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**MANAGEMENT OF MARKETING ACTIVITIES OF
AGRICULTURAL FORMATIONS IN THE
CONDITIONS OF EUROPEAN INTEGRATION**

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**Lohosha R., Mazur K., Hontaruk Y., Babyna O., Babyn I., Belkin I.,
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Revkova A.**

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2. Prospective directions of development of marketing in the agricultural products market of Vinnytsia region in the center of European integration

Currently, in the conditions of the Russian invasion and problems with the export of agricultural products and ensuring food security, it is necessary to develop measures to overcome the problems of the development of the marketing environment of agricultural products markets in the short term. The most effective solution is to use the existing potential of agricultural enterprises, taking into account the marketing environment of the main markets of agricultural products. Further development of market relations and mechanisms for regulating the activities of enterprises require fundamental studies of the problems of the marketing environment of the markets of the agrarian sector of the economy. Competition is the main driving force of the market economy, a tool for ensuring its balance and harmonious development. Competitive relations, along with state regulation, are able to ensure the sustainable development of the agricultural sector, prevent discrimination of agricultural enterprises in the distribution of profits from the processing industry and trade, and ensure a rate of profit that corresponds to its level in other sectors of the national economy.

The work of T.V. Ilchenko is devoted to the problems of studying the peculiarities of the marketing environment of agricultural markets. [33, 34], Podvalna O.H. [35], Bondarenko V.M. [36] and others. The analysis of numerous literary sources shows that the process of formation of the agricultural market is still at the stage of formation, and therefore this market does not yet fully ensure the fulfillment of the functions and tasks assigned to it. Agricultural markets still remain incompletely unorganized and unregulated, they lack effective structural elements of market organization following the EU example, especially for households, and those that exist are monopolized by intermediaries.

The transformation of the domestic economy from a command-administrative to a market one caused unprecedented changes in all spheres of activity. The need to significantly raise the standard of living of the people, the revival and elevation of the

domestic economy, and the establishment of the image of Ukraine require knowledge and reasonable application of the assets of world economic theory and practice in relation to the production, economic and commercial spheres of activity, the study of the market, its structure, formation and functioning.

Marketing is one of the most important types of economic and social activity, however, it is very often misunderstood. The goal of marketing is to improve the quality of goods and services, to improve the conditions for their purchase, which in turn will lead to an increase in the standard of living in the country, an increase in the quality of life. Marketing (from the English market - market) is a complex system of organizing the production and sale of products, focused on meeting the needs of specific consumers and obtaining profit on the basis of market research and forecasting, studying the internal and external environment of the exporting enterprise, developing strategies and tactics for behavior on the market using marketing programs. These programs include measures to improve the product and its range, to study buyers, competitors and competition, to ensure pricing policy, to form demand, to stimulate sales and advertising, to optimize product movement channels and to organize sales, to organize technical service and to expand the range of services that are introduced. Marketing as a product of the market economy is, in a certain sense, a philosophy of production, completely (from research and design work to sales and service) subject to the conditions and requirements of the market, which are in constant dynamic development under the influence of a wide range of economic, political, scientific and technical and social factors. Enterprises-manufacturers and exporters consider marketing as a means to achieve the goal fixed for the current period for each specific market and its segments, with the highest economic efficiency. However, this becomes real when the manufacturer has at his disposal the opportunity to systematically adjust his scientific and technical, production and sales plans in accordance with changes in the market situation, to maneuver his own material and intellectual resources in order to ensure the necessary flexibility in solving strategic and tactical tasks. based on the results of marketing research. Under these conditions, marketing becomes the foundation for long-term and operational planning of the enterprise's production and

commercial activities, drawing up production export programs, organization of scientific and technical, technological, investment and production and sales work of the enterprise's team, and marketing management is the most important element of the enterprise management system.

The development of a strategy for the formation of sales channels includes the following stages:

At the first stage of developing a sales channel strategy, the company must determine which of the types of sales channels is the most acceptable and best corresponds to the company's mission and its development strategy. The choice of a sales channel is influenced by many factors, the most important of which are: 1) consumers; 2) the company; 3) goods; 4) competition; 5) dropped goods traffic. We will briefly describe each of them.

