

**STRATEGIC MARKETING MANAGEMENT IN THE CONTEXT OF  
BUSINESS PROCESS REENGINEERING**

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In order to achieve success and ensure the stable competitive development of agribusiness entities, it is necessary to implement a system for monitoring the dynamics of the influence of external environmental factors and implement response scenarios by making strategic changes. In addition to high variability, the external environment is characterized by instability, which requires taking into account possible risks and introducing methods of managing them into the current activities of subjects (in particular, functioning in conditions of uncertainty). To solve the mentioned problems, it is necessary to develop methodological principles, mechanisms and methodological support for the development and implementation of strategic changes to increase the efficiency of the use of potential and to ensure the competitive development of

domestic agribusiness and protection from the adverse consequences of negative risks. In order to ensure the leveling of the impact of the identified negative factors, it is necessary to develop reengineering models through competitive strategies, as well as scenarios for the implementation of strategic changes for agribusiness entities depending on the operating conditions, which involves the use of tools of marketing activities, and the combination with strategic management will give the greatest positive result of protection from negative consequences. An algorithm for monitoring activity risks for agribusiness subjects is also proposed, using modern software to implement methods of economic-mathematical modeling and to determine the statistical significance of expert assessments. In parallel, express methods of risk assessment will be developed, which are aimed at reducing the time of collecting information about the state of the external environment for making appropriate management decisions with the aim of full or partial reengineering of the business models of agribusiness entities.

The current state of development of domestic agribusiness entities is characterized by a steady tendency to increase production capacity, diversify production, search for new forms and methods of management and production alternatives in the conditions of sustainable development of the agrarian sphere. Problems for domestic agribusiness entities are incomplete use of the available potential when entering the market and a high level of turbulence in the external environment. The importance of this topic lies in paying special attention to certain, most relevant today, directions in the field of agricultural production. Ecological and organic are singled out as the best and most promising production alternatives for agribusiness, which will not only provide for public needs, but also serve as a reserve for economic growth. The mainly "raw" market share of agri-food products for agribusiness entities, the unfilled capacity of the organic products market and the existing potential for the development of ecological production in Ukraine create all the necessary conditions for increasing the level of competitiveness of domestic producers. Today, the volume of demand for ecologically clean products in a number of countries of the world significantly exceeds the volume of supply, which is also

promising for domestic agricultural enterprises. There are a number of problems, the solution of which lies in the plane of reengineering of strategic management models, which is possible under the condition of the simultaneous introduction of strategic changes and a risk management system, which necessitates the development of methodological tools and practical recommendations. The formation, implementation and implementation of marketing strategies, the formation of the concept of managing strategic changes and risks, which take into account the peculiarities of the functioning of agribusiness entities, will allow them to develop and implement the latest mechanisms of strategic management, which contributes to increasing the competitiveness and efficiency of their activities.

The purpose of the study is to develop a methodological basis, methodological support and practical recommendations for agribusiness subjects regarding the planning and implementation of strategic changes to ensure the reengineering of competitive development models. Research task: to propose a methodological basis for reengineering through strategic management and strategic change management for agribusiness entities; develop a classification of strategic changes; summarize the external and internal factors that provoke the need for strategic changes for the enterprises under study; develop scenarios of reaction to the influence of factors of the external and internal environment in the context of the implementation of strategic changes at enterprises; to develop a mechanism for ensuring compliance of enterprises with the requirements of the competitive environment by forming dynamic capabilities and competencies; to propose a methodology for the formation of a competitive strategy for the development of enterprises; justify the process of involving marketing tools to increase the level of compliance of the enterprise with the requirements of the external environment, increase its resistance to the occurrence of adverse risks due to the formation of dynamic abilities and competences of personnel through the implementation of strategic changes; improve the procedure of reengineering business models to ensure the creation of unique competitive advantages within the framework of developing competitive strategies; to improve the methodological and methodical

toolkit of risk management as a component of the methodological basis of strategic change management for agribusiness entities.

Increasing the competitiveness of agricultural enterprises, under the modern conditions of their functioning on object markets, is one of the most difficult and promising areas of research, which is primarily caused by the peculiarities of their production, sales and marketing activities. It should be noted that the main problems of implementing effective marketing activities of agricultural producers are not only commercial, but also industrial in nature. Therefore, the adaptation of the existing theoretical provisions and the identification of the main components with further use as a comprehensive strategy is an urgent task of conducting research in this direction.

