), and on the other – they are negative to obtain the greatest results in market relations. This means that if in the first case, when the company in its product range receives less products or does not receive it at all due to low yields, for example, it can fully correlate projects in the field of animal husbandry, which will generally receive the necessary profits for the company. But in reality, the company in terms of management and its management is unlikely to be able to quickly reorient to all market and production changes and effectively interact with counterparties in different object markets simultaneously. Therefore, some of the segments will begin to decline, which will lead to a loss of market position, which will lead to a decrease in market share, thereby changing the number of existing customers, which will ultimately lead to reduced demand for this product.

Given the identified factors, it is necessary to pay attention to the life cycle of project management, taking into account the life cycle of marketing products of the enterprise.

If we understand the life cycle of the project in the management system, then it is important to study and analyze the problem of funding, which primarily face the new project. Moreover, conducting research, analysis of the market situation, analysis of the potential of the enterprise will provide an opportunity to identify a new unique idea and develop an appropriate project. In addition, it should be understood that project management has two main directions. This is the design of the main activity, as well as the system of its provision.

The main activity in project management should include initial research of the market environment, project planning based on the obtained data, preparation of documentation in the form of a business plan with separate blocks on production and commercial areas, project implementation with clear definition of conditions, and further development activities of the enterprise to support this project with the ability to adjust it in accordance with the requirements of dynamic changes in the market environment. In this case, the main activity of the project should not relate to all types and product range of the enterprise, but only some (more profitable or unique in terms of obtaining and gradually increasing financial results). Provision of project management at the enterprise is through the possibility of using other activities of the enterprise. These are, in particular, investment activities, financial and economic, informational, commercial, marketing and others. Moreover, the development of the main activities of the enterprise in the project is not possible without the simultaneous involvement of tools to ensure it.

Given that in project management there are four main stages – the formation of the research task; project planning process; implementation of project activities, as well as stages of completion, each of the stages can be divided into separate phases and stages, which already take place exclusively through the adaptation of the project management system to a separate process or procedure.

The project implementation phase can also be divided into two phases. The first phase of design documentation, which has a complete business plan with certain economic and production costs and possible results, is basic. The formation of a business plan should describe all available tools and mechanisms of management activities at the enterprise, as well as the entire production cycle, so that immediately after the decision to implement this project in the management of the enterprise, it would be possible to start work on the project and gradually move to another phases. The second phase is the possibility of adjusting the existing project as a result of the constant dynamic development of market relations and the market situation in general. Moreover, the correlation is also required by the availability of project resources, which have already been mentioned. Moreover, at all times should be possible to attract marketing resources. The possibility of marketing resources is manifested due to the fact that the understanding of marketing as a market activity of the enterprise is basic when the company enters the market. Therefore, all marketing tools are fully relevant to the formation of product, pricing, communication and sales policy of the enterprise, which, in turn, are all possible areas for correlation of the existing project.

Thus, at the stage of project development the main attention is paid to the definition of goals and objectives while correlating the final results and ways to achieve them. In this case, first of all, the involvement requires the availability of investment support and the necessary complete information on

the current state of functioning of the selected object market for the implementation of this project. The stage of preliminary planning and forecasting of results requires the provision in terms of market research, analysis of similar products and competitors, taking into account both purchasing power and the needs of the market and consumers in general. Also at the planning stage, the existing potential of the enterprise is fully explored, which is able to meet all the requirements for the project. In addition, the resource potential is considered not only at the stage of the existing level, but also with the potential to change it. At the project planning stage, separate phases are formed. The production phase is fixed on the production potential of the enterprise. The investment phase requires finding available investment opportunities to ensure the planned results of the project. In addition, all necessary research on the feasibility of the project should be fully carried out at the planning stage.

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The project completion stage should take into account certain features. If we are talking about agro-industrial production, then this stage should not take place for a long period for the effective operation of the agricultural enterprise. Therefore, to eliminate the threats of the liquidation phase of the project should pay more attention at the stage of implementation in terms of marketing activities of the enterprise to the life cycle of the product. Moreover, the product life cycle under such conditions will be fully associated with project management in the field of enterprise marketing. Thus, marketing tools include opportunities for the formation of product and pricing policies of the enterprise, as well as the policy of promotion and distribution with the appropriate methodology of implementation (methods, techniques, principles, etc.).

Thus, the formation of project management for the marketing system of the enterprise aims to implement two types of activities: first, it is the management of enterprise projects and, secondly, it is the involvement of marketing tools in the design. If we understand project management through the formation of a specific business plan that implements the idea of the company to create unique products, which is the main task of marketing today, it can be distinguished through the development of various areas of the enterprise. Thus, the tasks of the project of the enterprise with the simultaneous introduction of marketing tools can be characterized by maximum profitability for the enterprise. And ensuring the competitive development of agricultural enterprises will be a combination of project management and marketing.

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