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ним относятся: образовательные услуги, услуги связи, услуги защиты и др.

В связи с выявленными проблемами предлагается предпринять несколько шагов в рамках совершенствования нормативно-правового регулирования коммерческой деятельности государственных и муниципальных учреждений. Во-первых, предлагается освободить от НДС и налога на доход казенные и бюджетные учреждения, оставить обязательство оплаты налога для автономных учреждений. Во-вторых, предлагается часть доходов бюджетных и казенных учреждений оставлять в их распоряжении с получением от них финансово-экономического обоснования для запланированных затрат. В-третьих, предлагается установить возможность для оказания платных услуг и работ за разную стоимость для физических и юридических лиц.

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IMPROVEMENT OF THE MARKETING ACTIVITY MANAGEMENT SYSTEM OF FARMS

Abstract.

The article reveals the theoretical and methodological approach to the development of management system of marketing activities of farms, which, in contrast to the common, provides for the separation of the marketing management system of the extended marketing complex (4 «P» + personal) and the formation of management infrastructure for marketing activities of farms. the influence of different levels of the marketing environment in order to improve the quality of decision-making, adapting them to modern requirements and needs of domestic agricultural business and the economy in general.

It is specified that marketing activities are managed through marketing, information, analytical and regulatory support. The issue of competitiveness of farms is one of the most important in the economic policy of the country. Its relevance is due to globalization processes and increasing international competition, as well as the openness of the national economy.

The development of farming in Ukraine is hampered by a number of factors that we have grouped by influence – economic, social, natural, organizational, technical. Problems must be solved comprehensively, not selectively. First of all, farms need to cooperate, create associations, and on the part of the state – to promote urbanization and preservation of the rural population, to provide adequate state support for such an effective form of management.

Keywords: *marketing, farming, management, market, management.*

Marketing activities only superficially, and sometimes in fragments, covered the sphere of activity of farms. It was used without taking into account a comprehensive approach to problem solving, appropriate methodology and research tools. The main purpose of farm marketing is to demonstrate to the consumer the importance of his tactical and strategic activities. An integrated marketing approach provides answers to the question of what the consumer wants and at what price, in what volumes, what quality.

Solving practical problems of improving the efficiency of farms depends on marketing management. In recent decades, marketing in the form of science has

shown a dynamic development, but there is still no unanimous opinion on the interpretation of some of its concepts. These are primarily terms used in the scientific literature as synonyms for «marketing management», «marketing management» or «marketing management» [1 - 4]. In marketing management, marketing and marketing activities are decisive, and in marketing management, attention is focused on the management itself (enterprise, market, segment). Obviously, the starting point for such an analysis will be the definition of «management». Given this, we believe that it is worth clarifying the meaning of the analyzed concept.

Scientist A. Fayol (one of the founders of management in the West) based on the generalization of practical management experience came to the conclusion: «Management – is to lead the company to the goal, trying to make the best use of its resources» [5, p. 73].

There is still no unambiguous approach to the definition of «management». Thus, according to S. Pryzhyvary, chief specialist of the Kharkiv Regional Institute of Public Administration, G. Atamanchuk's interpretation that the term «management» begins when in any relationships, processes there is a beginning, interest, knowledge, goals and action human [6, p. 41].

Often the term «manage» is replaced by a synonym for «manage». In most cases, this is the case. However, there is a value by which we can distinguish them, because the content of management is to set goals and objectives for subordinates (give orders). In our case, «manage» precedes «management».

All interpretations of this definition have the right to life. The authors offer different approaches depending on the role, function, place of its application, although they do not provide an opportunity to gain a clear understanding of this concept.

The study of the marketing management process began with its appearance in the United States, from «market getting» – the capture of the market, which arose during the search for markets by local farmers to sell their products [7].

As confirmed by the analysis of the economic literature [1 – 7] among scientists there is no single approach to determining the essence of marketing management. After analyzing different, sometimes contradictory approaches to the interpretation of this concept, we can outline the essence of marketing management.

Thus, the founder of marketing theory F. Kotler believes that marketing management is all the processes that involve analysis, planning, implementation and control of mutually beneficial exchanges with target customers, whose purpose is to make a profit, increase sales and market share [8].

In the structure of agricultural production, the number of farms has long been the largest of all producers, providing the population with food. Recently, they have accumulated many issues that require thorough research. This will allow to predict the directions and prospects of their further development [9, p. 28].

There are many problems that hinder the development of farming in Ukraine. They can be divided into groups of influence:

1. economic – low level of state support from the state; lack of investment in agriculture; high level of risk of management (timely repayment of accounts payable and receivable, payment of taxes, rents), lack of equity, competitive highly profitable farms and large wholesale markets for agricultural products, due to the lack of stable sales;

2. social – a high level of urbanization of the rural population, due to which it is difficult to find those who want to work on the land (only retirees want to work); many years of ignoring the process of educating the real owner, the owner of the village;

3. natural – the direct dependence of farming on

climatic conditions (drought, flood) and sudden outbreaks of disease in animals;

4. organizational – due to chaotically located land plots; farms are located far from the infrastructure of the region; there are difficulties in accessing reliable and objective information about the market situation; technical – about 20% of harvested vegetables Ukraine loses due to improper storage.