There is a wide range of marketing strategies of market competition already defined in the theory, which can be combined into a system of competitive strategies of enterprises and considered as a set of strategies aimed at adapting enterprises to changes in the conditions of competition and strengthening its long-term competitive position on the market. In particular, a block of strategies for the formation of competitive advantages (cost control strategies, differentiation strategies and focusing strategies), a block of strategies for ensuring the competitiveness of enterprises (product-market and resource-market strategies, technological strategy, social strategy, financial and investment strategies, organizational and managerial strategies, etc.), a block of strategies for the competitive behavior of enterprises in selected target markets (offensive, defensive and cooperative strategies). However, in our opinion, their adaptation to the activities of agricultural enterprises in full is not possible due to the specifics of the industry.

In theory, the system of competitive marketing strategies of enterprises should include strategies for the formation of competitive advantages, strategies for ensuring the competitiveness of enterprises, and strategies for their competitive behavior. At the same time, it should be noted that the main feature of the formation of these strategies for the conditions of activity of agricultural enterprises is the impossibility of their rapid and complete implementation due to a number of organizational, economic and managerial factors.

In particular, with regard to the problems of the organizational part, the primary strategy of enterprises is to fully ensure the use of already existing production capacities of enterprises. In agricultural production, a technical and technological base has been formed for years, the updating of which is not possible due to the factor of rapid response to changes in the market environment. That is, such a strategy for the formation of competitive advantages as a differentiation strategy, and the main production strategies for ensuring the competitiveness of enterprises - product-market, resource-market and technological strategy - in most cases will not be able to be updated or even applied to agricultural enterprises in the short term. It should also be noted that the main negative factor in increasing competitiveness for agricultural enterprises is time, therefore, it is the quick response to the market situation that is one of the most important and difficult tasks set before them.

By adapting marketing strategies for gaining competitive advantages in business processes or the so-called general strategies of competition, the essence of which is revealed through the matrix according to M. Porter's canonical approach, to the conditions of the functioning of enterprises, the following conclusions can be drawn.

The strategy of "leading on the basis of reducing costs (prices)" is based on the optimization of all parts of the production and management system: production capacities; the level of costs for raw materials, materials, energy carriers; labor productivity, i.e. oriented to a high level of production efficiency indicators. On the other hand, this strategy can contribute to the reduction of other parameters of competitiveness: the quality of manufacturing of individual parts, the corresponding level of service, etc.

The competitive advantages of low costs are especially important in cases where:

- price competition prevails on the market;
- products have a high level of standardization;
- the costs of buyers for the transition to consumption of products of competing enterprises are insignificant.

The strategy of differentiation involves the use of elements of uniqueness in the production and sale of products that have value for consumers. This added value, which

the products of competing enterprises do not have, allows the producer to receive a premium, which is the difference between the price assigned by the producer and the average price in the industry. The success of a competitive differentiation strategy requires a match between the needs for differentiation that consumers have and the company's ability to provide that differentiation.

The strategy of differentiation creates favorable conditions for interaction with all five elements of the intermediate environment of the organization and, under the condition of effective implementation, allows obtaining higher profits than the strategy of controlling costs.

A market analysis of the differentiation potential for each type of product is necessary, which takes into account the readiness of consumers for differentiation, and also allows determining the most promising directions of positioning

A focusing strategy is a deeper differentiation of the products produced by the enterprise, or the achievement of lower costs in the conditions of operation in the selected segment. Sometimes both sides of this strategy are implemented simultaneously.

For agricultural enterprises, the focusing strategy is a set of decisions regarding the list of target segments on which it will work, and the method of positioning the company's goods in each of the target segments. In general, the process of developing a focusing strategy for enterprises consists of five stages.

1. Determining the expediency of the company's application of the focusing strategy.
2. Market segmentation.
3. Selection of target segments.
4. Positioning of the product on the market.
5. Specifying the focus strategy by developing a marketing mix for each target segment

The basis for selection of segments is a preliminary analysis of the market environment and the results of research on consumer motivations. For such a study, the

following technologies for studying the motives of potential consumers can be used, selected taking into account the specifics of the industry (agricultural production):

1. Survey. It is carried out by marketing specialists who conduct interviews with potential consumers (processing enterprises, etc.) in an arbitrary manner. The interview begins with general problems and gradually narrows to the research object.

2. The "third person" test. It consists in the fact that the participant of the experiment is invited to comment on the point of view of another person regarding the object of research.

Segments obtained in the process of segmentation may be of different interest to the enterprise. When deciding on the number of segments that the company will cover with its activities, three alternatives are possible:

a) the market is considered as a whole as one large segment, i.e. it is not segmented at all;

b) the company's activity is concentrated on all market segments and a marketing complex is developed for each;

c) one or more segments significant in terms of their potential are selected from the entire population.

