

# Інновації в сфері маркетингу, збуту, ціноутворення та логістики

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*HALYNSKA A., PhD, associate professor of the Department of management in the fields of agroindustrial complex Sumy National Agricultural University (Sumy, Ukraine)*  
*KYRYCHOK O., PhD, associate professor of the Department of Labor Economics and Management National University of Food Technologies (Kyiv, Ukraine)*

## MANAGEMENT OF THE COMPLEX OF MARKETING MEASURES FOR UKRAINIAN ENTERPRISES OF AGRICULTURE

*Halynska A., Kyrychok O. Management of the complex of marketing measures for Ukrainian Enterprises of Agriculture.*

The article is devoted to the formation of managerial decisions to ensure the formation of a marketing complex by the companies of the AIC of Ukraine.

The purpose of this article is to identify the peculiarities of forming a complex of marketing by Ukrainian companies in the agroindustrial complex.

The authors describe the results of qualitative research, during which the main directions for further use in the enterprises of the agroindustrial complex of Ukraine were defined: the creation of brands, the establishment of relations with customers, the use of social networks and promotion of sales, the sale of products in the package, as well as the use of defective products in the future production. To achieve this goal, it is necessary to analyze the preliminary research of marketing of agroindustrial complexes both Ukrainian and foreign scientists. Marketing in the agroindustrial complex is denoted by the term «agromarketing». It involves the study, forecasting and implementation of entrepreneurial activities of economic entities in the field of production, processing, storage, transportation and sale of agricultural products with a view to maximizing profits. The introduction of marketing innovations in the agroindustrial complex makes the enterprise more diversified, providing it with an additional competitive advantage.

In addition to innovations related to production and organizational processes, for the enterprise of agrarian and industrial complex it is important to consistently form its own brand. Thanks to the brand with well-defined values and harmonious communication channels with the consumer, the company creates additional value for itself and for its product, it strengthens consumer loyalty and the relevance of products. The limitation of this study is the chosen method – the study of one company leads to the impossibility of generalizing the conclusions drawn. The selected company operates on a special market in special conditions, which differ considerably from other sectors of the Ukrainian market.

**Key words:** management, brand, production, marketing measures, enterprise, agromarketing, agroindustrial complex (AIC).

**Introduction.** The agro-industrial complex (AIC) is one of the sectors of the economy that promotes the development of many countries. According to foreign experience, the long-term success of agricultural enterprises is based on the active use of marketing and the introduction of modern marketing elements is a common practice of increasing the competitiveness of agrarian business [1, p.1-13; 2, p.113-120; 3, p. 85-94].

**Formulation of the problem.** The purpose of this article is to identify the peculiarities of forming a complex of marketing by Ukrainian companies in the agroindustrial complex.

To achieve this goal, it is necessary to analyze the preliminary research of marketing of agroindustrial complexes both Ukrainian and foreign scientists.

This article has the following structure: the first part covers the theoretical approaches to organizing a marketing complex by the

agribusiness companies. The following is a methodology for empirical research and its main results. The final part of the article includes recommendations for Ukrainian companies, discussion of the results, as well as assessment of limitations and opportunities for future research.

**Presentation of the goals of the article.** Marketing in the agroindustrial complex is denoted by the term «agromarketing». It involves the study, forecasting and implementation of entrepreneurial activities of economic entities in the field of production, processing, storage, transportation and sale of agricultural products with a view to maximizing profits. Despite the existence of a separate term, marketing complex for an agro-industrial enterprise is developed on the basis of the widespread model of «4P» McCarthy: Product Policy, Price Pricing (Price), Sales Policy (Place), Communication Policy (Promotion).

Marketing of agribusiness companies differs from marketing approaches used in other markets. This is due to the special features of agriculture [4].

1. Seasonality. Harvest in agriculture is often harvested one, at least twice a year. The main task of marketing an agricultural enterprise is to sell a product that has not yet been produced. In this situation, the marketing department needs to gather the necessary information about the forecast of the volume of the crop and create a demand model. Depending on the seasonality of agricultural products, the instruments for promoting the product on the market are determined.