Identifying issues that hinder the effective management of marketing activities of farms, determines the choice of their optimal solution.

In our opinion, the management of marketing activities of the farm is a process of formation and implementation of a set of measures using marketing tools, as a result of which the economy achieves the main goals and objectives, and can influence the processes related to pricing, sales, sales regulation, competitiveness, attracting new ideas, satisfying the tastes and preferences of consumers, and ultimately gets the maximum effect at minimum marketing costs.

In this regard, there are the main objectives of marketing management of the farm [9, p. 28]:

- increase profits with a minimum level of costs;
- to establish stable relations with consumers; – implement a rational pricing policy (on the most favorable terms for the farm and consumers);
- respond in a timely manner to changes in the market environment;
- choose the best ways to sell farm products; – to saturate agrarian business with new achievements of science and technology.

From our point of view, the defining principles of marketing management include:

- consumer orientation (farming marketing activities aimed at studying and maximizing the tastes and preferences of consumers);
- complexity of management (responsible and professional approach to each stage of marketing management);
- consumer protection;
- adaptation to environmental conditions (the ability of the economy to adapt to constant changes in the market environment);
- flexibility (in the decision-making process, which characterizes the farmer from the position of the manager);
- introduction of innovations – the basic principle of management of marketing activity (constant development of a farm and updating of material and technical base by modern accessories);
- maintaining a course for marketing in the future (the importance of using marketing, which is the philosophy of business in the economy of the XXI century).

Farms whose owners want to increase their profits every year, and not just provide production activities at the level of "existence", are actively implementing all these principles of marketing management.

Marketing activities on the farm should ensure the implementation of important tasks: timely receive and master the necessary information about the market situation, tastes and preferences of consumers, about the factors of the economy independent of the economy;

identify and indicate which products should be grown and sold; receive information about competitors' products; use a specific marketing impact on the consumer, to supply products for sale that serve their preferences and have advantages over competitive product offerings.

These aspects of marketing activities will answer the key questions for the development of the farm: where, when, to whom and what products to sell. Properly chosen marketing activities, including skillful

management, will help to find out not only what to do, but also what hinders the implementation of effective marketing activities.

First of all, we emphasize that in today's market economy, marketing is a broad concept that covers many processes and is functional. Thus, farms manage marketing activities in two ways: the first affects certain processes, and the second solves certain problems to achieve the goal of the activity (Fig. 1).

