

2.9. STRATEGIC MANAGEMENT OF ENTERPRISE MARKETING ACTIVITIES BASED ON SWOT-ANALYSIS

It is known that the results of the analysis of production and marketing opportunities allow us to assess the suitability of the enterprise to market demands, on the basis of which programs are developed for the enterprise and its behavior in the market, decisions are made on the choice of target markets and the details of marketing policy components. The necessary components of such analysis should be an assessment of the financial condition of the enterprise, its organizational structure of management, in general, and the structure of marketing divisions, in particular, production capacity and material and technical base, personnel potential, product range and competitiveness of manufactured products, production costs, sales and promotion system. goods to market, information infrastructure and more.

Based on the analysis of these factors and taking into account the results of the environmental study, it is possible to assess the state of the enterprise, ie to determine the effectiveness of the current strategy, strengths and weaknesses, opportunities and threats of business enterprise, competitiveness of prices and costs, strategic, tactical and operational problems. You can determine these aspects of the current activity of the enterprise by resorting to the use of certain analytical tools: SWOT - analysis, cost analysis, analysis of the value chain, the assessment of competitive position. To date, in an unstable system of producer-level marketing information, it is most appropriate to use these methods, the most effective of which, in our opinion, is SWOT analysis.

A SWOT analysis is an assessment of an enterprise's internal environment (strengths and weaknesses): as well as external opportunities and threats. Potential strengths of the enterprise can be attributed to the availability of financial resources necessary to achieve the goals; good reputation among consumers; well-designed functional strategies; low costs; availability of a developed material and technical base; perfect management and more. Potential weaknesses include: lack of clear strategy; outdated production facilities; imperfect management; poorly organized distribution system; narrow nomenclature of manufactured products.

After identifying strengths and weaknesses, the company must identify its market opportunities, which, in turn, determine its strategy. Potential external opportunities include the ability of an enterprise to enter new commodity markets or serve new consumer groups, expand its product range, use vertical integration measures, the ability to rapidly develop certain areas of activity due to the rapid increase in demand, etc.

Of course, in the process of identifying potential opportunities, it is necessary to simultaneously identify threats that meet them, in particular, the emergence of cheaper products, deterioration of the competitive situation, unfavorable state regulation, adverse demographic changes, adverse changes in foreign exchange rates, slowing the growth of commodity markets. Market opportunity analysis also involves the use of strategic cost analysis, which focuses on comparing the costs of the enterprise with the results of sales of products and the results of production and commercial activities of competitors, which is advisable to perform within the existing cost chain. They also analyze costs in the so-called value chain, which defines the activities, functions and processes for the production, promotion, distribution and maintenance of goods in the market. This analytical approach allows you to better understand the cost structure and find ways to reduce them further. In this case, the competitiveness of the enterprise from the cost point of view depends not only on the internal production costs, but also on the costs in the value chain of suppliers and resellers that are the objects of analysis.

A necessary element in the analysis of the state of the enterprise is a systematic assessment of its competitive position in comparison with the closest (main) competitors. The main parameters of such analysis are the strength of the enterprise retaining its position in the marketing activities, the place of the company among the main competitors on certain grounds of competitiveness, the prospect of strengthening or weakening the competitive position while maintaining the strategy used.

It is well known that the choice of target markets and target consumer groups is made in the practice of segmentation-based marketing. In this case, the market segment defines a group of consumers, characterized by the same reaction to the products offered and a set of marketing incentives. Market segments can be classified as product targets and consumer targets within the specified definition.

Segmentation has certain stages: the choice of segmentation criteria, a thorough study of the characteristics of each segment, the choice of one or more target market segments. When segmenting the market for commodities and industrial products, the following criteria are used first: geographical (location: country, region, administrative division, climatic conditions, etc.); production and economic (industry, size of the enterprise, conditions and forms of payments, size of purchases, terms and discretion of deliveries, level of culture of production, etc.); psychographic (personal and other characteristics of decision makers in the enterprise); behavioral (the degree of formalization of the procurement process, the duration of the decision-making process, the distribution of powers between decision-makers and their motivation).

In order to select an effective market segment, it is necessary to evaluate the available segments according to the following basic criteria.

1. Segment profitability. In order to evaluate this indicator, it is necessary to determine the volume of the market in the segment, the approximate level of the realistic price, as well as the costs that will accompany the activity of the enterprise in this segment. On the basis of simple calculations, we can conclude the scale of profit from the operation of the selected segment¹.

2. The competitive situation in the segment, that is, the fundamental opportunities and market experience of competitors in the segment, the segments of the segment controlled by competitors, the likely forms and terms of response of competitors to the beginning of the enterprise in the segment.

3. Availability of sales channels in the segment. This question is one of the main, and often crucial, questions. An enterprise may have a competitive product, but this will not be enough without access to consumers.