2. Feature of the product. Agricultural products require careful treatment due to their qualitative characteristics: they need special storage, transportation and packaging requirements. Accordingly, the manufacturer cannot «hold» the goods to the safe side and are forced to sell them at reduced prices or dispose of.

3. Dependence on external factors. Natural conditions, quality of land, the condition of agricultural equipment and personnel at the agroindustrial complexes have a strong influence on the production process, because the quality and range of agricultural products directly depend on these characteristics.

4. State intervention. In the market of agricultural products, marketing often works not only with commercial goods, but with products of basic necessity (bread, milk, meat), in connection with which the pricing policy in agricultural enterprises is not only built on the rules of the market, but also is under the control of the state. The state monitors the price level and has the right to force the company to lower them.

But all this affects the functioning of the company's agribusiness, and therefore the marketing complex is developed taking into account these features. Let's consider in detail each component of the 4P model.

1. Commodity policy. Package plays a special role in the production sector of perishable agricultural products. In the segment of products with a short shelf life, packaging must have, in addition to convenience, attractiveness, and also qualitative characteristics, that is, to ensure long-term product safety and its suitability for use. Packing should help ensure that the product does not fight, not be wrinkled and lose its properties, and must be suitable for cooking in it or for use in food immediately after purchase.

2. Pricing (Price). Prices for domestic agricultural companies are subject to many parameters, but they differentiate depending on which market the enterprise relates to. As the main

most common characteristics, one can distinguish:

- costs for materials, that is, the purchase of seeds used for the production of vegetables;
- labor costs;
- expenses on social welfare payments;
- Mineral fertilizer and additives costs.

3. Sales channels (Place). There are two main sales channels: wholesale and retail. The wholesale distribution channel for agroindustrial products has the following structure: in large cities there are vegetable bases where vegetables are imported from producers. Bases are replenished depending on the demand for vegetables. As a rule, in Ukraine one of the main places of sale of vegetable products is the fruit and vegetable bases. The positive moment of delivery in this case is that it is possible to ship a large number of products in one point (on a base), saving on logistics.

Retail sales channels have pluses and minuses. The main disadvantages include the fact that purchasing prices for vegetable growers establishes a trading network and, as a rule, are minimal to provide a higher margin. The plus is that for producers, a large marginality is achievable precisely because of the retail sales channels of vegetables.

I would like to note that most of the major Ukrainian agribusinesses sell and market their products using their own branded retailers, which sell the entire range of products. In these outlets, they sell both their products and third-party goods.

4. Communication Policy (Promotion). In this area, marketing in the agroindustrial complex is poorly developed - it is connected with the confidence of producers that products produced in agricultural production do not require advertising because they relate to basic necessities (meat and milk, grain products) In fact, proper promotion and positioning can increase and stimulate sales.

To establish communication activities of the agroindustrial complex can, by participating in agricultural exhibitions, fairs, auctions, etc. An important point is the ability to negotiate, to correctly build the sales process and contact with consumers. All this affects the loyalty of buyers to a specific manufacturer and its brand.

One of the main tools for promoting the product on the market - advertising. Most large producers of the agroindustrial complex intensively use advertising, mainly television video clips. Typically, this kind of communication is aimed at communicating the competitive advantages of the company's products to

consumers or on the demonstration of the production process.

It is worth highlighting public relations as an important trend in the marketing strategy of agricultural enterprises. Public relations help producers to establish communication, make the brand more familiar and provide new customers. In addition, it is the public relations that promotes more intensive development of network relations in the agribusiness.

However, to date limited to the directions outlined in the concept of «4P», in developing a marketing strategy is not enough. An important basis for the marketing complex for the enterprise in the current market conditions is customer orientation. This approach suggests that high long-term results of the company's performance are achieved if the producer maximizes the needs and demands of the consumer and implements relevant innovations in the production of products, therefore it is necessary to highlight two important phenomena: marketing innovations and customer orientation. These topics are interrelated, since client-oriented companies are characterized by more active implementation of marketing innovations, and one of the prerequisites for innovation activity in marketing is the emphasis on high quality and market changes.