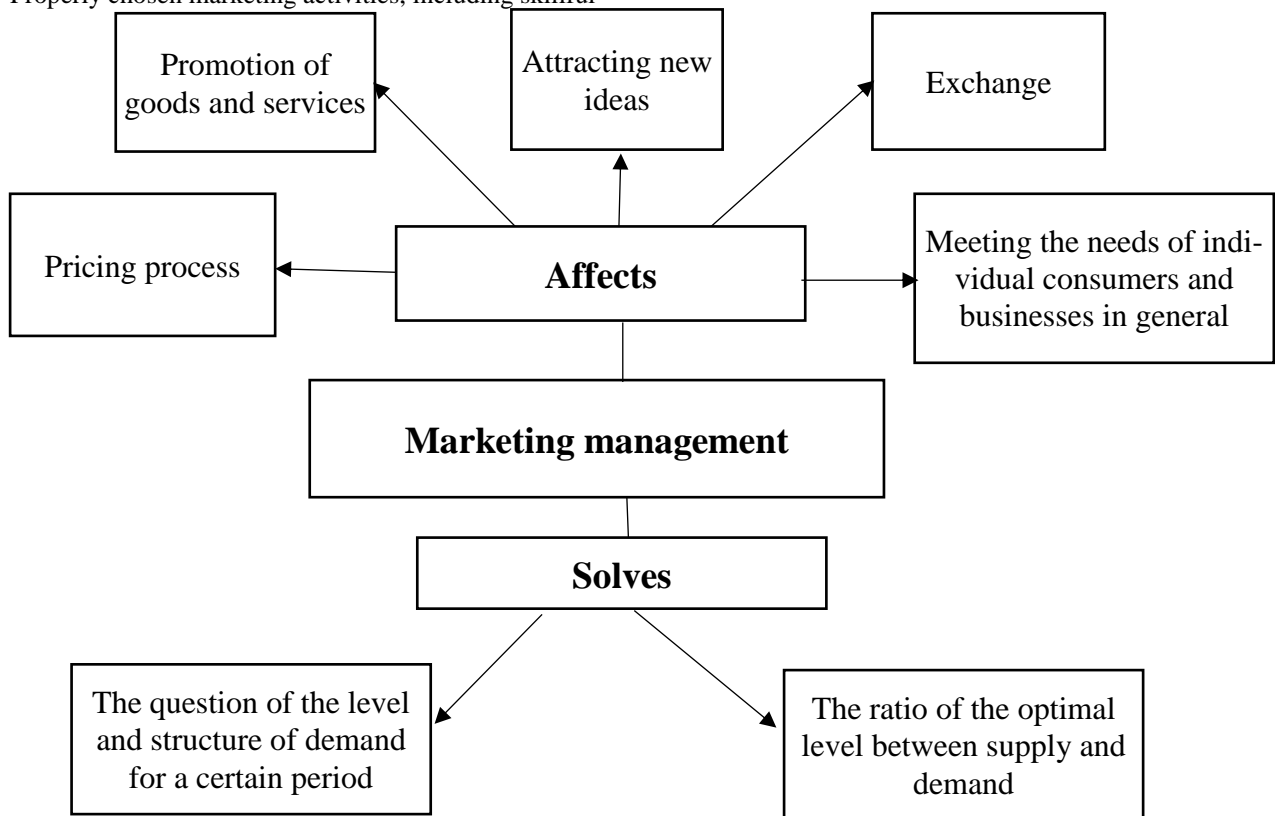


Fig. 1. Scheme of management of marketing activities of farmers farms

Source: generated by the author

Under the process of managing the marketing activities of the farm we understand: all the processes associated with the promotion of new ideas for products, for the exchange on favorable terms for the company and individuals; pricing policy; influence on the ratio of supply and demand to achieve the goals set by the economy. In other words, it is the achievement of desired results through the development and application of tools that will help manage supply and demand. After all, the environment in which the farm operates, like any other entity in the agricultural sector of Ukraine's economy, is extremely dynamic and changeable. Therefore, it needs to respond quickly to the objective management of its activities, due to reasons such as consistency, coordination, subordination, accountability and organization.

There are five main functions of marketing management. These include: 1) planning; 2) organization; 3) coordination and regulation; 4) incentives; 5) accounting, analysis and control. These functions are listed in the order of their occurrence directly during the activity [10, p. 43].

Today, in order to do business in a particular sector of the economy, it is necessary to carefully organize

and plan the activities of the economy. In today's world, this is a certain axiom or guarantee of success in the future. This axiom means: the business owner must know what marketing is, its features, which he can fully apply in business. Before starting a business, its future manager must carefully consider - how, when and for what purpose to create it. Marketing activities are subject to planning. Thus, the basic management function is planning. It, in particular in the farms of the agricultural sector of the economy, allows to prevent numerous mistakes in the process of activity and make the most of all available opportunities of the farm.

Marketing planning is divided into: strategic (long- and medium-term) and tactical (short-term). Leaders or top managers are involved in strategic planning, and executives or middle managers are involved in tactical planning. In terms of time, planning over a year is considered strategic, and up to a year is considered tactical. For proper and effective planning it is necessary to adhere to the following principles: to define clear goals of activity; orient production to the interests of the consumer; collect and master as detailed information as possible; have clearly defined plans; con-

stantly looking for ways to improve and develop business.

The next stage of management – the organization of marketing activities of the farm. After defining the action plan, outlining the boundaries of economic activity should proceed to the implementation of the goals of the manager. Therefore, it is necessary to skillfully organize the implementation of the planned steps.

When the activities of the economy are planned and organized, there is a need for its coordination and regulation. This function is very important, because in the process of farming there are situations that should be monitored and coordinated. The reasons for interfering in pre-planned farming plans are different - from changing tastes and preferences of consumers, to adverse weather conditions, which significantly change the results of the expected harvest.

After this function, activation and stimulation begin to operate, which means the revival of economic processes in order to stimulate sales, increase profits for owners.

The last in turn, but not in importance, are accounting, control and analysis. Accounting and control should be carried out in order to have information about the current situation. As a result, an analysis is performed, on the basis of which the farmer solves certain management issues to improve the efficiency of his farm. However, there are still many specific functions of marketing management: the formation of goals and objectives of the economy; product planning and identification of markets for its sale; staff selection of employees; collection and processing of marketing infor-

mation; introduction of pricing policy and a set of marketing communications; formation of distribution channels and drawing up plans for future procurement of material and technical resources.

According to L. Balabanova, the functions of marketing include: marketing research; development, planning of assortment and quality of products; sales and distribution of products; advertising and sales promotion [11]. Thus, the scientist discloses these functions only from the standpoint of the direct activities of marketers in the enterprise, but without taking into account such an important set of measures related to prices and pricing.

In turn, A. Pavlenko refers to the functions of marketing [12]:

- comprehensive study of the market, the problems associated with marketing;
- coordination of parameters, characteristics and properties of production with wishes, tastes and preferences of consumers;
- calculation of prices for the company's products, setting payment terms, the amount of discounts;
- marketing planning and sales;
- physical distribution of products;
- ensuring communication relationships with consumers;
- customer service;
- control and analysis of marketing activities.