4. The efficiency of commodity traffic in the segment. Commodity channels must provide everything necessary for the efficient movement of goods, that is, all logistical problems must be solved or be resolved.

5. The possibility of information promotion of the product in the segment. The organizational and technical possibilities of information promotion of the product as well as the costs that accompany this process are analyzed.

6. Opportunities to support the product in the segment. If the product requires additional services on the part of the supplier during distribution, then such services must be provided, whereby their competitiveness will depend on their quality.

7. Technological difficulties of work in the segment. Analyzing the attractiveness of a segment by this criterion, we analyze the problems of production issues related to equipment, raw materials, capabilities of the enterprise, personnel, etc.

In order to reach a final conclusion about the correct choice of a particular target product or consumer segment, it is necessary to position its products. Product positioning is the definition of its place on the market in a number of other products similar to it from the consumer's point of view. Positioning should be competitive, which is ensured by the properties of the product, its quality, price and other characteristics. In case of positive result of positioning it is possible to pass to development of strategy and tactics of management of marketing of the enterprise, formation of all its complex components².

¹ Borodin, K.G. (2014): Model' analiza prognozov razvitiya agropredovol'stvennykh rynkov v usloviyah menjajushhihsja mer zashhity i investirovaniya [Model of analysis of forecasts of development of agri-food markets in the context of changing measures of protection and investment]. Nikonovskie chteniya – Nikon readings, No. 19, pp. 74-76.

² Babko, N.M. (2012): Spetsial'ni rezul'taty diyal'nosti sil's'kohospodars'kykh pidpryemstv u vsikh rynkovykh ekonomikakh [Special results of activities of agricultural enterprises in all market economies]. Zbirnyk naukovykh prats' T DATU - Collection of scientific works of T DATU, No 2 (18): 14-20.

Of course, at the level of improvement of the enterprise activity management, it is not possible to solve all the above problems, however, it is due to the improvement of the functioning of the marketing management system at the enterprise level that it is possible to get rid of most of them. In particular, due to the diversification and differentiation of produced products, the deepening of processing of agricultural raw materials within the production cycle of the enterprise can eliminate the negative impact of wholesale intermediaries that dominate the commodity markets. By solving the problem of storage of the crop in the enterprise, bringing the raw materials to commodity conditions can be independently operated at a higher level of the structure of the agrarian market, while also leaving the maximum rate of profit at the enterprise.

We must bear in mind that both in the case of operating on the market with agricultural raw materials, and in the case of operating on the market with the products of its processing, we are dealing with a standard product, which without our participation is present on the market. Undoubtedly, even in this case we can make a successful attempt to make our product offer unique to the consumer at the expense of price, quality, support or support of the goods, but these markets are characterized by intense competition, and therefore the reaction of competitors to our actions will come quickly enough. That is why, without a well-formed strategy for the development of goods, it is impossible to effectively manage the marketing activities of the enterprise, in particular, and all its production and commercial activities, in general.

To date, the main promising ways of developing commodity policies for agricultural producers are, in our opinion, the following:

1. Optimization of nomenclature and search of balance of volumes of separate types of commodity products.
2. Deepening of own processing of produced agricultural raw materials.
3. Solving the problem of storage of agricultural products of own production and formation of rational lots for efficient marketing in the market.

Paying attention to the first direction will allow to get rid of "extra" goods in the nomenclature of the company's products, the production of which reduces the overall profitability of its activities. In addition, the diversification of production of certain types of products will have a positive effect on the intensive expansion of the nomenclature of the enterprise, will increase its stability and will create guarantees for prolonging its presence on the market and ensuring profitable, efficient production and commercial activity.

As for the second and third directions of development of commodity policy, the volumes of added value created in the enterprise depend to a great extent on the depth of processing of agricultural raw materials, as well as the deprivation of the negative impact of seasonal price fluctuations. At the same time, introducing deeper processing and pre-sales preparation will allow to increase the financial results of the enterprise activity, while solving the problem of storage of products will allow to eliminate the influence of seasonal fluctuations of supply and demand, and thus maximize the profit of the manufacturer.

Management decisions in these areas of development of enterprise marketing policy should be based on a detailed analysis of marketing characteristics of the consumer market of the region, prospects of interaction of the company with counterparts-representatives of other regional markets, as well as careful control of the economic efficiency of the proposed measures.

It should be noted that the management of enterprise marketing involves the formation of a comprehensive system of strategic, tactical and operational planning of events, organization of their implementation, control over their implementation and audit of results and content of their implementation, which in turn form the marketing policy of the enterprise. In this case, the category of marketing policy is not limited to the implementation of optimal measures of activity in the field of marketing of products. It covers virtually all spheres of production and commercial activity of the enterprise, namely, sales activities, production activities, formulation of strategy in the field of goods and pricing, enterprise cost management, logistics management, personnel policy and other areas. At the same time, the key concept of managing an enterprise's marketing activity is to focus on the dynamics of the needs of the target consumer audience and the dynamics of the commodity

markets in which the enterprise operates.

