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DOI: <https://doi.org/10.32782/2522-4263/2025-1-11>**Bahorka Mariia**

*Doctor of Economics,
Professor of Marketing Department,
Dnipro State Agrarian and Economic University
ORCID: <https://orcid.org/0000-0002-8500-0362>*

Ustik Tetiana

*Doctor of Economics,
Professor of Marketing and Logistics Department
Sumy National Agrarian University
ORCID: <https://orcid.org/0000-0001-9967-0669>*

Kvasova Liudmila

*Candidate of Technical Science,
Associated professor of Marketing Department
Dnipro State Agrarian and Economic University
ORCID: <https://orcid.org/0000-0002-7146-3788>*

Багорка М.О.

*доктор економічних наук,
професор кафедри маркетингу
Дніпровського державного аграрно-економічного університету*

Устік Т.В.

*доктор економічних наук,
професор кафедри маркетингу та логістики
Сумського національного аграрного університету*

Квасова Л.С.

*кандидат технічних наук,
доцент кафедри маркетингу
Дніпровського державного аграрно-економічного університету*

JUSTIFICATION OF THE SIGNS, COMPONENTS, PRINCIPLES OF MARKETING STRATEGY AND STRATEGIC ALTERNATIVES FOR ITS IMPLEMENTATION BY AGRICULTURAL ENTERPRISES

ОБГРУНТУВАННЯ ОЗНАК, СКЛАДНИКІВ, ПРИНЦИПІВ МАРКЕТИНГОВОЇ СТРАТЕГІЇ ТА СТРАТЕГІЧНІ АЛЬТЕРНАТИВИ ЇЇ РЕАЛІЗАЦІЇ АГРОПІДПРИЄМСТВАМИ

ANNOTATION

The article studies the features of marketing strategy, substantiates its features, components, principles and formulates recommendations in the form of strategic alternatives for its effective implementation in modern conditions by agricultural enterprises. It is established that the features and components of marketing strategy should take into account the unique features of agricultural production, and the principles should be based on flexibility and adaptability, diversification of production, sustainability, innovative approaches, collaboration and cooperation. Strategic alternatives are proposed that will help agricultural enterprises implement marketing strategy in modern conditions. Developing a comprehensive marketing strategy is a key factor for success in agricultural business. This strategy includes consistent actions aimed at studying market segments, analyzing their characteristics and adapting strategic decisions to the needs of each segment. This approach requires detailed analysis and caution in choosing areas of activity.

Among the key components of marketing strategy, an important place is occupied by market analysis, the study of internal and external factors affecting agribusiness, the formation of effective plans and strategies for developing competitive advantages, as well as the selection of the optimal plan that meets the mission of the enterprise. It is no less important that the enterprise management understands the need for marketing and creates appropriate conditions for the effective implementation of the chosen strategy. The authors noted that the strategic approach in agribusiness is a synthesis of marketing and business strategies, which is crucial for achieving success in the agricultural sector. This strategy covers a wide range of business activities, ranging from interaction with customers and ending with the formation of competitive price offers aimed at attracting new buyers.

Keywords: marketing strategy, agricultural enterprises, environmental factors, marketing competitive strategies, marketing management.

АНОТАЦІЯ

У статті аналізуються ключові аспекти маркетингової стратегії, зокрема, її характеристики, компоненти, основні принципи, а також надаються стратегічні рекомендації для її успішного застосування аграрними компаніями в сучасній економіці. Виявлено, що елементи маркетингової стратегії повинні відображати специфіку сільськогосподарської діяльності, а її принципи мають ґрунтуватися на адаптивності та гнучкості, диверсифікації продукції, стійкості, інноваціях, а також на залученні до співпраці та кооперації. Автори пропонують стратегічні варіанти, які сприятимуть аграрним підприємствам у впровадженні маркетингової стратегії в умовах ринкових змін. Автори констатували, що стратегічний підхід в агробізнесі є комбінацією маркетингових та бізнес-стратегій, яка є ключовою для успіху в аграрному секторі. Така стратегія охоплює широкий діапазон бізнес-діяльності, від взаємодій з клієнтами до розробки конкурентних цінових пропозицій, спрямованих на приваблення нових покупців. Для досягнення комерційних цілей агропідприємств, ефективний маркетинг потребує глибокого розуміння ринкових умов та потреб споживачів, а також застосування аналітичних та креативних здібностей для ідентифікації альтернатив і розв'язання проблем. Через стратегічні маркетингові переваги, агровиробники здатні вирішувати широкий спектр задач, зокрема покращення своїх ринкових позицій через збільшення товарообігу; досягнення лідерства в якості продукції; задоволення споживачьких вимог до асортименту; розв'язання можливостей для диверсифікації бізнесу; адаптація до швидких змін у ціновій політиці; приваблення більшої кількості клієнтів та зміцнення ресурсного потенціалу підприємства.