So, having decided on a scientific approach to the general functions of marketing, we analyze their specific relationships with the functions of marketing management (Table 1).

Table 1

Relationship between marketing functions and marketing management functions for farms

Marketing functions	Marketing management functions	Consequences of the introduction of farming marketing farms
Analytical	Collection and analysis of information about the tastes and preferences of consumers; micro- and macro-environment of the economy; competitors; markets. Organization of forecasting demand and sales.	Production of products taking into account the information obtained on the basis of marketing research. Active policy in the marketing environment (micro and macro). Satisfaction of demand and growth of sales volumes.
Planning and production	Development of product policy. Planning of material and technical supply and use of modern equipment, technologies.	Implementation of marketing product policy of the economy. Implementation of material and technical supply, attraction of new equipment and technologies.
Sales and distribution	Formation of policy of sale and distribution of goods. Selection of distribution channels Implementation of transportation, warehousing and storage.	Ensuring an active sales policy and the use of profitable sales channels for the farm. Rational and efficient provision of logistics operations.
Promotion	Development of communication policy. Implementation of sales promotion tools. Tangible intangible stimulating sales workers.	Implementation of marketing communication policy. Implementation of the most effective ways of reporting on manufactured products. Motivation of employees.
Pricing	Development of pricing policy. Choice of pricing strategy and methods. Decisions to find management models.	Implementation of marketing pricing policy. Defining the method and pricing strategy. Choice of marketing model of farm management.

Source: generated by the author

Thus, the basic function of marketing – analytical – is associated with such a function of marketing management as the collection and analysis of information, the organization of demand forecasting and sales. That is, there is a close relationship between the marketing function and the marketing management function. Therefore, provide for the production of farm products, taking into account the results of marketing research. This helps to meet consumer demand, increase sales, which is especially important in terms of increasing consumer demand for quality products and competitive pressure in the market.

A similar situation can be traced with the following functions. Thus, the planning and production function is interrelated with the development of product policy and planning of logistics. The implementation of this function of marketing by farms involves the implementation of marketing product policy. It is the organization and implementation of this policy that determines the main conditions of management. Particular attention is paid to the planning and production of quality products, which is the key to the success of the implementation of marketing functions.

Another function, sales and distribution, also involves a close connection with the function of marketing management – the formation of sales policy and distribution of goods, the choice of distribution channels, the implementation of transportation, warehousing and storage. The results of the economy depend on an active sales policy, the use of profitable sales channels for farmers. Careful planning of logistics operations related to the delivery of farm products to consumers will minimize the cost.

While promotion as a function of marketing is important, it also involves a close connection with the function of marketing management – the development of communication policy, the implementation of sales promotion tools, tangible and intangible incentives for sales staff. In the process of marketing management, special attention should be paid to marketing communication policy. The many ways to communicate your products and persuade them to buy them depend on the motivation of the employees involved in this multifaceted process.

Marketing also performs the function of pricing, which is combined with the development of pricing policy, the choice of pricing strategy and methods, ie the function of marketing management. From the implementation of a sound marketing pricing policy depends on the amount of farm profits, the value of which will help determine the profitability of the farm and its products. The priority of the pricing function is to set a fair price at the most favorable level for the farmer and the consumer.

In our case, it is necessary to manage the marketing activities of the farm to achieve the goals and objectives of its operation. The use of marketing tools, on the one hand, will help consumers learn about the products of the farm, and on the other - will be able to identify and study their tastes, preferences to meet the needs. The use of marketing provides a two-way link between the economy and the consumer.

We emphasize: the use of marketing by farms - an

important tool for organizing the optimal and rational implementation of the production and marketing function. The importance of this instrument is manifested in the conditions of open markets, Ukraine's participation in the World Trade Organization (WTO) and increased competition.

Given the importance of organizing production, increasing the profitability and competitiveness of farms in a market economy, there is a conscious need for a comprehensive study of the peculiarities of marketing management of the farm. This would make it possible to improve the practical marketing work on Ukrainian farms.

The object of marketing management is the farm, the subject of the hundred – the position of the economy in the market.

Management of marketing activities on a territorial basis takes place at two levels – national (local, regional); international (export, world). All farms, regardless of their size and specialization, have access to the first level. Only large farms with a strong competitive position in the domestic market can produce agricultural products at the international level.

Under the methods of managing the marketing activities of the farm we understand economic (planning, research, sales, pricing), organizational (orders, recommendations), psychological. Self-marketing marketing models are mostly used by small farms through personal sales by farmers.

Managing the marketing activities of a farm is not a one-time action to increase sales or attract new customers, but a continuous process. This activity should take place only on a permanent basis, then the use of marketing by the farm will be effective.

Properly chosen model of marketing management for farms will mean an increase in production, the ability to sell farm products in their own outlets, favorable conditions for uniting farmers in cooperatives and attracting various forms of direct marketing [13].

