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# FORMATION OF THE MAIN COMPONENTS OF THE COMPLEX SYSTEM OF AGRARIAN MARKETING FOR ENTERPRISES IN THE AGRICULTURAL BUSINESS SPHERE

## ABSTRACT

The purpose of our research is to generalize theoretical and methodological approaches to the formation of a complex agricultural marketing system, to develop recommendations for the implementation of the main elements of this system in the practical activities of enterprises in modern conditions and to allocate marketing reserves aimed at increasing the competitiveness of trading enterprises in modern business conditions. It is proved that the formation and functioning of the enterprise agricultural marketing system should be carried out on the basis of a systematic approach and synergistic combination of marketing tools, taking into account the characteristics of products, market, behaviour and consumer needs, with the marketing management system, on which the successful activity of the enterprise in the market environment depends. The main components of the integrated agricultural marketing system are defined and proposals for the implementation of this system in the activities of trading enterprises are provided. The importance of the implementation of a complex agrarian marketing system lies in the combination of elements of the Marketing-mix complex and the marketing management system, with the aim of prompt response to changes in the market environment. We are sure that the expected results can be achieved only in the interaction of these components of the marketing system, the use of individual elements, in our opinion, will not give a full-fledged result.

**Keywords:** agribusiness, elements of the marketing complex, agricultural marketing system, communication policy, management system

**JEL Classification:** M3, M11, M31, P23

## INTRODUCTION

The nowadays situation of the national economy is characterized by a number of changes related to the competitive environment, management system, consumer requirements and preferences, the relationship between business entities and the state, the processes of business globalization and more. The agricultural sector is no exception. Changes in the activities of agricultural enterprises are directly related to changes in the external environment.

The turbulence of the external environment, and a high level of competition forces to reevaluate the principles and characteristics of modern agribusiness and radically change approaches to the system of production, marketing, and enterprise management. In such conditions, the reorientation of agricultural enterprises to the principles of marketing and the active introduction of a comprehensive marketing system in their daily activities becomes relevant.

In the period of reform and modern development of the economy of Ukraine, it is extremely important to adapt domestic enterprises to the conditions of a dynamic external environment, where the conditions of doing business on the domestic and foreign markets, the competitive environment, the processes of innovative development and organizational transformations become especially cruel. The effective operation of modern enterprises is influenced by a large number of factors, both external and internal.

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Modern trends in the domestic market economy are characterized by the intensification of the processes of globalization and integration into the world market, the consequences of which are increased competition in the domestic and foreign markets.

At the same time, domestic enterprises currently operate in very difficult conditions of the global economic crisis, which is caused by the pandemic and endangers the possibility of effective business operations. It is important for enterprises to survive in crisis conditions, adapt to them and minimize threats from the external environment. This is possible with a high level of competitiveness of the enterprise, with existing competitive advantages, potential opportunities and reserves for their improvement. In the conditions of fierce competition on the market, there is a competitive struggle between product manufacturers for favourable conditions of production, sale of products, attracting consumers, quality indicators, profit indicators and other competitive advantages.

Based on this, the task of considering and solving problems of the development of a comprehensive system of agricultural marketing for agricultural enterprises is extremely important.

## LITERATURE REVIEW

The modern vision of the problems of development of agricultural marketing as a complex system in the domestic scientific literature is presented in the scientific works of I. Artimonova [1], M. Bahorka [2], S. Bliznyuk [4], V. Fomishina [5], L. Filipkovska [6], M. Levina [7], N. Yurchenko [3] and other scientists.

Bliznyuk S.V. noted, «at the stage of development of the XXI century, the vast majority of sectors of the economy operates in an ever-increasing demand for products, and therefore, along with the production management system, marketing occupies a leading place» [4, p. 56].

According to the research of Fomishina V.M. «Planning of the marketing complex of the enterprise begins with a comprehensive market research, because it must be focused on meeting the needs of consumers» [5, p. 290].

Filipkovska L.O. draws attention to that the marketing complex of promotion in agriculture differs from the classical approach to promotion and is determined by the specific agricultural market. Priority during the development of marketing communication measures has the choice of sales channels of agricultural products [6, p. 237].

Artimonova I.V. considers, the application of marketing largely depends on the form of ownership and specifics of the organization management of a specific enterprise. private, rental, joint-stock organizations are faster to respond to market requirements, have great opportunities for independent decision-making from interrelated elements of the marketing complex [1, p. 138].