Client orientation is an important basis for the marketing complex for the company in the current market conditions, because it allows you to receive feedback from consumers. In the AIC, it enables them to produce goods tailored to their customers' wishes, as well as increase the competitiveness of the company, which pays attention to the development of a communications channel with consumers. Ultimately, the rapid and flexible production of goods in accordance with the needs of customers contributes to increased sales and improved sales volumes.

As for marketing innovations, there is a direct relationship between the innovation activity of domestic agribusiness enterprises and their competitiveness and investment attractiveness. Also, the relationship between the level of innovation in the agroindustrial complex and marketing – the introduction of one will promote the development of another [5, p.295-299].

Marketing innovations in the agroindustrial complex are related to product packaging, sales and product innovation innovations, as well as the introduction of new sales channels and the development of existing ones.

The introduction of marketing innovations in the agroindustrial complex makes the enterprise more diversified, providing it with an additional competitive advantage.

In addition to innovations related to production and organizational processes, for the enterprise of agrarian and industrial complex it is important to consistently form its own brand. Thanks to the brand with well-defined values and harmonious communication channels with the consumer, the company creates additional value for itself and for its product, it strengthens consumer loyalty and the relevance of products. Only in this case, one can achieve a situation where the consumer sees on the store shelves a familiar brand and automatically chooses in his favor, without considering alternatives [6, p.146-162].

Thus, in conditions of severe competition, especially with foreign commodity producers, in a situation where prices for agricultural products are extremely low, and in view of the possibility of adverse weather conditions, solving problems of Ukrainian branches of agroindustrial complex can contribute to the introduction of marketing. The «4P» McCarthy model serves as a good basis for planning and marketing activities. However, when developing a marketing strategy, a modern approach is important, including relying on the concept of customer orientation and more active implementation of marketing innovations.

Having studied the work at some enterprises of the agroindustrial complex of Ukraine, the authors discovered that commodity producers are today focusing on product policy, focusing on innovation in the production of products and leaving the issue of marketing in the background. Undoubtedly, commodity producers also use innovations in the field of marketing, but crucially important for them to become the formation of brand value for the end consumer, while the strategic goals and objectives of the formation of the marketing complex will apply to all major areas such as production, personnel, product, price, channels sales and communications.

By comparing the results of an empirical study with specific features of AIC products (limited storage life, non-volatility of quality, defined storage and transportation conditions), some perspective directions of development of the marketing complex in this area can be distinguished.

1. Active use of various channels and promotion tools. If sales are not made on time, then products will be damaged, which will negatively affect the company's financial results. That is why the promotion and promotion of sales in the market of perishable products are of great importance, and a well-formed strategy of promotion will ensure the growth of sales and revenue. It is necessary to actively support sales through promotional materials, promotions and annual

specialized fairs. It is especially important to establish feedback with consumers, as it helps to obtain important additional information on the volume and frequency of the use of certain products, as well as, for example, that the buyers would like to use in complex (cucumbers and tomatoes in one package and others combinations).

2. The implementation of packaged products. Packing a product is an important factor that affects sales. The sale of vegetables in packaging is much more profitable for the manufacturer, because it is the packaging that allows you to increase the added value of the product and, consequently, marginality. In addition, in retail chains consumers are willing to buy vegetables and fruits in packages (for several pieces) – if earlier vegetables were sold only for weight, then the trend is changing now. This is due to the fact that buying vegetables in packages is more convenient for a number of reasons: first, they do not fight and do not lose shape, and secondly, the consumer can choose a package with the required amount of vegetables, so that it does not turn out that half will not be used and spoiled. In addition, the sale of combinations of different vegetables in a single package meets the obvious approval from consumers.