Given all the above, we believe that we need to focus on the person who generates, plans and implements marketing ideas, the marketer. The main actions of a marketer in the process of managing marketing activities are to [4]:

- 1) determine what products should be grown and sold, tastes and preferences of consumers, information about the market situation;

- 2) inform real and potential consumers (intermediaries) about the products;

- 3) to persuade, ie to conduct a specific marketing impact on the consumer, to supply products for sale that meets their preferences and contains advantages over competitive product offerings;

- 4) timely and unobtrusive reminders about the activities of the farm.

However, there are many features that are inherent in agriculture and affect the functioning of agribusiness in a market economy. It is important that the marketer combines natural and biological processes with production and economic. The natural laws of plant and animal development cannot be ignored, as this can reduce the efficiency of other resources. Natural and biological processes are important in the choice of production

technologies to increase efficiency. Chemical plant protection products, fertilizers, agricultural machinery, labor organization – all need to be adapted to these processes. This demonstrates the close link between agriculture and the environment, which requires «creative» management. For effective management, there can be no clear boundaries between performance and management. The combination of the qualities of owner, manager and executor, as confirmed by practice, contributed to the development of farming in developed countries [14 – 15].

Favorable geographical location of the country, favorable natural climate, domestic chernozems allow to get high yields of fruits and vegetables.

Ukraine ranks first in the world in the production of sunflower, oil and exports, third - in the production of barley, fourth – in the export of corn. As the population on the planet is constantly increasing, this situation will contribute to the development of domestic agribusiness in the world [3, p. 385]. In 2019, more than 70% of the area of Ukraine, which is more than 42 million hectares, was used for the needs of the agricultural sector of Ukraine.

Seasonality of agriculture is associated with uneven use of machinery, labor, and income throughout the year. This fact explains the great dependence on obtaining loans for the development and functioning of agribusiness [16, p. 80].

Farm products have a limited shelf life, so they require special storage conditions. Failure to appreciate and underestimate this feature will result in seeds and other seeds losing their reproductive function, and meat and dairy products will spoil.

Each crop that is grown has its own unique calendar period of germination, ripening and harvesting. This explains the duration of the production process. The same situation with animals that grow slowly. It is almost impossible to drastically reduce or increase the number of calves or lambs, given the natural factors. It is also impossible to sharply increase or decrease the supply of agricultural livestock or crop products on the market in the short term.

Unstable weather conditions significantly affect the activity of farms. No matter how hard the state tries to protect the farmer from all the losses, it is not possible to do it completely. This type of economic activity remains the most risky. Agricultural production directly depends on weather conditions: floods, droughts, hail can instantly destroy the expected harvest. All fluctuations of productivity and volumes of future incomes of agrarians depend on it.

Differences in land fertility also affect farm products. The level of fertility varies in the country (depending on the specific region or locality). Even with the same labor and material costs, the results will be radically different. This dependence on climatic, geographical conditions and soil of a particular area determines the specialization in a particular type of products in the region. This is confirmed by Columbia University professor T. Hedges, author of the book «Organization of farming», emphasizing that the activities of each farm should begin with an assessment of three main natural factors – water, land and climate [17, p. 79]. All without

exception features should be considered in the organization of marketing activity in agribusiness.

Another goal of a marketer is to increase the level of competitiveness of the economy. That is why the study of the competitiveness of farms is important for the economic policy of the country. In this case, the relevance is due to globalization processes and increased international competition, as well as the openness of the national economy.

The concept of «competitiveness» is extremely capacious and complex. It is based on the ability to withstand competition compared to similar objects presented in a particular market. Competitiveness reflects the advantages of the enterprise in relation to the set of advantages of typical enterprises (main competitors). The set of financial, material and other capabilities of agricultural enterprises contribute to their ability to work effectively, indicate the presence of such a feature as competitiveness.

The concept of competition has been studied by economists of different times. Theoretical achievements are the scientific works of A. Smith, D. Ricardo, S. Brew, A. Marshall, M. Porter, R. Fatkhutdinov. Note that enterprises may have the level of technological equipment almost the same, but will always be differently provided with financial, informational, technological, labor resources, land. The difference in the provision of these factors of production is an incentive for further competition, the basis of the concept of «competition».

In the competitive policy of the economy you need to apply their own strengths, having previously studied the weaknesses of the competitor. However, it is impossible to say about absolute competitiveness in the national economy and in international markets. Success factor that significantly affects the competitive activities of the economy, labor, staff and personnel. In the process of managing the competitiveness of the farm should pay attention to the general and personal characteristics of the farmer. Defining, in our opinion, personal characteristics. Common sense, the ability to respond adequately – these are innate qualities, and each person has them individually.

With competitive advantages, farms in the national and international markets will be able to achieve stable, dynamic development in the agricultural sector. In our opinion, the role of a special competitive advantage that a farmer has is performed by the staff.