The approach to the classification of competitive strategies proposed by M. Porter was later subject to repeated additions and modifications. One of these modifications provides for the allocation of not three, but five basic strategies of competition:

- cost leadership strategy;
- strategy of wide differentiation;
- optimal cost strategy;
- focused strategy based on low costs;
- a focused strategy based on product differentiation.

According to this point of view, the basic competitive strategy is the basis of the company's competitive behavior on the market and describes the scheme of securing advantages over competitors and forms the company's management strategy. There are five basic competition strategies:

- cost reduction strategy – focused on the mass production of standard products, which is more efficient and requires lower specific costs than the production of small batches of heterogeneous products. The incentive for its use is significant savings on the scale of production and the attraction of a large number of consumers for whom price is a determining factor when purchasing;

- the strategy of product differentiation - is based on specialization in the production of special products, which is a modification of an already existing one;

- market segmentation strategy - aimed at providing advantages over competitors in a separate and often single market segment, which is distinguished on the basis of geographic, psychographic, behavioral, demographic or other principles of segmentation;

- innovation implementation strategy - manufacturers do not bind themselves with the need to reduce the cost of manufactured products, differentiate them, etc. The main goal is to overtake competitors and single-handedly occupy a market niche where competition is insignificant;

- the strategy of immediate response to market needs - aims to meet emerging needs in various areas of business as quickly as possible. The main principle of behavior is the selection and implementation of the most profitable projects in the current market conditions.

The above types of competitive strategies are not mutually exclusive, but complement each other. The following sequence of developing and implementing a system of competitive strategies is the most logical:

1. Determination of an acceptable strategy for the formation of competitive advantages.

2. Development of a strategy for ensuring the competitiveness of the enterprise, which specifies long-term action programs for all functional areas of its activity. The implementation of the specified action programs should ensure the formation of relevant competitive advantages.

3. The use of different types of strategies of competitive behavior, depending on the market situation and taking into account the strategies for the formation of



competitive advantages and the strategy for ensuring the competitiveness of the enterprise determined at the previous stages.

4. Implementation of a system of competitive strategies, which should be accompanied by a systematic assessment and analysis of results, identification of deviations from target guidelines and a quick reaction to unforeseeable external and internal changes.

According to M. Porter, the development of a competition strategy is largely determined by a clear formulation of what the business will be, what its goals should be and what policies are necessary to achieve them [6].

Stages of development and implementation of competitive strategies:

1. Setting the goal. The development and establishment of short-term, medium-term and long-term goals of the enterprise is the foundation for choosing a competitive strategy. Depending on the circumstances, some firms strategically aim their actions at eliminating competitors, others - at separating from them, others - at getting closer to them, and the fourth - at giving them positions (self-elimination) on favorable terms. Since all business entities differ among themselves in terms of the type of behavior and implementation of goals, each enterprise, striving for the optimum competitive position, has to influence rivals in its own way, imposing its interests on them, and at the same time oppose them, defending these interests from encroachments from the outside.

2. Analysis of the external environment. It is a process of monitoring the organizational environment, which is identified with real and future threats and favorable opportunities that may affect the ability of the firm to achieve its goal. The purpose of the analysis: to ensure a timely management response to external and internal impulses to achieve the enterprise's goal.

3. Study of the internal environment of the enterprise. The purpose of the study is to identify internal variables of the organization that can be considered as its strengths (weaknesses), assess their importance, establish which of these variables can become the basis of competitive advantages. Principles of analysis: the principle of comprehensive analysis of all subsystems that make up and elements of the enterprise;

the organization is considered as a complex system operating in an environment of open systems and consisting, in turn, of a number of subsystems; indicators should be evaluated dynamically, as well as compared to similar indicators of competing enterprises; the principle of taking into account the industry and regional specifics of the enterprise. The analysis of the internal environment includes the study of two areas of the organization: macro-environment (the internal environment of the entire enterprise is studied (comparison of the firm's resources and the efficiency of their use with other organizations of the industry (region) to choose the optimal competitive development - analysis of the organization's competitiveness); micro-environment (the internal environment is studied only for a specific strategic area of management: research of enterprise resources, evaluation of the effectiveness of production and sales activities of the organization, determination of strategic competitive potential of enterprises).

4. Determination of the strategic goal and setting of tasks. Determination, based on a comprehensive analysis of the external and internal environment, limitations in the enterprise's activities, threats and opportunities for it from the external environment, prospects for the company's development, formation of strategic alternatives for achieving the goal.