We agree with the definitions of leading scientists and recognize that it is impossible to separate marketing from a market economy, from sales activities, modern management systems, market infrastructure, communications systems, and market processes. At the same time, all the tasks set by the company in the organization of marketing activities are related and focused on meeting the ever-growing consumer needs.

However, despite the importance of these developments, the rationale for their importance for agricultural enterprises, many issues of effective use of elements of a comprehensive marketing system remain unclear, further study also requires practical implementation of this system in the activities of specific agricultural enterprises to improve their efficiency at the same time as sales activities and competitiveness in the market of agricultural products.

## AIMS AND OBJECTIVES

The purpose of research is to generalize theoretical and methodological approaches to the formation of a complex marketing system for agribusiness enterprises, to develop recommendations for the implementation of the main elements of this system in the practical activities of enterprises in modern conditions and to allocate marketing reserves aimed at increasing the competitiveness of trading enterprises in modern business conditions.

## METHODS

When forming the agricultural marketing system, a comprehensive approach was used, which involves the study of controlling and non-controlling factors that affect the level of its competitiveness, as well as an analysis of strengths and

weaknesses. Research in economics, scientific works of domestic and foreign scientists, highlighted the fundamental theories of competitive advantage, competitiveness and marketing management. The main task of researching the enterprise environment is to analyze the factors of the macro- and microenvironment of the enterprise, in order to identify the strengths and weaknesses of the enterprise, opportunities and threats of the market, in which the results of the analysis of all aspects of production, finance, sales and strategy of the enterprise are concentrated, conclusions are formulated regarding possible ways resistance to the negative influence of factors. The process of adaptation of the enterprise to changes in the environment and, above all, to the action of uncontrollable factors is important. The results of the study of the enterprise environment will allow the correct use of the internal and external (uncontrolled) environment in order to achieve success with consumers and ensure the stable functioning of the enterprise in modern conditions.

## RESULTS

Today, the market no longer operates unsystematically, but has the features of a coordinated, regulated system in which the main role belongs to the consumer, and these features of the modern market determine the essential characteristics of modern marketing. Requirements for product quality, its main technical characteristics, service, consulting services are set by the consumer, and companies have to «fight» for their consumers, ie to participate in the competition.

In the agricultural sector, marketing is associated with the process of production of agricultural products, their processing, storage, transportation, distribution, marketing policy to bring them to the final consumer. Agricultural marketing is part of the system of internal management, whose activities are related to research, analysis of the market situation, the study of the relationship between supply and demand, development of marketing orientation of sales activities, and development of assortment policy for competitive products to meet consumer needs. Marketing activities should be filled not only with various activities but also clearly coordinated and planned in modern conditions.

For most enterprises, the activation of marketing can be considered a tool that can increase competitiveness, and ensure effective industrial, economic and social relations, which will allow the realization of economic interests as employees, business owners and consumers. The consumer and his constantly growing needs are especially important in modern business conditions. The knowledge, understanding and adaptation to the needs of consumers are key elements of a complex marketing system. A complex marketing system based on knowledge of consumer needs and product production technologies that satisfy them is the only opportunity for enterprises to achieve a high level of performance indicators: profit, sales volume, expansion of sales markets, and coverage of a wide range of consumers.

In modern conditions, the turbulence of the external environment and the high level of competition forces us to reassess the principles and characteristics of conducting modern business and radically change the approaches to the enterprise management system.

Peculiarities of marketing in the agricultural sector of the economy:

1. Specificity product: cargo transportation; efficiency and timeliness of deliveries.
2. Discrepancy production cycles, working period: seasonality of production; market conditions; storage problems.
3. Dependence on natural factors: risks of crop losses; dependence on natural conditions; soil reclamation.
4. Insufficiently developed marketing infrastructure: a significant number of intermediaries; imperfect activity of agricultural exchanges.
5. Insufficient information support: low level of Internet usage; weak level of marketing research; lack of marketing performance indicators

The most important component of the modern agrarian business is the consumer and his ever-growing needs, requirements, interests. Knowledge, understanding and adaptation to the needs of consumers are key elements in the formation of a comprehensive marketing system.

In our opinion, a comprehensive system of agricultural marketing, based on knowledge of consumer needs and technologies of commodity production that satisfy them, is the only opportunity for agricultural enterprises to achieve a high level of performance: profit, sales, expanding markets, reaching a wide range of consumers. The integrated marketing system of the enterprise is internally organized in relation to the external environment a set of interconnected components (economic, social, organizational, technical and technological), the integral unity of which provides, on the one hand, customer satisfaction, and on the other - achieving business the subject of the goals [3, p. 103].