In fact, the management of the competitiveness of a farm significantly depends on its provision with professional and skilled labor resources. Effective and rational management of them is a factor that ensures a high level of competitiveness of the farm.

A characteristic feature of farms is the family form of farming, but this does not prevent farmers from actively using hired labor. After all, for sufficient (optimal) provision of the farm with the required amount of labor resources, increase production, it is advisable to use employees. Whether they will be seasonal workers or permanently employed, as well as their number will depend on the size of land, means of production. The total number of employees in Ukraine employed on farms, according to statistics in 2019 was more than 92

thousand people, of whom 35 thousand – members of the farm, and 59 thousand employees [18].

The stimulation of employment in the agricultural sector of the economy of Ukraine in general and in farms in particular is significantly influenced by social, economic and environmental factors [19, p. 179]:

- working conditions;
- the amount of salary;
- the possibility of career (professional) growth;
- location of the enterprise and natural and climatic conditions.

In conclusion, we note that taking into account the factors of influence will help to consolidate personnel in this area of management. Much attention should be paid to: funding from the state budget for research in the field of agrobiotechnology, selection of agricultural products, ensuring its competitiveness; training and advanced training of personnel to increase efficiency and productivity; introduction of grant programs in higher educational institutions, support of young scientists.

Note also that the decision in the process of managing the marketing activities of the farm is influenced by the peculiarities of the market structure where it operates. In our case we are talking about one of the types of market structures – a market with pure (perfect) competition. Signs of which are:

- 1) a large number of sellers;
- 2) standardized product type;
- 3) insufficient influence on the establishment of the market price;
- 4) no barriers to entry into the industry and conditions for non-price competition.

To find out what tools to use in managing the marketing activities of the farm, we will identify the reasons that hinder the implementation of marketing. This [20, p. 128]:

- management uncertainty doubts about the necessity and effectiveness of marketing;
- lack of initiative of management – attitude to innovations and changes with significant inertia;
- low awareness of management – low level of knowledge on this issue;
- lack of management experience, ie practical skills in the use of marketing;
- lack of skilled labor – a small number of professionals familiar with this field;
- lack of financial resources – funds for risky steps due to structural changes and reorganization.

These factors indicate serious problems that arise when farms use limited marketing tools. That is why we have proposed an improved management system for marketing activities of farms, which is organizationally and functionally adapted to the requirements and needs of agribusiness and the economy in general.

In our opinion, the basis of the proposed system are farms that conduct marketing activities through the use of marketing complex 4 «P». Note: to improve the economic activity of farms through the prism of marketing should use more elements of the marketing complex, in addition to the standard 4 «P».

We propose to include in this complex another element – «personal» (employees), as we believe that it is an internal element among the main 4 «P». It is a link

or mechanism through which the tools «product», «price», «place», «promotion» function and influence each other.

You can manage the marketing activities of farms by performing the five functions we have already mentioned.

Marketing activities are managed through marketing, information, analytical and regulatory support. The infrastructure for managing the marketing activities of farms can be divided into two blocks. The first includes logistics, communication and trade infrastructure, while social and production - to the second block [21, p. 193].

Farms, like all organizational and legal forms, cannot operate in isolation from the environment. The closest to farms is the external microenvironment. We propose to call it a direct marketing environment – farmers come into contact with it the most during marketing activities. We are talking about intermediaries, suppliers, competitors, contact audiences, service cooperatives.

The next level is the national marketing environment, where the institutional support of agribusiness and economic instruments of state regulation of agribusiness (taxes, prices, benefits, sanctions) are located. We cannot ignore the influence of institutional factors – formal and informal, because, in our opinion, at this level there are generally accepted requirements for participants in domestic agribusiness: «rules of the game» – is prohibited and acceptable.

The international marketing environment is the next level of activity of the farm. We include international organizations (Food and Agriculture Organization (FAO), World Trade Organization (WTO)), and international trade.

Note: the most important feature of the application of marketing in agribusiness – the fact that products produced by farms are essential goods, the demand for which can not be postponed or met in advance. Therefore, under conditions of imperfect and incomplete consideration of the peculiarities inherent only in this area of business, it is impossible to fully manage these farms.

The use of an additional element of the marketing mix, in our opinion, is a universal direction for managing the marketing activities of farms. The additional tool of influence, which arose as a result of the development of modern marketing science, should not be ignored.

Thus, the prospects for further development of farms in Ukraine include:

1. Creation of new jobs. Each farm, depending on its size and specialization, provides jobs for those who want to work in the agricultural sector.

2. Motivation. The farmer, working for himself, understands that the result of his activity will depend on persistence and dedication. That is, profit motivates the farmer, brings pleasure from work.

3. Providing ecologically healthy food to the population. Farms are able to supply organic products to the food markets of the country (region).

4. The possibility of cooperation. Combining farmers' efforts for joint production, marketing, transportation, storage of grown products, easier access to

loans, as well as the use of material and technical base.

5. Rational use of agricultural land through intensive rather than extensive farming, when quality prevails over quantity.