5. Analysis of strategic alternatives and strategy selection. First, the entire set of alternative development options is considered, from which those that will ensure the achievement of the intended goal to a greater extent, can be implemented within the resource capabilities, and satisfy the system of accepted performance criteria are selected. The process of choosing strategic alternatives can be based on the strategic positioning of the organization, strategic business areas, individual products, using matrix analysis tools. Groups of criteria for choosing alternatives: response to opportunities / threats of the external environment; obtaining competitive advantages; compliance with the goals of the enterprise; feasibility of the strategy; consideration of relationships with other strategies of the enterprise (strategies of different levels). The most common method of assessing the probable economic effect of each alternative on

the future of the enterprise is the development of scenarios in which three options for the development of events are provided: optimistic, pessimistic and the most probable.

6. Planning the implementation of the strategy. Includes: development of a detailed plan for implementing the chosen strategy into reality, indicating the terms of phased implementation and expected results.

7. Implementation of strategic decisions. It is carried out in two directions: using administrative levers (tactics, policies, procedures and rules); with the help of economic levers, by forming a budget, applying a system of indicators and managing by goals. Stages of the strategy implementation process: preparation of information used at all stages of strategy implementation; planning, programming, budgeting of approved decisions; actual execution of decisions; All strategic decisions must be brought to specific executors in the form of approved plans, orders, orders and other organizational documents, that is, managerial decisions must be transformed into organizational ones.

The strategy for ensuring the marketing activity of the enterprise is a comprehensive strategy that includes long-term action programs for all business processes aimed at forming the appropriate level of competitive potential and competitiveness. Adaptation of the existing theoretical provisions to the conditions of production and economic activity of agrarian enterprises makes it possible to highlight the main components, as well as to propose a comprehensive system of ensuring their development.

The components of ensuring the competitiveness of agricultural enterprises are the use of the following marketing strategies, either individually or as a system: product and market strategy, resource and market strategy, technological strategy, integration strategy, investment and financial strategy, social strategy, management strategy, etc.

The process of forming a competitive strategy should be complex in nature. However, the proposed model should not be considered universal, since in each real situation it is necessary to rely on the existing circumstances. Each stage has an independent meaning and requires the use of specific, from the point of view of development and implementation of competitive strategies, procedures and methods.

In the process of developing a system of competitive strategies, it is possible to use numerous tools:

- "Product-market" matrix, BKG matrix, "Market attractiveness - advantages in competition" model;
- analysis of the intensity of competition on the market, the degree of its monopolization, the market share of competitors, the rates of its growth, etc.;
- analysis of the structure of the strategic potential, possibilities of expansion of the company's resources, features of the industry, SWOT analysis, etc.;
- analysis of the market environment and competitors, analysis of industry dynamics, consumer analysis, segmentation and overall assessment, etc.

As a result of the work, a methodological basis for managing strategic changes will be proposed, developed directly for agribusiness subjects in various production directions, taking into account cooperative relations between sub-sectors of this sector, on the basis of which the best strategies for competitive development are substantiated. For the first time, scenarios of the reaction of agribusiness subjects, as appropriate types of strategic changes, to the influence of external and internal environmental factors will be proposed, taking into account the quantitative forecasting of the dynamics of the influence of these factors. A mechanism will be developed to redistribute the available resources of agribusiness entities to create growth potential, which includes a set of levers and methods to ensure the competitiveness of ecological and organic production in the future. The risk management toolkit will be improved, as a set of means of implementing the methodological basis of strategic change management. The procedure for the formation of dynamic capabilities and competencies of marketing activity will be further developed, which, unlike the existing ones, provides for the implementation of the mechanism of strategic changes, which is based on taking into account the conditions of functioning of the subjects of the agribusiness sphere and the level of their potential.

The proposed methodical approach to assessing the level of potential of agribusiness entities, changing the configuration of the internal environment of the enterprise, as well as the mechanism of redistribution of resources to create growth potential will make it possible to identify unused internal reserves of the enterprise to activate the processes of their use in current activities with the involvement of

marketing tools, which will contribute to the increase market share, growth in sales of ecological and organic products. On a national scale, this will strengthen the country's food security and improve Ukraine's image on the world market.

The reengineering of management strategies and the development of scenarios for the development of marketing activities for agribusiness entities will allow a tangible breakthrough in their activities, which will allow them to take their rightful place among the global producers of agro-food products, increase sales volumes and change its structure in the direction of increasing the role of final consumption goods with high share of added value.

Taking into account the high diversity of activities of agribusiness subjects, the obtained scientific results, which have significant methodological and methodical importance, will be useful for primary production industries - directly for agriculture, for processing and storage of finished products, as well as for food market participants, especially in the segment of ecological and organic products. As part of further research, the results that are planned to be obtained may be useful for the subjects of the specified industries and spheres.

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