3. Use of defective products in future production. When creating AIC products there is a shortage, as in any other type of production. However, the lack of agro-industrial production is a specific result, which may have the following characteristics: deformation, unripened vegetables, sub-optimal taste, color, etc.

It is unacceptable to carry losses, throwing out products with good taste, only because of non-standard forms, while on such products you can make good money, turning them into another. For example, it is possible to organize production on the processing of irregularly shaped vegetables into products derived from vegetables (canned food, frozen semi-finished products, baby food, cosmetics, seeds, etc.). Vegetable processing is one of the most important marketing areas that will allow the company to reduce costs.

Many foreign authors emphasize that there is currently a major restructuring of the world agribusiness, since intra-corporate transnational corporations, reflexive consumption, retail network standards and modern managerial approaches play an important role [7]. All this increases the importance of using marketing tools for companies in the agro-industrial complex.

However, at the Ukrainian agroindustrial complexes, the modern marketing approach has not yet been adequately developed, and this fact affects most aspects of the activities of agribusiness companies [5, p. 295-299]. Currently domestic companies in some sectors of the agroindustrial complex are less competitive compared with foreign enterprises. Agriculture of Ukraine for a long time remained without due attention of the state and necessary investments, without sufficient personnel recruitment. Therefore, for many enterprises of agrarian and industrial complex there is a characteristic lag from the point of view of approaches to management, including introduction of modern marketing practices. There is a logical question about the development of marketing, capable of raising the competitiveness of domestic enterprises agribusiness [8, p. 97-103; 9].

**Conclusions and perspectives of further research.** The purpose of this article was to identify the features of the marketing complex at the enterprises of the agroindustrial complex of Ukraine. Despite the fact that as a method of study the case study of one company was used, its results contribute to the development of the study of marketing approaches in the Ukrainian agroindustrial complex and may be useful to representatives of enterprises of the agro-industrial complex.

Based on these results, a number of recommendations can be formulated for company's agribusiness. In our opinion, it is advisable to focus on the following aspects of marketing activity in the agroindustrial complex:

- creation of own brands;
- building relationships with clients;
- sales of packaged products;
- active sales promotion;
- use of social networking opportunities;
- search for ways to use defective products in future production.

The limitation of this study is the chosen method – the study of one company leads to the impossibility of generalizing the conclusions drawn. The selected company operates on a special market in special conditions, which differ considerably from other sectors of the Ukrainian market.

As a driving force for future research, a more in-depth study of the marketing complex of agribusiness companies with a larger number of cases, as well as conducting large-scale qualitative research of a certain type, for example, an interview with representatives of small and medium enterprises of the agro-industrial complex.

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Анотація.

**Галинська А. В., Киричок О. В.** *Управління комплексом маркетингових заходів для українських підприємств сільського господарства.*

Стаття присвячена формуванню управлінських рішень для забезпечення формування маркетингового комплексу компаніями АПК України.

**Мета** цієї статті – виявити особливості формування комплексу маркетингу українськими компаніями в агропромисловому комплексі.

Автори описують результати якісного дослідження, в ході якого були визначені основні напрямки подальшого використання на підприємствах АПК України: створення брендів, встановлення відносин із замовниками, використання соціальних мереж та стимулювання продажів, продаж продукції в упаковці, а також використання бракованої продукції в майбутньому виробництві. Для досягнення цієї мети необхідно проаналізувати попереднє дослідження маркетингу агропромислових комплексів як українських, так і зарубіжних вчених. Маркетинг в агропромисловому комплексі позначається терміном «аеромаркетинг». Він передбачає вивчення, прогнозування та здійснення підприємницької діяльності суб'єктів господарювання у сфері виробництва, переробки, зберігання, транспортування та реалізації сільськогосподарської продукції з метою отримання максимального прибутку. Впровадження маркетингових нововведень в агропромисловий комплекс робить підприємство більш диверсифікованим, надаючи йому додаткову конкурентну перевагу.