Ключові слова: маркетингова стратегія, аграрні підприємства, фактори середовища, маркетингові конкурентні стратегії, управління маркетингом.

Formulation of the problem. Modern conditions require agricultural enterprises to quickly adapt to changing market realities. Factors such as the Covid-19 pandemic, military actions by Russia, a high level of risk in the business environment and the unpredictability of the future can lead to internal changes, the emergence of new competitors and aggressive actions against companies. In such circumstances, it is critically important for company management to respond to these challenges using an effective organizational strategy in order to adapt its activities and protect the business from potential threats. In the modern economic environment, characterized by growing rivalry between manufacturers and increasing consumer demands, each company seeks to optimally manage its marketing activities. Without a doubt, marketing plays a key role in managing an enterprise, as it is focused on accurately determining market needs for the production of products that not only satisfy these needs, but also have competitive advantages and are produced in adequate volumes. Marketing initiatives should include a variety of activities, each of which is carefully planned and coordinated for effective implementation in dynamic market conditions.

In order to adapt to the unstable competitive environment, agricultural enterprises need to develop a strategic approach to optimizing their operational processes, organizational structure and corporate culture. This approach should include effective selection and training of qualified employees, as well as resource planning

aimed at achieving long-term growth. To ensure sustainable development, it is important for agricultural enterprises to integrate elements of a market economy with their own resources to develop a scientifically sound and effective strategy based on strategic changes and innovations. It is also key to ensure the interconnection between structures, processes and decision-makers when implementing these activities.

Modern agricultural production actively interacts with global processes not only because of its role in the sustainable development of national production, but also in connection with the globalization of the food industry and the use of agricultural raw materials. This field focuses on important aspects of primary agricultural production that underlie the further development of agricultural enterprises within the framework of the modern business environment. It is the business environment that facilitates or carries certain risks to entrepreneurial activity, while the marketing environment contributes to the effective implementation of marketing strategies and the solution of current marketing tasks.

At the same time, in modern realities in extremely difficult conditions of martial law, the problem of providing the population with food products, which mainly come from the agricultural sector, is extremely important. Expanding agricultural business and increasing the effectiveness of product marketing, supported by the concept of agriculture and the marketing system in combination with technology, is of key importance.

Effective marketing strategies in the agricultural sector include understanding the supply chain, conducting market research, using marketing channels and digital marketing. It is necessary to follow the latest trends in global agribusiness, such as environmental sustainability and changes in consumer preferences, and adapt strategies in accordance with these changes. This approach allows you to increase the effectiveness of marketing actions and provides a positive impact on the promotion of agricultural products, which was carefully analyzed in this study.

Analysis of recent research and publications. Among the works of domestic scientists, the studies of V. Ashchaurov [1], T. Balanovskaya [3], V. Korinev [4], N. Kudenko [5], Ya. Larina [6], Kh. Makhmudov [7], V. Pisarenko [8], N. Fastivets [9], I. Shapovalova [10] and others, which are devoted to the issues of formation and functioning of marketing strategies of agricultural enterprises in conditions of increased competition, are of considerable interest.

The development of marketing strategies for agricultural enterprises continues to remain a key and relevant topic for research, despite the significant number of works by scientists in this area. The need for detailed study and improvement of approaches to the formation of such strategies does not lose its relevance and requires constant

attention from scientists in order to adapt agricultural production to changing market conditions and consumer requirements.

Formulation of the purposes of the article. The purpose of the article is to study the features of marketing strategy, substantiate its features, components, principles, and provide proposals for its implementation in modern conditions in the activities of agricultural enterprises.

Presentation of the main research material. Marketing strategy is a long-term plan aimed at achieving the marketing goals of the organization. It indicates the methods that the company uses to gain competitive advantages and meet the needs of its consumers. Within the framework of the marketing strategy, market conditions are analyzed, the target audience is determined, unique sales offers for products or services are formulated, means of their promotion and communication with customers are selected, pricing strategies and distribution methods are established. This strategy indicates the main direction of the company's marketing actions and helps to effectively manage resources to achieve the planned results [8, p. 112].

Marketing strategy is a detailed concept that has clearly defined goals and tools for their achievement. This strategy is focused on creating such a system of perception of the product by consumers that distinguishes its uniqueness and advantages over competitors, contributing to commercial success and achievement of corporate goals in the field of agribusiness.