First of all, you should pay close attention to the research of consumers and their characteristics: quantity, concentration, average purchase size. At the same time, segmentation of consumers in terms of their attitude towards purchase should also be carried out.

Secondly, the potential of the company itself should be carefully assessed, namely: goals (control over the market, target profit, term of existence of the firm); state of resource provision (available and potential resource base, flexibility of resource provision, flexibility of the technological process, need for service maintenance); knowledge (availability of highly qualified specialists, advanced technologies, efficiency of production and management).

Thirdly, it is important to understand the characteristics of the product or services with which the company can go to the consumer: the complexity of production, that is, the technical and technological side; production volume (unit weight, divisibility); preservation (retention period, shipment frequency); cost (price per unit).

Fourthly, it is necessary to take into account that identical or similar goals are set for themselves by competing firms. In order to feel confident in the market, one should orient oneself in the characteristics of the competitive environment: quantity, concentration, range of products produced, consumers. It is even better when there is

an opportunity to get information about the chosen strategy and tactics in the methods of goods movement, relations in the sales system.

Fifth, before finally deciding on the choice of sales channels, you need to find out your attitude to their following aspects: alternative (direct or indirect); characteristics (number, performed functions, traditions that have developed in the channels, etc.); availability (monopoly agreements, territorial restrictions); legal aspects (current legislation, possible changes in it).

On the basis of the received information, as well as taking into account the suggestions given above, the company can make an informed decision regarding the choice of the type of sales channels.

When choosing a channel of goods movement, the main condition is its availability for the manufacturer. In order to achieve commercial success in the case of using one or another channel of goods movement, it is necessary to thoroughly analyze all financial issues. It is necessary to conduct a comparative characterization of the company's expenses for different sales channels. These costs include: costs for personnel selection and training, administrative costs, costs for advertising and sales promotion, for the organization of goods movement, including costs for transportation, warehousing, and the level of commission payments. At the same time, it should be taken into account that at the initial stage of the enterprise's operation, sales costs increase, but they are not constant.

At the second stage, the company determines the type of intermediaries that will be engaged in the sale of products, and the principles of interaction with them. When determining the principles of sales channel management, the company, in addition to the factors already mentioned, should also take into account:

- capabilities and reputation of intermediaries with whom the firm will deal during the movement of goods to the final consumer;
- the possibility of influence of intermediaries on the consumer;
- relations between mediators, their tension, the possibility of conflict situations;
- the basis of the interaction between the firm and the intermediaries

specified in the contract (price control, the procedure for mutual settlements, sanctions and privileges, etc.).

Having determined the type of sales channel and requirements for intermediaries, the company moves to the third stage, which defines the most general principles of sales channel management, namely:

- procedure for attracting new intermediaries;
- the procedure for interaction with counterparties, in particular: the conditions and procedure for the release of products; the moment of transfer of ownership of the product from the company to the intermediary; the procedure for carrying out mutual settlements; procedure for resolving disputed issues; privileges and sanctions in sales channels;

3. organizational measures to control the activity of sales channels.

At the next, fourth question, the firm develops a contract that takes into account all of the above and determines the specific conditions of interaction with counterparties.

At the fifth stage, the company forms its network of sales channels. This is a purely practical stage, and the effectiveness of its implementation depends mainly on the organizational abilities of the company's personnel, as well as on the proper processing of all previous stages of the strategy of forming sales channels.

At the sixth stage, the company monitors the activity of sales channels and makes appropriate adjustments to the strategy of forming and managing sales channels. This stage provides feedback that allows you to quickly change and adapt the strategy to new external conditions.

To achieve the specified state, the company must constantly monitor the main factors of the external environment that determine the strategy of forming sales channels, namely:

- 1) consumers;
- 2) the company;
- 3) goods;
- 4) competition;

5) channels of goods movement - and, in accordance with their change, return to separate stages of developing a strategy for the formation of sales channels.

Marketing is a process in which individuals and groups obtain what they need and want through the creation of goods and consumer values and their exchange with each other. Exchange processes do not happen by themselves. Sellers must search for buyers, identify their needs, create quality goods and services, promote, store and deliver them. Product development, market analysis, communications, distribution, pricing and customer service are the main types of marketing activities. It is generally accepted that marketing is mainly done by the selling party, but it turns out that buyers also take part in it – when they are looking for the right goods at affordable prices. Purchasing agents are also involved in marketing, looking for sellers with whom to make profitable deals. A seller's market assumes that the seller has more power and the buyer is a more active market participant. In a buyer's market, the buyer has more power and the seller must be a more active market participant. In a standard situation, marketing should serve the market of end consumers in the presence of competition.