Крім нововведень, пов'язаних з виробничими та організаційними процесами, для підприємства аграрно-промислового комплексу важливо послідовно формувати власний бренд. Завдяки бренду з чітко визначеними цінностями та гармонійними каналами комунікації зі споживачем компанія створює додаткову цінність для себе та свого продукту, зміцнює лояльність споживачів та актуальність продукції. Обмеженням цього дослідження є обраний метод – вивчення однієї компанії призводить до неможливості узагальнити зроблені висновки. Вибрана компанія працює на спеціальному ринку в особливих умовах, які значно відрізняються від інших секторів українського ринку.

**Ключові слова:** менеджмент, бренд, продукція, заходи маркетингу, агромаркетинг, агропромисловий комплекс (АПК).

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*Ларіна Тетяна Федорівна, доктор економічних наук, доцент, завідувач кафедри агрологістики і управління ланцюгами постачань, Литвинов Анатолій Іванович, доктор економічних наук, доцент, професор кафедри агрологістики і управління ланцюгами постачань, Потішняк Олена Миколаївна, доктор економічних наук, доцент, професор кафедри організації виробництва, бізнесу та менеджменту, Харківський національний технічний університет сільського господарства імені Петра Василенка (м. Харків, Україна)*

## КОНТРЕЙЛЕРНІ ПЕРЕВЕЗЕННЯ ЯК ЕЛЕМЕНТ ЛАНЦЮГА ПОСТАЧАЊ АГРАРНОЇ ПРОДУКЦІЇ НА СВІТОВИЙ РИНОК

*Ларіна Т. Ф., Литвинов А. І., Потішняк О. М. Контрейлерні перевезення як елемент ланцюга постачань аграрної продукції на світовий ринок.*

**Метою** представлено дослідження є аналіз перспектив контрейлерних перевезень у підвищенні ефективності організації ланцюгів постачань аграрної продукції на світовий ринок. Україна характеризується високим рівнем логістичної складової в перевезеннях сільськогосподарської продукції, що актуалізує питання керованих трансформацій в зазначеній сфері.

**Результати.** Проаналізовано аргументи та контраргументи щодо життєздатності стратегії використання контрейлерних перевезень у практиці побудови ланцюга постачань в розрізі аграрного ринку. В основу формування авторського бачення покладено критерій економічної доцільності. Приділено увагу потенційним можливостям контрейлерних перевезень у пом'якшенні ситуації в організації ланцюгів постачань аграрної продукції за рахунок: зменшення потреб в потужностях для зберігання, розширення кола суб'єктів експорту, згладження ситуації з нестачею вагонів-хоперів. При цьому, реальна актуалізація механізму контрейлерних перевезень пов'язується зі зміною структури українського агроекспорту, в переході від практики сировинного придатку до стратегії створення виробничих ланцюгів з високою доданою вартістю. Зазначається, що ключовою особливістю агрологістики є об'єктивна потреба у формуванні вузькоспеціалізованих сегментів в її межах. Кожна група з широкою номенклатури сільськогосподарської продукції потребує індивідуального не уніфікованого підходу в логістичному забезпеченні інтермодальних перевезень. Контрейлерні перевезення визнано перспективним напрямком розвитку ринку логістичних послуг в Україні. Однак, їх імплементація в практику організації ланцюгів постачань аграрної продукції має об'єктивні обмеження. Сегмент товарної групи АПВ, де використання контрейлерних перевезень є економічно доцільним включає елітні види сільськогосподарської продукції високої вартості, з невеликим середнім розміром експортної партії, а також продукцію агропромислового комплексу з високою доданою вартістю.

**Ключові слова:** світовий ринок, контрейлерні перевезення, ланцюги постачань, міжнародна логістика, аграрна продукція, експорт.

**Постановка проблеми.** Транспортна логістика є одним з ключових критеріїв в оцінці логістичної ефективності країни.

Остання розраховується на основі індексу Logistics Performance Index. Мініміальні оцінки для України отримали такі складові: