

statistical base of the analysis consisted of data provided by the State Statistics Service. The research horizon covers 2019 and 2020. The indicators with the largest and smallest variability in intercluster gradations are determined. The latter included the number of eggs obtained from poultry, million pieces; labor productivity in enterprises engaged in agricultural activities (thousand UAH per 1 employee); sale for slaughter of farm animals (live weight), thousand tons. On the basis of graphic visualization of descriptive statistics within the formed clusters the areas-leaders, areas with average indicators of efficiency, areas with insufficient level of efficiency of agrarian sector, areas-outsiders are allocated. The connection between the level of specialization and economic efficiency of the regions is established: the regions of Cluster 4 (leading regions) are characterized by complex development of crop and livestock production, the regions of Cluster 2 (areas with average performance) specialize in crop production, the regions of Cluster 1 level of productivity of the agricultural sector) are developing with the predominance of the livestock industry, the regions of Cluster 3 (outsider areas) are depressed in the development of both areas of agricultural production.

Keywords: agribusiness, regional development, cluster analysis, animal husbandry, crop production, clustering of regions, ranking of regions.

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**STRATEGIC LANDMARKS IN AGRIBUSINESS ENTITIES' MANAGEMENT.
CROSS-FUNCTIONAL MARKETING LOGISTICS PERSPECTIVE**

Danylenko V., Zavgorodnii A. V., Shapovalova I. Strategic landmarks in agribusiness entities' management. Cross-functional marketing logistics perspective.

Introduction. The most important task of marketing logistics in agribusiness is to create efficient supply chains of agricultural products and manage them. To cope with this task, it is necessary to analyze the existing relationships between producers, intermediaries and consumers of commodities and outline ways to improve them. Under the conditions of an active market, certain contradictions objectively arise between the supply chain participants. These contradictions hinder the win-win relations development and slow down the integration process. The resolution is only possible by correctly defining the goals of all participating entities, taking into account the interests and preferences of end users.

The purpose of the study is to identify priority issues of goal setting from the perspective of implementing a cross-functional marketing logistics approach in the management system of agribusiness entities, taking into account the peculiarities of these entities' internal and external environment.

Results. In this study, according to the goals set, an analysis of the internal and external environments of agribusiness entities is carried out from the perspective of an integrative cross-functional approach to their marketing and logistics competencies fulfillment. The relevance of integrating the methodological foundations of marketing and logistics into the agricultural companies' management system is substantiated. The common ground for logistics and marketing strategies of companies are presented. Also, their relation to the overall management strategy at the highest level of decision-making and to the corresponding tactical and operational levels was introduced. The main business processes performed in the framework of implementing food supply chain participants' logistics and marketing strategies is analyzed. The conditions for managing material flows and marketing in agriculture were also studied separately. The possibilities of the two studied concepts' joint implementation are identified, and the advantages of such interaction obtained by agribusiness entities are described.

Conclusions. It was defined that cross-functional integration can generate positive impacts with regard to both demand management (increasing customer satisfaction, etc.) and supply management (avoiding delivery delays, etc.). Both management concepts (marketing and logistics) define the company's overall strategy in the supply and distribution markets. In this regard, on the one hand, customer satisfaction is achieved through coordinated marketing measures for the

product, price, promotion and distribution, offering the customer temporal and spatial benefits (in large part gaining effectiveness). On the other hand, the company's gain of an acceptable profit over a long period of time is determined by reducing overall logistics costs (in large part gaining efficiency). The mechanism of implementing a strategic marketing system in the food supply chains with regard to a logistic strategy requires further research.

Key words: *strategic management, marketing, logistics, agribusiness, business processes.*

Formulation of the problem. Building a civilized and efficient market is directly related to solving the most pressing, complex and multidimensional issues of creating modern logistics management structures, and applying marketing knowledge and functions in the national agricultural sector. The use of logistics methods entails the significant reduction of production and delivery time. It also reduces a product's cost and the quantity of stocks. At the same time the use of marketing methods significantly improves sales, solves issues associated with the agricultural products sales, helps to make an effective advertising. Via modern marketing, you can structure the movement of products, and thus improve the quality of relationships in the agricultural market.

The changes taking place in the modern Ukrainian agricultural market along with a number of positive consequences due to the economic freedom of commodity producers and traders were accompanied by serious negative trends. Locally, the main losses in the agricultural sector are caused by the disunity of business processes by the areas of activity; uncoordinated actions of commercial services (sales, contracts, marketing departments), technical services and supplier units; the lack of elementary calculations of the insurance stock, the cost of storage, the optimal order size, demand forecasting; a phased system for transmitting information.

Consequently, the need to use integrated logistics and marketing tools while selling agribusiness entities' commodities is being updated. Therefore, the clarification of this area managers' priorities at the strategic level needs to be done.

Analysis of publications. Overall, the presented results of scientific research in the field of marketing logistics integration can be divided into those that relate separately to external or internal integration and those that cover both of these types of integration. The first group focused solely on either an extent to which logistics activities interact with other functional areas (including marketing) or an integration of logistics activities along the supply chain. In particular, N. Turina analyzed the impact of marketing and logistics concepts' integration on the company management system in general, while A. Ellinger, P. Daugherty & S. Keller analyzed its impact on distribution service performance. Also, the external integration aspects were described by E. Krykavskii and N. Rozhko, who elaborated on the interaction of different agricultural markets operators

using the studied idea. Their colleagues, T. Scannel, S. Vickery & C. Droge, explained the relationship between supplier partnering, supplier development, JIT and firm' performance.

The authors, who attempted to unite internal and external approaches create the group number two. O. Borodina justified the application of the system principle to the definition of marketing and logistics as a new approach to the objects, tools and processes integration. C. Gimenez and E. Ventura explored the contribution of both levels of integration simultaneously, considering the interaction between departments and assuming that companies usually strategically segment their relations.

The purpose of the study is to identify priority issues of goal setting from the perspective of implementing a cross-functional marketing logistics approach in the management system of agribusiness entities, taking into account the peculiarities of these entities' internal and external environment.

Main results. In terms of priority areas of development, marketing and logistics are considered as strategic tools for improving the material, technical, organizational and functional bases of the Ukrainian agricultural sector. Therefore, the issue of integrating the methodological foundations of marketing and logistics management into the agricultural entities' basic activities becomes particularly relevant. Not only is it a means of achieving competitive advantages by these entities, but it is also a prerequisite for Ukraine's entry as a full-fledged member into the European Union [1].

Current trends in the development of the supply chain management (SCM) scientific knowledge emphasize not only the operational, but above all the strategic importance of two closely interrelated concepts of integrated company management, namely logistics and marketing [2, 3]. The relation of strategic, tactical and operational levels of decision making is shown in fig. 1.

According to those trends internal integration has to be studied within the firm's boundaries. It seeks to eliminate the traditional functional "silo approaches" and emphasize better coordination among functional areas. We follow G. Stock, N. Greis & J. Kasarda [4] and measure the level of internal integration as the extent to which logistics activities interact with other functional areas, e.g., marketing. External integration, on the other hand, has to be studied along

the supply chain: it is the integration of the logistics activities across firm boundaries.

This part of the framework implies analyzing the functions that are necessary to perform each process within the logistics and marketing areas of responsibility. According to J. Mentzer & K. Kahn [5], operations management implies the implementation of management tools that go

beyond internal functional boundaries. This is due to the associations of supply chain management with the coordination of physical, relational, informational and financial flows in order to integrate demand with supply. An example of functional involvement in the supply chain management processes in agriculture and processing industry is shown in fig. 2.

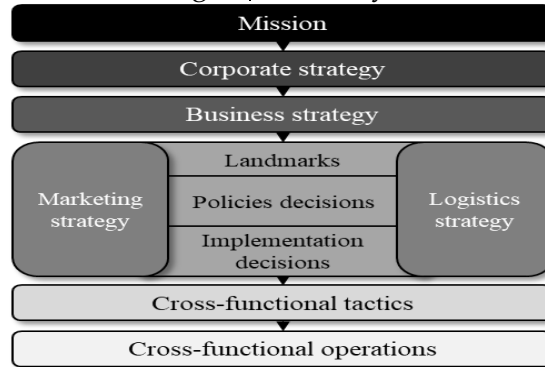


Fig. 1. Decision making levels within marketing logistics concept

Typical business functions	Production	Logistics	Marketing	Sales
Business processes				
Customer Relationship Management	Manufacturing Capabilities	Logistics Capabilities	Marketing Plan & Resources	Account Management
Supplier Relationship Management	Integrated Planning	Inbound Material Flow	Capabilities required for Competitive Positioning	Sales Growth Opportunities
Customer Service Management	Coordinated Execution	Alignment of Logistics Activities	Prioritization of Customers	Knowledge of Customer Operations
Demand Management	Manufacturing Capabilities	Forecasting	Competitors' Initiatives	Competing Programs
Order Fulfillment	Made-to-Order	Network Planning	Role of Logistics in Marketing Mix	Customer Requirements
Manufacturing Flow Management	Production Planning	Prioritization Criteria	Opportunities from Manufacturing Capabilities	Knowledge of Customer Requirements
Product Development & Commercialization	Process Specification	Logistic Requirements	Product Gaps in Market	Customer Opportunities
Returns Management	Re-manufacturing	Reverse Logistic Capabilities	Knowledge of Marketing Programs	Customer Knowledge
Information architecture, Database strategy				

Fig. 2. Food supply chain functional matrix

Source: adapted from [6]

In order to achieve cross-firm integration, management needs to choose the type of relationship that is appropriate for each link in the supply chain. Not all links throughout the supply chain should be closely coordinated and integrated. The most appropriate relationship is the one that best fits the specific set of circumstances. Determining which members of the supply chain deserve management attention is based on the importance to the firm's success. In some companies, management works closely with second-tier members of the supply chain in order to achieve specific supply chain objectives, such as product availability, improved quality, improved product introductions, or reduced overall supply chain costs [7]. For example, the current situation in dairy industry brings a new

trend of consolidation, which is to unite a technological cycle. Thus, the factories that are geographically bordered by raw material bases become the subject to purchase. The desire to have permanent sources of raw materials has prompted many relatively efficient companies to take over local dairies [8]. At the same time, the local dairies themselves turn into simple collection points for raw materials, which are then processed at the parent factory of the holdings.

Also, a tomato ketchup manufacturer may conduct research on tomatoes in order to develop plants that provide larger tomatoes with fewer seeds. Their contracted growers are provided with young plants in order to ensure the quality of the output. Since the growers tend to be small, the manufacturer negotiates contracts

with suppliers of equipment and agricultural chemicals such as fertilizer and pesticides. The farmers are encouraged to purchase materials and machinery using the manufacturer's contract rates [9]. This results in higher quality tomatoes and lower prices without sacrificing the margins and financial strength of the growers.

Marketing and SCM are two fundamental functions primarily responsible for value creation and spanning organizational boundaries [10]. Marketing logistics interface is the epicenter of boundary-spanning activities, as both functions are primary domains through which firms manage their interorganizational relationships and coordinate their upstream and downstream value creation activities throughout their supply chains [11].

Effective integration of the functions is possible only taking into account the peculiarities of the company's business environment [12]. In agriculture, the competencies studied are developing under special conditions of material flow management (MFM) and marketing. The MFM features are as follows:

1) differentiation, i.e., livestock companies use animals as fixed capital, and it often leads to the generation of two or more material flows, which differ significantly from each other in their properties and ways of how they are moved to the final consumer. For instance, two material flows are received from a dairy herd: milk and calves. In-production use is possible for both of them though. Milk is partly used to fatten calves, and calves can act as a resource used to "repair" the main herd. The remaining part of the material flows is eventually sent for processing, but the young animals must first pass the fattening stage. In turn, the forms of transportation and storage of these two flows differ significantly, which requires the participants in the logistics chain to create appropriate opportunities and conditions [13].