In the process of implementing marketing activity plans under the influence of external and internal environmental factors, the current marketing situation often changes, which causes their non-fulfillment. The marketing control system is designed for constant monitoring of the implementation of marketing plans and the compliance of the goals set in them with the actual marketing situation.

Control of marketing activities is a periodic, comprehensive, objective review of the company's marketing activities for the implementation of corrective actions that ensure the achievement of marketing goals.

Control is the process of determining, evaluating and informing about the deviation of the actual values from the set (planned) values or their identity.

Its components:

- determination of valid parameter values;
- their comparison with planned values;
- analysis of the magnitude and causes of deviation;
- formation of conclusions and report;

– determination of measures to correct deviations and increase responsibility.

The control process is the definition of:

- concepts of control;
- the purpose of control (making decisions about correctness, regularity, efficiency or rationality);
- objects of control (methods, results, indicators, potentials);
- controlled norms (production, sales, ethical, legal, behavior, consciousness, existence, etc.);
- controllers (internal or external);
- methods of control (from the essence of cases to their reflection or vice versa; direct or indirect control);
- scope of control (full or selective);
- control actions (consecutive or episodic);
- control points (beginning or end of processes, sequentially according to the passage of processes);
- control units (for example, individual balance positions);
- decision weights;
- tolerances and errors;
- ways of communicating decisions (orally or in writing);
- method of assessing deviations;
- quantitative results (actual data);
- and:
- comparison of planned indicators with actual ones, identification of deviations;
- identification of the causes of deviations;
- formulation of proposals (new planned actions).

Controlling is a management system that encompasses planning, control, reporting and management

Marketing control is by no means an unambiguous concept, which is considered,

firstly, by types, secondly, by techniques and methods used in the process of monitoring the implementation of plans by management and the marketing department, and, thirdly, by coverage of the marketing audit horizon. Since many unforeseen situations arise during the implementation of marketing strategies and marketing plans, the marketing department must constantly monitor the progress of their implementation. The marketing control system is necessary in order to be sure of the efficiency of the enterprises.

The purpose of monitoring marketing activities is not only to identify and document deficiencies, but also to prevent their occurrence.

Control should contribute to:

- achieving success and increasing productivity (quality control, sales processes, advertising, etc.);
- compliance with conditional restrictions (checking the annual balance sheet).

The following criteria can be used to organize effective control of marketing activities:

- control effectiveness: determination of the usefulness of control by comparing the costs of eliminating deficiencies and the costs of control (material, provision);
- the effect of influence on people: does control cause incentives to work without flaws, satisfaction (confirmation of success), learning effect (acquiring knowledge), trust (or mistrust), defensive reaction, demotivation;
- performance of control tasks (detection of equivalence or deviations, deficiencies, their qualification (quantitative and qualitative assessment), elimination of deficiencies);
- restriction of control (inadmissibility of certain methods and means — surveillance, eavesdropping) and rights of control subjects (data protection, personal spheres of life), compliance with relevant provisions.

In modern conditions, the marketing control system is represented by four types of control: control over the implementation of annual plans, operational (current)

control, profitability control, and strategic control.

The agricultural market is a complex system of relations aimed at ensuring the combination of resources of the agrarian sphere, labor, and infrastructure in order to functionally support the process of production and sale of agricultural products.

According to Ilchenko T.V. marketing research is one of the main functions of marketing, which connects marketers with markets, competitors, consumers and a set of elements of the external marketing environment, serves as a systematization and analysis of data from various levels of marketing activity. Any enterprise operating on the market operates in a marketing environment, namely in a combination of forces and factors that have an impact on its management. Monitoring of the marketing micro-environment and adaptation of the macro-environment to it require a continuous study of the nature and intensity of this influence. Therefore, marketing research provides decision-making in all areas of marketing activity. With the help of marketing research, the level of uncertainty and risk in relation to any product on a specific market is reduced [33, p. 58].