Marketing strategy development is a key element of strategic management in agricultural enterprises, playing a critical role in their activities. It is integrated into a broader corporate strategy and is aimed at optimal use of resources to increase long-term profits [1, p. 52]. Among the key components of marketing strategy, an important place is occupied by market analysis, the study of internal and external factors affecting agribusiness, the formation of effective plans and strategies for developing competitive advantages, as well as the selection of the optimal plan that meets the mission of the enterprise. It is no less important that the enterprise management understands the need for marketing and creates appropriate conditions for the effective implementation of the chosen strategy [2, p. 72].

The initial step in strategy formation is to set a clear goal. Without a specific goal, it is difficult to choose a strategic direction, since there are many theoretical options that may be unsuitable for practical use or not lead to the desired result. A clear formulation of the goal increases the chances of choosing an effective strategy that will ensure the achievement of the set goal.

Setting a time frame is critical to formulating a successful strategy. Defining the period over which a strategy will be implemented influences the selection of possible strategic options and eliminates those that are unrealistic. A clear time

frame helps to avoid wasting time and resources on unfeasible strategies. Understanding the time frame required to achieve results allows you to realistically assess the likelihood of success of the chosen strategy. For example, a value-for-money promotion strategy can be implemented more quickly than a brand-building strategy. Defining and understanding a time frame is an integral part of the strategic planning process. The third critical aspect of strategy development is using the available resources to implement it. To effectively select a marketing strategy, it is necessary to have access to the appropriate resources and tools. In the case when a company does not have sufficient financial capabilities or is unable to attract additional funds for marketing, it is not advisable to choose a strategy that requires significant investment. The marketing strategy should be based on a realistic budget and take into account the availability of both internal and external human resources.

The agricultural sector often requires significant resources, depending on the size and geographical location of the farms. Farmers regularly face resource constraints to effectively present their products in local, national and international markets. They face numerous challenges, including the lack of ability of organizations to clearly identify and articulate the needs of agricultural producers. In addition, systems for ensuring effective feedback between market participants often remain underdeveloped.

The marketing strategy of agricultural enterprises should take into account the specifics of agricultural production, in particular:

- Seasonality and climate dependence, which introduces an element of unpredictability into production results.
- Extended time period before obtaining financial results, usually by the end of the year.
- High competitiveness, especially in regions with many similar agricultural firms.
- Cyclicity of production processes.
- Interrelationships between different segments of agribusiness.
- Variety of products and their importance for different consumers.
- Different forms of business organization.

The main goals of a marketing strategy usually include:

- Increasing sales through the growth of the customer base and order volumes.
- Increasing the profitability of the enterprise.
- Increasing the attractiveness of products for consumers.
- Expanding market share.
- Occupying leading positions in the market.

Developing a comprehensive marketing strategy is a key factor for success in agricultural business. This strategy includes consistent actions aimed at studying market segments, analyzing their characteristics and adapting strategic decisions to the needs of each segment. This

approach requires detailed analysis and caution in choosing areas of activity.

It is necessary to constantly monitor the agricultural market and carry out a strategic analysis of its changes [4, p. 25]. Incorrect assessment of external conditions, such as political, economic, social aspects, can lead to the choice of strategies that will turn out to be ineffective or even harmful, so it is important to invest time and resources only in sound and realistic strategic plans.

Marketing strategy can be aimed both at copying and improving existing practices of market leaders, and at using innovative approaches to break into the market with new, creative solutions. A key element is a deep analysis of the competitive environment, which helps to identify effective strategies, select the necessary tools for successful marketing and assess one's own capabilities to form a working strategy and marketing mix.

However, developing a marketing strategy requires a unique approach adapted to the specifics of each industry and company. This makes it difficult to create a universal template or set of actions that suits everyone. Each individual case requires individual consideration, taking into account market realities, available resources and business opportunities, which allows developing an effective strategy adapted to specific conditions.

Let us highlight the main positions that should be taken into account when forming a marketing strategy (Table 1).

We believe that in conditions of uncertainty, the formation of a marketing strategy should be based on principles (Table 2).

The success of agricultural enterprises largely depends on the implementation of an effective marketing strategy in the strategic management system. Such a strategy ensures financial independence, helps optimize costs and increases the competitiveness of products. High economic efficiency of agricultural enterprises and the ability to occupy stable leading positions in the agricultural market in the long term, taking into account their strategic potential, will be achieved through the implementation of an effective mechanism for forming marketing strategies.

The implementation of a marketing strategy requires the consistent use of various tactics at the operational level, including sales, advertising and pricing. In modern conditions, agricultural enterprises are faced with the tasks of maintaining and expanding their market share, as well as the need to find new markets that open up prospects for regional and global expansion.

The marketing strategic alternatives presented in the table are based on a strategic set of measures (Table 3).