2) variability: the material flow at almost any stage can be both the raw material for the logistics chain's next stage and the final product. For example, grain can be used as seeds in production operations, either by the grower itself or at another enterprise, or can it be processed by the flour milling industry. In turn, the flour produced will be a raw material for the baking industry, but can also be sold as a final product;

3) seasonality, e.g., the pronounced seasonality inherent in crop production leads to the need for long-term storage of stocks of both finished products and raw materials (seeds, feed) [14]. So, the duration of storage of vegetables and potatoes can be up to 9 months or more.

4) extensibility: material flows in agribusiness change significantly as they move towards the final consumer. Changes in the material flow

properties lead to changes in the storage requirements (temperature, humidity, light, gas environment, and storage life). This, in turn, makes it necessary to have specialized storages, transport, and selling locations. Most industries are known to produce small number of goods out of larger number of components, i.e., a narrowing of the material flow. In agribusiness, the opposite phenomenon is observed: when moving to the final consumer, the material flow in the assortment expands: a modern meat processing plant produces several hundred types of products from a limited set of raw materials [15].

The agribusiness marketing characteristic traits are determined by the comparable conditions. Positions are related, explaining and sometimes causing each other:

✓ perishable products: most of commodities perish within shorter time and some remain fresh for a little longer;

✓ continuous demand: crops are produced in certain seasons, despite of their necessity to be consumed round the year;

✓ fluctuation in price: since balance cannot be maintained in demand and supply, price remains fluctuating;

✓ power of intermediaries: middlemen buy commodities at low price directly from the farmers at the time of harvest. They keep the collected goods in storage and sell them at high prices creating pressure on both farmers and processors [16];

✓ inelastic demand: any change in price does not affect demand for agricultural products much, since they are of compulsory for daily life;

✓ elastic supply: unlike the demand the supply is affected by price change, e.g., they are directly dependent.

Agricultural marketing tracks and determines the emerging demand, that is, it answers the following questions: what products are needed, where, when, in what quantity and what quality. Logistics provides physical delivery of the required volume of products to the consumer. It is considered as a tool for implementing a marketing strategy. A new type of commodity production tends to reveal unpredictable costs related to physical distribution. Thus, a need for new resources appears [17]. For the supply system of an agricultural enterprise, the same product, but in a different form, is a new assortment unit. It should also be noted that changing the product range does not always lead to an increase in costs. Sometimes it is possible to refine the use of production capacities and labor organization, and thereby save resources.

Agricultural marketing determines the product range produced, which in turn significantly affects the logistics system. The range of

agricultural products itself depends on many factors, but quite often the production takes into account marketing requirements. This leads to the production stage modifications without taking into account the effect of this solution on the cost of physical distribution. The intersections of logistics, marketing and production competences are presented on the fig. 3.

The logistics system operations also affect sales tactics. The logistics managers are oftentimes in charge of distribution channel picking. Cost analysis of logistics processes is often used to find ways to make a particular market space more efficient, but the changes that occur in the

system under the influence of this analysis are of great importance for marketing.

Summing up, it should be noted that cross-functional integration can generate positive impacts with regard to demand management: avoiding delivery delays; increasing customer satisfaction; increasing market share; improving new product development performance; increasing market responsiveness [19, 20]. It can also generate positive impacts on supply management: avoiding delivery delays; reducing trade-offs; and facilitating external integration reaching all of the supply chain [21, 22].

Production	Intersection of competencies	Logistics	Intersection of competencies	Marketing
<ul style="list-style-type: none"> ✓ Production activities <ul style="list-style-type: none"> ✓ Material manipulation ✓ Quality control ✓ Maintenance 	<ul style="list-style-type: none"> ✓ Product planning ✓ Production location • Purchasing 	<ul style="list-style-type: none"> ✓ Transport ✓ Inventory management Warehousing 	<ul style="list-style-type: none"> ✓ Customer service ✓ Packaging ✓ Distribution channels ✓ Information flow 	<ul style="list-style-type: none"> ✓ Promotion ✓ Market research ✓ Product mix ✓ Price

Fig. 3. Intersection of production, logistics and marketing competencies

Source: adapted from [18]

To achieve the goals of integrating marketing and logistics through strategic management mechanisms, it is important to provide a broad view of the problems associated with companies' operations within the supply chain. Doing so is impossible without integrating marketing and logistics information obtained from internal and external environment as a starting point for making further strategic or tactical decisions. From this perspective, it is relevant to adapt the well-known integration system of strategic marketing, which covers: the audit system of strategic marketing, the system of a strategic marketing portfolio creation, the system of strategic changes in marketing, in this case, implementation of key business processes in the food supply chain.

Conclusions. Some of the main strategic guidelines that will help increase the overall level of agribusiness entities' competitiveness can be the development of transport infrastructure, engineering communications, establishing cooperative ties, ensuring proper storage conditions for agricultural products, and wider application of marketing and logistics concepts. In order to provide additional competitive advantages and reduce the overall costs of agricultural companies, it is necessary to ensure the integration of innovative approaches to the design and development of all their functional areas, in particular the concepts of marketing and logistics, into their activities.

Both management concepts define the company's overall strategy in the supply and distribution markets. In this regard, on the one hand, customer satisfaction is achieved through coordinated marketing measures for the product, price, promotion and distribution, offering the customer a logistical time and place of utility. On the other hand, the company's gain of an acceptable profit over a long period of time is determined by reducing overall logistics costs. The strategic dimension of the marketing logistics approach, in which logistics and marketing are defined as the main benchmarks (criteria) of management and interpreted as significant and equivalent areas of management, in our opinion, deserves a more detailed consideration, especially from the point of view of food supply chains determinants. The mechanism of implementing a strategic marketing system in the food supply chains also requires further research. This mechanism is expected to provide synchronization of marketing and logistics strategies regarding their impact on the logistics complementarity of key business processes. The aforementioned system is supposed to base on developing the partnership potential, creating a strategic marketing database and using it to provide continuous customer service quality research, manage demand, costs, and ensure control over the achievement of supply chain success key factors.

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Abstract

Даниленко В. В., Завгородній А. В., Шановалова І. О. Стратегічні орієнтири в менеджменті суб'єктів агробізнесу. Міжфункціональний маркетингово-логістичний ракурс.

Вступ. Найважливішим завданням маркетингової логістики в агробізнесі є створення ефективних ланцюгів постачання сільськогосподарської продукції та управління ними. Для вирішення поставленого завдання потрібно проаналізувати існуючі взаємовідносини між виробниками, суб'єктами сфери обігу і споживачами продуктів і намітити шляхи їх вдосконалення. В умовах активного ринку між учасниками ланцюга поставок об'єктивно народжуються певні протиріччя, які стимулюють розвиток взаємовигідних зв'язків і гальмують процес інтеграції. Вирішення згаданих протиріч можливо тільки правильно визначивши цілі всіх задіяних економічних суб'єктів з урахуванням інтересів і вподобань кінцевих споживачів.

Мета дослідження полягає в тому, щоб з позиції упровадження міжфункціонального маркетингово-логістичного підходу до системи менеджменту суб'єктів агробізнесу визначити пріоритетні питання формулювання цілей з огляду на особливості внутрішнього та зовнішнього середовища діяльності зазначених суб'єктів.