The greatest influence on the level of competition in the industry is exerted by the number and capacity of enterprises producing agricultural products. Modern agro-food markets are characterized by a situation where producers offer conventionally homogeneous products intended for a wide range of potential consumers, and therefore competition between these producers is fierce.

To increase the efficiency of the innovative activity of agricultural enterprises with the help of marketing tools, it is advisable to implement a set of measures, which are conditionally systematized into 8 groups:

- prompt response: daily statuses and monitoring of changes; regular anti-crisis programs; short-term planning; conducting marketing research of the agricultural market and consumers;
- optimization of budgets: savings and budget reduction; suspension and cancellation of innovative projects; optimization of production processes, reduction of production and logistics costs;
- remote mode and taking care of the team: remote work, changing the work

schedule; strengthening the protection of employees who cannot work remotely; informing employees, strengthening employee safety; online trainings and webinars;

– assistance to agrarian business: growth of corporate social responsibility, implementation of social initiatives, charity; support of partners, compatible projects;

– adjustment of the marketing strategy: transition to situational marketing; formation of a new strategy for brands; adaptation of communication strategy; change of the plan of innovative activity; revision of the pricing policy;

– change of communication mix: strengthening of digital communication channels; increase in the number of SMM activities;

– transformation of the portfolio of innovative products: creation of new products [34, p. 466].

In this regard, the management of the competitive environment in the agrarian sphere becomes important to ensure the process of extended reproduction and development of enterprises in a harmonious combination with the social needs of society.

Increasing the efficiency of the competitive environment is connected with the improvement of the functions of the competitive policy in the agrarian sphere. From today's point of view, demonopolization of the agrarian complex of Ukraine is considered as a kind of organizational anti-innovation. Most of the developed countries of the world see the development of the economy in the creation of territorial production systems of small and medium-sized enterprises, i.e. clusters.

The marketing strategy of the industry should also be based on the study of the competitive situation in one or another market. To determine the intensity of competition, a list of indicators is used – four- and eight-part indicators of market concentration, Gini (G), Hirschman-Herfindahl (HHI) and Rosenbluth (I) indices.

We will analyze the level of competition in the main food market in the Vinnytsia region by indicators of market concentration.

The conducted analysis made it possible to determine the most competitive markets – these are the markets of potatoes, vegetables and fruits. There is not a single large enterprise in the region that would produce at least more than 15% of the volume

of consumption of these products. The situation is similar in the market of grain crops and sunflower seeds, but these products are outside the scope of our study, as they are not final consumption products (Table 1).

Table 1

Concentration of the food market in the Vinnytsia region

Product	Indicator of market concentration					
	four-parted			eight-lobed		
	2019	2020	2021	2019	2020	2021
Meat and meat products	78,4	63,4	52,3	90,6	83,9	76,8
Sausage products	63,2	62,8	53,1	80,2	81,3	76,6
Semi-finished meat products	96,2	97,5	91,6	99,8	100	99,0
Milk and dairy products						
Animal oil	65,9	42,8	45,0	81,1	66,7	71,0
Cheeses are fatty	63,6	76,9	73,6	90,8	96,2	92,4
Whole milk products	83,7	51,1	44,7	95,2	81,5	79,4
Canned milk	100,0	100,0	100,0	100,0	100,0	100,0
Eggs	18,9	21,9	22,4	20,2	22,5	24,8
Dried, dried or salted fish	...	87,5	93,0	...	98,6	98,4
Salted herring	96,3	85,4	92,7	100,0	98,3	98,2
Sugar	46,2	40,3	46,5	64,7	59,8	67,9
Oil and other vegetable fats	97,9	97,7	97,5	98,9	98,2	98,1
Potato	<1	<1	<1	<1	<1	<1
Vegetables and melons	<1	<1	<1	<1	<1	<1
Canned vegetables	99,3	98,8	92,4	100,0	100,0	100,0
Fruits, berries, nuts, grapes	<1	<1	<1	<1	<1	<1
Butter	93,5	85,8	80,2	99,5	98,5	99,3
Fruit juices	97,1	91,1	88,9	99,4	98,2	98,1
Bread and bread products						
Flour	67,7	64,9	69,2	81,9	77,7	82,2
Groats	55,0	48,3	40,6	68,1	61,9	55,9
Bread and bakery products	77,4	78,0	76,6	84,3	83,8	82,5
Vodka products	99,5	99,5	99,5	99,9	99,9	99,9

Source: formed by the authors based on [37]

Unlike agricultural product markets, which are highly competitive, food industry product markets are much less competitive. This is caused, first of all, by a much smaller number of manufacturers, by the structuring of markets by trademarks. The least competitive are the markets of meat semi-finished products (the main producer is the Kozyatinsky meat processing plant, which is the main supplier of semi-finished products for the chain of fast food restaurants "McDonalds" in the territory of Ukraine

and some other CIS countries), canned milk products (the main subject of the market is Voronovitske PP "Mykhalych and Co"), fruit and vegetable preserves and juices (products manufactured under the trade marks "Gaisyn", "Veres", "Chumak", "Vinni", "Sandora", "Jaffa"), liquor and vodka products (products under the trade marks "Nemiroff", "Khortytsia").

Relatively competitive are the markets of flour and cereals (the number of producers reaches 250), sugar, dairy products and sausage products (there is a significant number of equal-sized powerful players in the respective markets). The market of bakery products has its own specifics – one producer – PJSC "Concern Khlibprom" – owns 65% of the regional bread market (78% in Vinnytsia). Other large manufacturers have a share of 1 to 5% of the total bakery products market, which they sell mainly in the areas where production is located (Table 2).

Depending on the level of competition on the market, a competitive strategy for the industry is determined.

The highest level of intensity of competition in the markets of agricultural products (grains, raw milk, fruits, vegetables, potatoes, eggs), which is caused by a large number of producers, transparent borders of individual regions, a small market share of individual producers or suppliers. The markets of processed products with a low level of depth of processing are also highly competitive - flour, cereals, milk, sugar. These markets are called commodity markets. Their characteristic feature is uniformity, interchangeability of goods from different manufacturers. These markets have a large number of sellers and buyers who do not have significant market power. For commodity markets, we suggest applying the only possible strategy – leadership in reducing costs. This requires the use of intensive technologies, optimization of marketing communications and sales channels, and the selection of the most effective of them. Within this strategy, an effective direction is deepening the specialization of product manufacturers, which will allow applying the effect of economies of scale.

Table 2

The intensity of competition in the markets of the main food products of the
Vinnytsia region

Product	IHH		IL	
	2020	2021	2019	2021
Meat and meat products	1249	894	0,11	0,08
Sausage products	1220	939	0,10	0,08
Semi-finished meat products	7852	5439	0,64	0,39
Milk and dairy products				
Animal oil	708	794	0,08	0,09
Cheeses are fatty	1756	1847	0,19	0,17
Whole milk products	963	873	0,06	0,06
Canned milk	2229	2926	0,45	0,61
Eggs	≈180	≈210	0,02	0,02
Dried, dried or salted fish	3073	3503	0,27	0,33
Salted herring	3015	3826	0,27	0,33
Sugar	872	1032	0,07	0,08
Oil and other vegetable fats	2217	1998	0,41	0,35
Potato	≈20	≈20	0,01	0,01
Vegetables and melons	≈20	≈20	0,01	0,01
Canned vegetables	4979	2976	0,47	0,31
Fruits, berries, nuts, grapes	≈200	≈200	0,02	0,02
Jams, jams, jams	3605	3134	0,28	0,25
Fruit juices	3747	3276	0,31	0,27
Bread and bread products				
Flour	1484	1596	0,05	0,05
Groats	842	782	0,04	0,04
Bread and bakery products	4104	3358	0,09	0,08

Source: formed by the authors based on [37]

A differentiated market is one in which there is a significant number of sellers who offer a product with a certain set of unique qualities. These markets are characterized by a somewhat higher level of monopoly. In the Vinnytsia region, these are markets for sausages, cheeses, certain types of dairy (yoghurt) and bread (muesli, pasta) products. For these submarkets, in our opinion, strategies of innovation of new products, offering consumers new consumer qualities of products will be effective. For example, for dairy products – enriching it with calcium, trace elements and vitamin supplements, reducing the level of fat in products. An addition to this strategy is product differentiation through active marketing communications, as well as patent protection of new products, which will emphasize their innovativeness.

A further decrease in the intensity of competition is characteristic of segmented markets. These are markets where there is a small number of sellers who control their individual segments. In the region, there are markets for fish products, canned milk, vegetable oil, fruit and vegetable products (juices, jams, jams and jams, canned vegetables), as well as semi-finished meat products. Taking into account the focus of each seller on a certain market segment, we suggest applying a strategy of focusing marketing activities and segmentation by the scope of product application and consumer characteristics. Focusing on a specific group of buyers, highlighting it will make it possible to minimize marketing costs, differentiate one's own product from competitor products or substitute products, and reduce the intensity of competition in certain market niches.

The disadvantages of the currently formed information service system for agricultural production in the Vinnytsia region can be considered:

1) lack of information resources, primarily market and scientific and technical information for production purpose;

2) dominant information flows are not aimed at serving production structures and the population;

3) the functioning of the system is based mainly on outdated paper technologies for collecting, systematizing, processing and distributing information and does not ensure the necessary efficiency;

4) contacts are not established and information exchange is not ensured with international and national centers of scientific, information and business activity in the volume required by the reformation processes.

At the same time, this trend presents fundamentally new requirements for the quality of information support for marketing activities, because the comprehensive and systematic satisfaction of consumer needs is based on the prior receipt of reliable information about them. Establishing and maintaining long-term relationships with customers requires detailed information about the specific needs, interests, tastes, and behavioral characteristics of each consumer.

In our opinion, the process of developing a marketing information system should

be carried out in the following sequence:

1. definition and measurement of current information flows and directions of their use;
2. identification of the need for additional marketing information;
3. development of new information flows, supplementing the existing ones, in order to satisfy established information needs;
4. integration of new information flows into the general system of information provision of the enterprise;
5. control of the effectiveness of information use.

According to Pidvalnaya O.H. the formation of innovations in the marketing of agro-industrial enterprises focused on the creation of craft industries and biofuel production will provide an opportunity to: increase the GDP of the state; to ensure in-depth processing of agricultural products and to ensure an increase in the profitability of the activity; to provide the population with high-quality and competitive products of craft agricultural productions; to form high-tech productions on the basis of agricultural processing enterprises; to partially ensure the energy independence of the state's economy; to form digital channels for the promotion of craft products [35, p. 71].

According to V.M. Bondarenko interaction marketing of agricultural enterprises should be considered as a process of building, maintaining and expanding strong long-term, mutually beneficial relationships with key partners, customers, suppliers, distributors, personnel and the state [36].

At present, Ukraine is witnessing an intensification of regional competition for investment resources. Mechanisms are constantly being improved, new approaches are being created to activate investment processes. Each region is trying to develop its effective investment policy. In this regard, it is reasonable to develop the concept of investment attraction at the territorial level. To do this, it is necessary to choose priorities for the development of the region, taking into account the structure of the economy. The influx of investments should, first of all, be directed to the strengthening and diversification of export potential, the promotion of competitive goods and technologies on the market external to the territory, the development of import-

substituting industries, the introduction of advanced technologies and the modernization of industry.

In our opinion, the concept of regional marketing is the most promising and implements marketing management actions that contribute to the inflow of investments into the region. At the same time, this concept forms a new type of thinking of regional leaders and entrepreneurs, contributes to the maximum satisfaction of the needs of the residents of the region and participants in the investment process identified during marketing research. In the conditions of an innovative or information-creative economy, the image and brand of the region, as well as the marketing strategies of its development, are a necessary factor in realizing the regional potential to the greatest extent [34].

Marketing of the region is a system of attracting new economic agents to the region, contributing to the prosperity of the region as a whole. The investment attractiveness of the region largely determines the level and quality of life of its population. Investments are both a cause and a consequence of economic growth, representing the relationship and interaction of the main economic categories.

It is necessary to understand that the marketing of the region is aimed at the promotion of products, services, goods, enterprises, industries that are characteristic of the territory and, of course, to attract investment in these industries. And in order to achieve this goal, it is necessary to develop a competitive policy of the regions. And the competitive orientation will be expressed in the creation of better, compared to other regions, conditions for doing business, education, tourism, living and conditions for investment.

In order for the region to become more attractive for investors, it is necessary to develop a development strategy, a marketing strategy, develop infrastructure, demonstrate competitive qualities, and develop informational materials.

To date, in the management of the development of the region, only separate marketing tools are used, a systematic approach to the organization of regional marketing has not been formed. At the same time, only the creation and implementation of a system of marketing activities at the level of the region, and not individual

marketing measures, will contribute to increasing the level of its competitiveness, and, therefore, investment attractiveness.

The system of marketing activities of the region, aimed at increasing investment attractiveness, should include analysis and forecasting of foreign markets; clear formulation of priority goals and strategies for the development of the region; development of a marketing complex. Analysis and forecasting of foreign markets, in turn, involves assessing their potential, identifying strengths and weaknesses using SWOT and clear formulation of strategies and goals based on the general strategic goals of the region's development. In many ways, the strategic goals of the region's development and its investment attractiveness are determined by a set of marketing tools for the distribution of products produced at the region's enterprises with investments. Therefore, the formation of priority strategies and goals for the development of the region from the point of view of a set of marketing measures should be based on:

- product strategy positioning and regional market segmentation, as well as portfolio analysis of products produced in the region;
- experience of successful regions with a more favorable investment climate;
- choosing a growth strategy for sustainable regional development;
- creation of an optimal sales network;
- formation of the communication policy of the region.

As you know, the main product in regional marketing is the territory of the region, which necessarily has its competitive advantages and disadvantages [37].

The analysis of the work of agricultural enterprises of the Vinnytsia region shows that information flows, which represent the information basis of economic decision-making in enterprises, are not sufficiently adapted to the instability of the marketing situation, the aggressiveness of the market environment, and the weak predictability of the market situation. Therefore, it is necessary to develop a system of principles of information service for the entrepreneurial activity of an agricultural enterprise, the implementation of which would allow the maximum use of the economic potential of entrepreneurial energy to stabilize production activity and

improve financial indicators.

While in Ukraine, the marketing approach to managing regional development from the standpoint of increasing the investment attractiveness of the region is used very rarely. Regional development marketing programs and regional marketing management methodology have not been developed. When applying marketing technologies to promote the region as a product, it is important to correctly define the target group of consumers – these are domestic and foreign investors who meet the needs of economic development to the greatest extent.

Thus, it is necessary to understand that the marketing of the region becomes an important tool for increasing investment attractiveness, aimed at the constant promotion of positive information about the region in order to create a favorable environment for attracting investments.

Currently, the issue of using a marketing approach to production, sales and commercial activity by agrarian enterprises remains the most relevant, which allows to outline the prospects for the exit of most agrarian enterprises from the crisis state. At the same time, the slow growth in the volume of sales of food products by agricultural enterprises does not allow them to maintain stable positions on the food market. There is an urgent need to develop ways to improve the management of marketing activities of agrarian enterprises. The creation of a full-fledged marketing department in an agricultural enterprise, as well as the development and practical implementation of a marketing strategy, should be considered the defining ways of improving the management of marketing activities of agrarian enterprises. A modern agricultural enterprise should have such a marketing system that would give it the opportunity to plan its own marketing activities as precisely as possible, properly organize the work of the marketing department and control these processes. All areas of marketing improvement should be implemented systematically and comprehensively. The marketing strategy of an agrarian enterprise is of crucial importance in the formation of its relationships with consumers, whose effectiveness depends on sales volume, profits and, as a result, the financial condition of the enterprise. This is explained by the fact that a well-chosen and properly implemented marketing strategy provides the

agricultural enterprise with advantages that are manifested in increasing the competitiveness of the enterprise and its products, reducing the sensitivity of consumers to the price, as well as simplifying access to financial, information and labor resources.

Summarizing the conclusion, it can be stated that at this stage of the development of market relations in the agro-industrial sector of Ukraine, any enterprise cannot function normally without the use of marketing to determine its position on the market, analyze its opportunities, study the market environment, determine the development strategy, etc.

At the same time, this list must be supplemented with another element related to the need to improve the functional orientation of information flows that are formed at this stage in the system of agro-industrial production.

We consider it appropriate to understand the marketing information system of the enterprise as a set of interdependent internal and external information flows, the main poles of which are the agricultural producer and the consumer of food products, which is closed within the framework of the marketing service of the enterprise and is aimed at the development of an effective complex of marketing of the corresponding products.

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