In the classical definition, the marketing complex consists of a set of elements, the optimal combination, ratio and share of which will allow you to solve all problems related to marketing goals, marketing direction, and development strategies.

It is important that each of the elements of the marketing complex is used in combination with other tools, because only when combined, they can give a positive result, acting alone, they lose many opportunities, and together they help companies respond quickly to market changes and adapt to these changes [2, p. 44].

Thus, it can be stated that the basis of a comprehensive marketing system is a classic marketing complex for marketing - a set of marketing tools, the combination of which can ensure the implementation of tasks and marketing goals.

The marketing system is an ongoing process of establishing and developing customer relationships to maximize value throughout the product lifecycle and stimulate revenue growth.

Oliyныk T. emphasizes that with the help of marketing research, it is possible to identify both problems and opportunities of the enterprise, to determine its competitive position in a specific market in a certain period of time by adapting its products to the needs and requirements of consumers, in reducing uncertainty and the degree of risk of decision-making, increasing probability of success of the market activity. The results obtained as a result of marketing research make it possible to assess the situation on the market and among competitors, to obtain the necessary information that will allow effective work in the marketing environment [8, p. 57].

The specific features of marketing in Ukraine include a lack of consumer information and low purchasing power; lack of perfect competition on the market, which reduces the impact of marketing measures; a high level of dependence of product manufacturers on distribution structures, which leads to low prices for enterprises; lack of qualified marketing specialists; consumer distrust of advertising and sales promotion; lack of balanced regulatory and legal regulation of the market; protection against unfair competition.

In addition, wholesale and retail trade enterprises face a number of problems: changes in demand volumes, price fluctuations, high impact of business risk factors, the imperfect organizational structure of enterprises, and adoption of strategically important decisions without deep marketing justification and analysis. The consequence of these processes is that the sales policy in most trade enterprises remains unformed and, accordingly, they have a low level of organization of sales activities, development of the product sales system, instability of work and unprofitable activity.

This involves focusing the company's marketing activities on establishing long-term, constructive, privileged relations with potential customers and supplementing the classic "4P" complex with tools that take into account the individual characteristics of the consumer.

In modern conditions, marketing is one of the necessary determining tools for the organization of the rational implementation of the product and sales policy of conducting business in conditions of increased competition and openness of markets.

The complex agricultural marketing system of the enterprise is an internally organized set of interrelated components (economic, social, organizational, technical and technological) in relation to the external environment, the integral unity of which ensures, on the one hand, the satisfaction of consumer needs, and on the other hand, the achievement of economic sub-object of the set goals. This is real under the condition of purposeful and effective functioning of such subsystems as marketing information, marketing complex, marketing management.

A complex marketing system is gaining particular importance in the work of agricultural enterprises, where it is extremely important to focus on the more complete satisfaction of consumer needs, increase sales and profits by eliminating intermediaries and ensuring closer contact with customers, including information provision and analytical support. In this context, a properly planned and organized complex marketing system will allow to optimize and clearly plan measures to achieve the mission of the enterprise placed on the market and ensure efficient, stable and profitable operation of the enterprise.

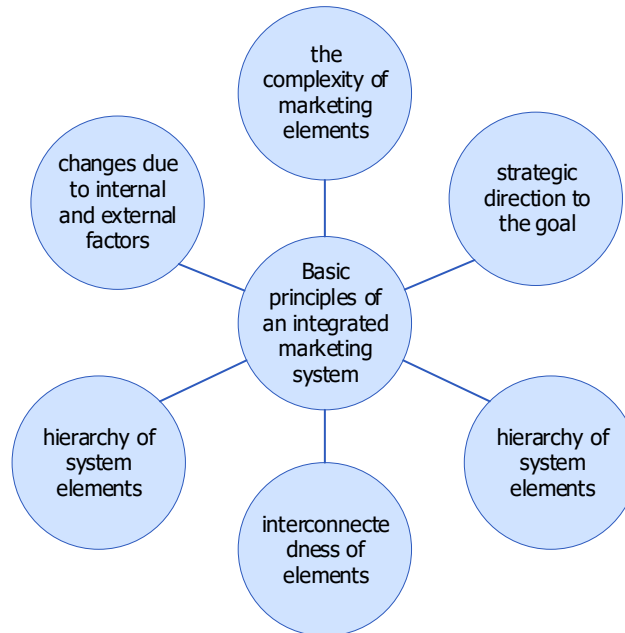
The essence of the integrated marketing system is the combination of elements of the Marketing-mix complex and the marketing management system in order to respond quickly to changes in the market environment. We are sure that the expected results can be achieved only in the interaction of these components of the marketing system, the use of individual elements, in our opinion, will not give a full-fledged result.