The state policy of reforming the agrarian sector of the economy, which has been taking place in Ukraine since 1999, has caused both positive and negative consequences. The main of the latter are the decline of large-scale agrarian production, the deterioration of the general condition of the material and technical base of agricultural enterprises, the reduction of potential opportunities for efficient use of the capabilities of agricultural enterprises with the use of effective instruments of commodity markets infrastructure. First of all, the fact that during the ten years of development of the markets of agricultural raw materials, they have become one of the most developed and advanced in terms of the development of their structure. However, the policy pursued by all participants in these commodity markets is focused on maximizing profits in the short term. The latter not only benefits the development of direct commodity producer activity, but also effectively eliminates opportunities for expanded reproduction in the agricultural sector, as a consequence of the decline in profitability of the agrarian business. After all, the price of production is the main source of development of the enterprise and providing it with funds for the implementation of the reproduction process.

Therefore, it is advisable to focus on correcting the enterprise price and commodity policy when improving the management of the enterprise product marketing system, whose main task is profit maximization.

Consider the main characteristics of the current state and prospects for improving the implementation of marketing policy of the agricultural enterprise at the present stage. Based on the results of the analysis of alternative options for ensuring the sustainable development of the enterprise, we can propose three main directions of further development of production and commercial activity of the enterprise:

1. Increase in production of basic products.
2. Ensuring the sale of manufactured products at higher prices.
3. Vertical diversification of the product range.

These paths have some limitations and are not completely perfect. After all, the level of concentration of capital in the agricultural sector is not too high to oligopolize the agricultural market at the producer level. In addition, most businesses operate under the same conditions. The limitations of the implementation of the measures of the first direction are:

- limited area of economy;
- limited material and technical base;
- lack of funds for the introduction of intensive cultivation technologies;
- lack of funds for the purchase of high quality seed material, plant protection products and a modern full-fledged fertilizer complex, etc.

Limitations of the second direction of improvement of the enterprise marketing policy are:

- inherent in the raw material market characteristics of a market close in character to the market of oligopoly by the first wholesale intermediary;
- competitive situation on the local and regional market of primary agricultural raw materials;
- not enough large volumes of production of own production for independent operation at higher levels of the structure of the market of agricultural raw materials, etc.

The main limitation of the third direction, which is to deepen the processing of raw materials of its own production is only the need to attract investment resources in the process of organizing the specified production within the production structure of the enterprise.

The first two ways of optimizing the management of marketing activities are acceptable enough for the enterprise, because they are not associated with significant structural shifts in product policy, the enterprise will continue to work with long-developed goods, will not solve the personnel problems associated with the recruitment of new technological processes, will hardly change the specifics of their work with consumers and suppliers.

Thus, the most expedient ways of developing commodity policy of agricultural producers specializing in the production of grain products are intensive increase of production volumes, transition to production of three to five basic crops, as well as introduction of commercial measures

aimed at ensuring the sale of products for higher prices.

There is a wide range of market competition strategies already defined in the theory that can be integrated into a system of enterprise competitive strategies and viewed as a set of strategies aimed at adapting businesses to changes in competitive conditions and strengthening its long-term competitive position in the market. In particular, they distinguish a block of competitive advantage formation strategies (cost control strategies, differentiation strategies and focus strategies): a block of enterprise competitiveness strategies (commodity-market and resource-market strategies, technological strategy, social strategy, financial-investment strategies, organizational and management). strategies, etc.): a block of strategies for competitive behavior of enterprises in selected target markets (offensive, defense, and cooperative strategies). However, in our opinion, their adaptation to the activities of agricultural enterprises in full is not possible due to industry specificity.

The system of competitive marketing strategies of enterprises in theory should include strategies for the formation of competitive advantages, strategies for ensuring the competitiveness of enterprises and strategies for their competitive behavior. 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 full implementation through a number of factors of organizational, economic and managerial nature.

In particular, with regard to the problems of the organizational part, the primary strategy of the enterprises is to ensure the fullest utilization of the existing production facilities of the enterprises. For years, agrarian and technological base has been formed in agrarian production, the updating of which is not possible for a factor of rapid response to changes in the market environment. That is, such a strategy of generating competitive advantages as a differentiation strategy, and the main production strategies to ensure the competitiveness of enterprises - commodity-market, resource-market and technological strategy - in most cases will not be able to be updated or applied at all to agrarian enterprises in the short term. It should also be noted that the main negative factor for increasing the competitiveness of agrarian enterprises is time, which is why the rapid response to the market situation is one of the most important and important tasks that they face.

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