The last in order, but not in importance, in our opinion, is the active introduction of marketing in all stages of the farm. Marketing will help determine what to grow, in what quantity, where and to whom to sell, how to advertise and supply products.

In addition, the development of farms in Ukraine will help address issues of food security, supply of organic products to maintain a healthy diet, infrastructure development and other working conditions for young people in rural areas. Problems must be solved comprehensively, not selectively. We have already emphasized that farms should cooperate, form associations, and the state – in every way to promote urbanization and preservation of the rural population, to provide the necessary state assistance to such an efficient form of management [75, p. 207]. Therefore, it is advisable to analyze in detail the issues that directly or indirectly affect the activities of farms in the country. We will be able to identify the main areas for improving the efficiency of marketing activities of farms.

The first important direction for improving the management system of marketing activities of farms, in our opinion, is the issue of land. In conditions of deteriorating environmental situation and unstable external environment, effective management of marketing activities of farms should ensure the achievement of competitive advantages. The land fund of Ukraine is 5.7% of the territory of Europe. Agricultural lands include 70.8% (or 42.7 million hectares) of the territory of our country. However, the availability of large areas for agriculture is not the main competitive advantage. These are high-quality chernozems, as 28% of the world's stock of this soil is concentrated in Ukraine.

Agricultural production is underfunded, insufficiently used environmentally friendly technologies, effective organizational and economic mechanisms of rational land use, there is imperfect management of land use, protection and reproduction, which at the present stage of socio-economic development of Ukraine leads to deterioration of land. The processes of land degradation (flooding, salinization), pollution by pesticides, mineral fertilizers, heavy metals, radionuclides, soil fertility are decreasing. These processes have become common, having only local features [22, p. 37].

The difficult situation in the field of land relations and land use arose primarily due to:

- ill-considered state land policy and mechanisms for its implementation;
- underestimation of the complexity, scale and specificity of land transformation during economic reforms;
- unsuccessful borrowing of legal institutions and mechanisms used in countries with developed market economies;
- parcelization (fragmentation) of land and the creation of a large number of small areas of inefficient enterprises in agriculture;
- inconsistency in solving the problems of land reform in Ukraine;

- ignoring the problem of resource-integrated approach to the development of rural areas in the process of land transformation;

- lack of a comprehensive approach and neglect of historical factors in reforming the system of state land cadastre and creating a state system of registration of real rights to immovable property;

- unformed state policy on the emergence and development of the market of agricultural land;

- lack of adequate funding for basic and applied land management science;

- duplication of functions of the central body of executive power on land resources by other central bodies of executive power, executive bodies and local governments [23, p. 63].

In our opinion, it is worth considering the land market in more detail, which we have singled out in the second direction. The formation of the market for agricultural land is the most relevant and controversial issue in Ukraine. There is still a moratorium on the purchase and sale of agricultural land, but in practice, constantly performed operations for the alienation of land [70, p. 189]. The particular danger is that no one in Ukraine has objective information about the scale of these shady land sales transactions and what these negative phenomena are threatening to farmers, farmers and the national economy in general in the future.

The moratorium in Ukrainian is not only a ban on the alienation of agricultural land, but also a set of certain prohibitions: the alienation of certain forms of ownership and purpose; alienate land shares (shares); to change the purpose of plots of private property intended for commodity production and maintenance of OSG; own more than 100 hectares of agricultural land; to contribute rights to land shares (units) in the statutory funds of companies. This set of prohibitions makes it possible to envisage different options for the development of events after the lifting of the moratorium. Undoubtedly, everyone is interested in the development of the situation on the market for the sale of agricultural land, so we will consider ways to lift the moratorium.

The moratorium in Ukraine has been in force for 16 years. During this period, it was extended 9 times, the last time – on December 7, 2017. The moratorium covers 96% of agricultural land. Today, land does not belong to those who can cultivate it, and the transfer of land to efficient owners is blocked. The land should work and give a return, but in reality it will earn power not from a rural pensioner, but from a commodity producer who has modern equipment, agrochemicals, and a sales network. The owner of the land will take care of its protection, inexhaustible use when he knows that the degradation of land will affect primarily a blow to his own pocket.

Despite the legal ban, the moratorium does not actually curb sales, but outlaws the process, leading to the expansion of the shadow land market and the development of corruption. The fact is that many peasants, including the elderly, would gladly sell their own land shares. Since there is no legal land market in our country, they often agree to dubious proposals of smart people. In this case, the land is sold very cheaply, almost for nothing [24].

The introduction of a moratorium in Ukraine has advantages and disadvantages. Disadvantages of extending the moratorium - blocked optimization of land tenure and land use, slowing down the process of creating competitive farms. In this regard, it is necessary to avoid the deterioration of technological conditions of land use due to cross-strips, the presence of small plots of other owners in the arrays of agricultural land. The main negative factor in banning the official circulation of certificates for the right to land share is the deterioration of the investment attractiveness of the domestic agricultural economy, associated with increased investment risk. Mortgage lending to agriculture for the period of the moratorium is impossible, because there are no guarantees for loan repayment.

In Ukraine, there are opposing views on the land market: from the creation of only the land lease market to the removal of any restrictions on the transfer of ownership / trade of land. It is widely believed that wealthy people will buy large tracts of agricultural land, which will lead to the formation of Latin American-type latifundia with employees.

Among the main reasons for the extension of the moratorium are:

1. the lifting of the moratorium will lead to the purchase of agricultural land by powerful financial groups and will form a monopoly position in the land market;
2. peasants may be left without land, selling it for ransom for nothing;
3. banks that have provided loans secured by land may take possession of mortgaged land plots on the right of transfer of ownership.

The experience of the European Union, the United States, and Canada, where the official market for agricultural land operates, shows that attempts to speculate on land have been stopped by legislative measures. In order to create civilized market relations in the agricultural sector, it is necessary to clearly define the rules of land legislation, which will expand the rights of citizens to freely dispose of their property. World experience has shown that regulating the land market is much more effective than driving it into the shadows.

Conclusions. Thus, the evolution of marketing as a system of management of various economic entities has contributed to its transformation into an effective and priority mechanism for achieving certain goals and objectives. Marketing has become a philosophy of business management, as its principles are a priority when making management decisions. Given the importance of this organizational form of management in a market economy, the analysis and disclosure of the main characteristics of the farm, understanding of its economic nature remains relevant. A comprehensive study of this form of management has become the basis for improving the management of marketing activities of farms.

Also, domestic farmers need to be protected as much as possible from the purchase of land by agricultural holdings. This will be possible when a new elite appears in the agrarian communities, which will be able to oppose the big landowners.

The spread of marketing using a complex of marketing in the activities of farms and active economic activity, significantly increase their competitiveness.

Such farms are able to make a significant contribution to solving food security, to fill the agricultural market with quality and variety of products. Therefore, the development and support of farming in Ukraine is a priority, determines the main goals and activities in this area. We define the issue of food security as the third direction. After all, post-crisis agriculture continues to operate in difficult and contradictory conditions. Globally, there is an inequality between production and consumption: over production in some countries becomes a counterbalance to hunger in others. That is why the problem of ensuring food security is extremely important in Ukraine, primarily through the provision of food to the population for the sake of stable socio-economic development.

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ОЦЕНКА ВЛИЯНИЯ МЕХАНИЗМОВ ОСОБОЙ ЭКОНОМИЧЕСКОЙ ЗОНЫ НА ОТРАСЛЕВЫЕ ПРОПОРЦИИ РАЗВИТИЯ ЭКОНОМИКИ КАЛИНИНГРАДСКОЙ ОБЛАСТИ В ПЕРИОД С 2016 ПО 2019 ГОДЫ.

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ASSESSMENT OF THE IMPACT OF THE MECHANISMS OF THE SPECIAL ECONOMIC ZONE ON THE SECTORAL PROPORTIONS OF THE DEVELOPMENT OF THE ECONOMY OF THE KALININGRAD REGION IN THE PERIOD FROM 2016 TO 2019.

Аннотация.

В статье оценивается влияние механизмов Особой экономической зоны на структурные пропорции развития экономики Калининградской области в период с 2016-2019 годы в отраслевом аспекте.

Abstract.

The article assesses the impact of the mechanisms of the Special Economic Zone on the structural proportions of the Kaliningrad Region's economic development in the period from 2016-2019 in the sectoral aspects.

Ключевые слова: *особая экономическая зона в Калининградской области, муниципальные образования Калининградской области, инвестиции, резидент Особой экономической зоны.*

Keywords: *special economic zone in the Kaliningrad region, municipalities of the Kaliningrad region, investments, resident of the Special economic zone*

В Калининградской области с 1996 года функционирует режим Особой экономической зоны (далее - ОЭЗ), положительное значение которого в социально-экономическом развитии региона трудно переоценить. В соответствии с редакцией ФЗ №16 от 10.01.2006 "Об Особой экономической зоне в Калининградской области и о внесении изменений в некоторые законодательные акты Российской Федерации" с 2016 года существенно изменились как условия, предъявляемые к резидента ОЭЗ, так и уровень преференций для них.

В исследовании осуществляется оценка влияния механизмов Особой экономической зоны на

структурные пропорции развития экономики Калининградской области в период с 2016 по 2019 гг. как в отраслевом аспекте.

Изначально с 1996 года режим ОЭЗ формировался под условия привлечения крупных инвесторов [1,2,6]. Величина капитальных вложений началась со значения не менее 150 млн. руб. в течение трех лет с момента включения этих предприятий в реестр. Это ограничивало субъектам малого среднего бизнеса (далее - МСП) возможность использовать механизмы ОЭЗ. Активная позиция бизнес-сообщества региона привела к учету в законодательстве данного обстоятельства. В частности,