Preparing a marketing strategy for agricultural enterprises is a complex task that

Table 1

Main criteria in forming a marketing strategy for agricultural enterprises

Criteria	Clarification
Market Target Orientation	Full compliance with consumer needs and expectations through the provision of high-quality food products.
Specialization and industry focus	Production technology and product sales process in Ukraine and abroad
Philosophy of conducting agribusiness	Marketing philosophy of conducting agribusiness.
A set of measures and techniques for the activities of agricultural enterprises	An integrated, systematic and targeted set of tools for managing and implementing business processes.

Source: compiled by the authors

Table 2

Principles of marketing strategy for agricultural business in conditions of uncertainties

Principles	Detailing
Flexibility and adaptability	A company must be flexible in its strategy and able to respond quickly to changes in the environment. This may include expanding its product range, adapting to new technologies, changes in the distribution network, and other strategic initiatives.
Diversification	Minimizing risks through diversification of products, markets, and revenue sources helps reduce the company's sensitivity to negative external factors.
Stability in production	The application of sustainable production practices will help reduce the impact of fluctuations in natural conditions on the productivity of the agricultural sector
Learning and innovation	Investing in research and development of new technologies, as well as in continuous training of employees, is key to ensuring the leading position of the enterprise and its ability to quickly adapt to change.
Strategic planning	Detailed strategic planning, which includes risk analysis and various scenarios, will ensure that the enterprise can prepare for various situations and respond in a timely manner to changes in external conditions.
Collaboration and cooperation	Partnerships Building partnerships with other industry players and advisory organizations can provide an enterprise with the additional resources and expertise needed to effectively manage risks and make the most of available opportunities.

Source: summarized by the authors based on [4; 6; 7]

Table 3

Alternative options for implementing a marketing strategy

Strategies	Characteristics
Diversification resources	Product diversification involves adding new crops or varieties and introducing processed products, which allows for an increased variety of products for different market segments. This approach is used when existing market opportunities are limited by the current range. Companies may consider developing new products or services, building on their existing. These new products may be different from existing products or may be completely new to the market, thus increasing the company's presence in the market.
Eco-Production	Brand Developing high-quality products, known for their unique taste or higher quality, attracts demanding buyers and allows you to set higher prices for products. At the same time, positioning the company as an eco-conscious enterprise that refuses to use chemical fertilizers and pesticides attracts consumers who value environmentally friendly products.
PR Strategy	Engaging customers through advertising, PR campaigns, and other marketing initiatives is key to increasing brand awareness and driving demand. Social media, as one of the most effective platforms for business, should be actively used for advertising campaigns and branding. Presenting a product in an original and attractive way can quickly attract the attention of buyers, more than traditional methods. Once you have attracted the attention of potential buyers, the next step is to maintain their interest through high product quality and reliability. Effective branding and marketing help spread information about the product, and a differentiation strategy allows you to get ahead of competitors and improve your position in agribusiness.
Competitive pricing strategy	Offering competitive product prices is important for attracting customers in a competitive market.

Source: compiled by the authors

requires a thorough analysis of internal resources, assessment of external conditions and the level of competition, as well as the involvement of practical skills to define and implement an effective strategy through Marketing-Mix.

It can be argued that an agricultural marketing strategy is a key element of success for any agricultural enterprise, combining marketing and business approaches. It covers all aspects of agribusiness, from interaction with customers to pricing that attracts new consumers. An in-depth understanding of this strategy significantly enhances the effectiveness of agricultural business management.

Conclusions from the research. The following conclusions can be drawn from the above. The choice of strategy for agricultural enterprises is crucial, because the marketing strategy must take into account the specifics of the agro-industrial complex. Features such as seasonality and cyclicity of production, duration of production processes, interaction of different sectors of agro-industrial production, pricing strategy, product range and quality, distribution channels, as well as external influences on managerial decision-making are key elements for forming an effective strategy.

The management of agricultural enterprises should be aware of the importance of marketing and actively engage in the development of effective marketing strategies. The development of such a strategy and the creation of a marketing plan are integral elements that contribute to a deeper understanding of market opportunities and the formation of an action plan that ensures the systematic and responsible development of agribusiness. To achieve the commercial goals of an agricultural enterprise, effective marketing requires a detailed understanding of market conditions, consumer needs, as well as the use of analytical and creative skills to

identify alternatives and solve problems. With the help of strategic marketing advantages, agricultural producers can address a wider range of problems, including such tasks as strengthening their positions in the market by increasing the turnover of goods; taking leadership positions in product quality; responding to consumer requests for the assortment; developing opportunities for diversification of activities; adapting to rapid changes in pricing policy; attracting more customers; and strengthening the resource potential of the enterprise.

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