Результати. У даному дослідженні відповідно до поставлених цілей здійснено аналіз внутрішнього та зовнішнього середовищ діяльності суб'єктів агробізнесу з точки зору інтегративного міжфункціонального підходу реалізації ними маркетингових і логістичних компетенцій. Обґрунтовано актуальність питання інтеграції методологічних основ маркетингу і логістики в систему менеджменту сільськогосподарських підприємств. Представлено точки зіткнення логістичних і маркетингових стратегій підприємств, а також їх відношення до загальної стратегії підприємства на вищому рівні прийняття рішень і до відповідних тактичного і операційного рівнів. Проаналізовано зміст основних бізнес-процесів, виконуваних в рамках реалізації логістичних і маркетингових стратегій учасників продовольчого ланцюга постачань. Окремо досліджені умови здійснення управління матеріальними потоками і маркетингом в сільському господарстві. Виявлені можливості спільної реалізації компетенцій двох досліджуваних концепцій, описані переваги такої взаємодії отримувани суб'єктами агробізнесу.

Висновки. В роботі було визначено, що міжфункціональна інтеграція може створювати позитивний вплив як на управління попитом (підвищення задоволеності клієнтів і т.д.), так і на управління поставками (запобігання затримок поставок і т.д.). Обидві концепції управління (маркетинг і логістика) визначають загальну стратегію компанії на ринках поставок і дистрибуції. У зв'язку з цим, з одного боку, задоволеність споживача досягається за рахунок скоординованих маркетингових заходів щодо продукту, ціни, просування і розподілу, які пропонують споживачеві часові і просторові вигоди (в значній мірі підвищення результативності). З іншого боку, отримання компанією прийняттого прибутку протягом тривалого періоду часу визначається зниженням загальних логістичних витрат (в значній мірі підвищення ефективності). Механізм упровадження стратегічної маркетингової системи в ланцюгах постачань продовольства з урахуванням логістичної стратегії вимагає подальшого дослідження.

Ключові слова: стратегічний менеджмент, маркетинг, логістика, агробізнес, бізнес-процеси.

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ОЦІНЮВАННЯ РИЗИКІВ ПРИ ФОРМУВАННІ ПОРТФЕЛЮ ПРОЕКТІВ ІННОВАЦІЙНОГО РОЗВИТКУ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

Тешева Л.В. Оцінювання ризиків при формуванні портфелю проектів інноваційного розвитку сільськогосподарських підприємств.

Вступ. Інноваційний розвиток виступає основною передумовою забезпечення належного рівня конкурентоспроможності продукції та підприємства, інтеграції вітчизняної економіки до світової, сталого розвитку національної економіки. Особливою рисою інноваційних проектів є їх високий рівень ризикованості. Це вирішальним чином впливає на прийняття управлінських рішень щодо їх провадження. Саме тому оцінювання ризиків інноваційних проектів займає особливе місце в галузі економічних досліджень.

Метою статті є формування теоретико-методичних засад оцінювання ризиків при формуванні портфелю проектів інноваційного розвитку сільськогосподарських підприємств.

Результати. Визначено, що одним із ключових аспектів порівняння проектів і портфелів є врахування ризиків. Визначено основні групи ризиків в інноваційних проектах: виробничі ризики, фінансові ризики, кадрові ризики, інформаційні ризики, трансферно-технологічні ризики, зовнішні ризики. Розроблено класифікацію ризиків портфелю агроінноваційних проектів за етапами реалізації. Запропоновано використовувати оцінювання за кількісними методами (статистичний, аналітичний, метод доцільності витрат, нормативний метод) і якісними (аналіз наслідків, аналіз імовірності збитків, експертний метод). Обґрунтовано, що в результаті оцінювання формуються масиви даних для кожного окремого проекту, які включають значення кількісних показників ефектів від провадження агроінновацій, рангові значення за якісними параметрами досягнення вигід, кількісні значення ризиків та інтегральне значення за якісною оцінкою ризиків, визначене з використанням методу нечітких множин. Встановлено, що реалізація розробленого алгоритму дозволяє забезпечити отримання синергетичного ефекту від взаємодії агроінноваційних проектів в процесі забезпечення інноваційного розвитку аграрного сектору економіки України.