An effective agricultural marketing system should meet the following goals:

- enable farmers as the main producers to get the best possible benefits;
- to form a set of marketing tools to promote all products that farmers are ready to sell at favourable prices;

- reduce the price difference between the primary producer and the final consumer;
- to make all products of farm origin available to consumers at a reasonable price without deterioration of product quality.

The process of forming a system of marketing complex is complex and is based on the following principles (Figure 1).



**Figure 1. Basic principles of forming a comprehensive marketing system.**

Each company must form its own effective complex, taking into account a large number of factors, especially the nature of the product and the type of market, the life cycle of the product, the chosen strategy for its promotion. Of course, when forming this system at the enterprise it is necessary to take into account all the components. The use of the concept of the Marketing mix in the marketing-oriented activities of enterprises will help to formulate a program, the algorithm of which will help to achieve goals, in accordance with the mission of the organization. The Marketing mix model, or so-called marketing complex, is a key element of any marketing system. Such features of this model as simplicity, but at the same time universality make it acceptable for enterprises of all spheres of activity.

Each agricultural enterprise, forming a complex marketing system, should focus its activities on the achievement of marketing goals and set up dynamic interrelationships between the factors of the external and internal environment by building key subsystems of the enterprise: strategic and corporate management, information-analytical, control-adaptive, potential management. Thanks to the existence of such a system, each enterprise, based on its own business conditions and socio-economic interests, can adapt it for itself.

In our opinion, it is important that the formation and functioning of marketing activities at enterprises be based on a systemic approach, which is organizational and functional integrity, all the components of which are harmoniously interconnected and on which the successful operation of the enterprise in the market environment depends.

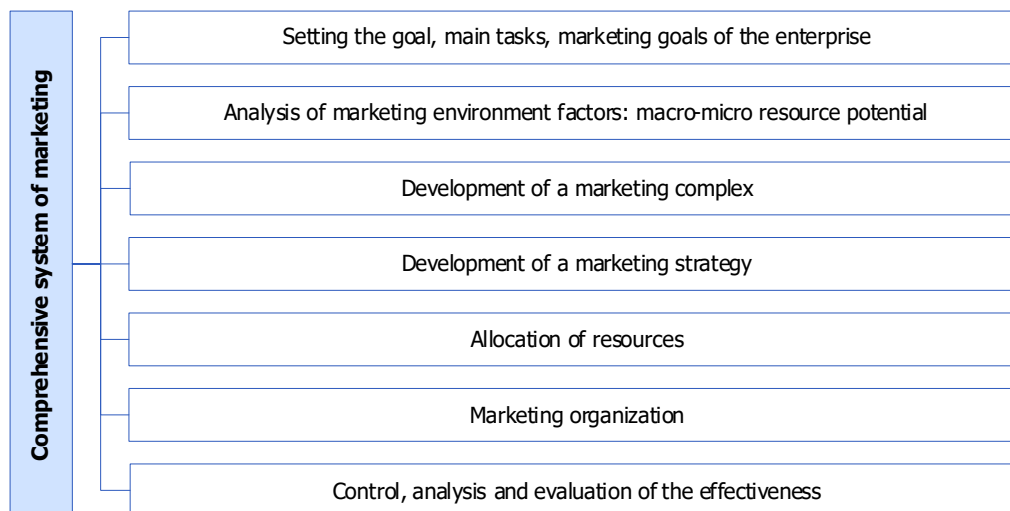
The marketing system of the agricultural sector should be such to ensure the general well-being of all market participants (producers, consumers, intermediaries and traders) and the entire society as a whole

We are convinced that a complex marketing system is a combination of a marketing complex with a marketing management system (Figure 2).

Of course, the following components must be taken into account when forming a comprehensive marketing system at the enterprise:

- analytical and strategic (market research, analysis and assessment of the enterprise's marketing capabilities, market segmentation and selection of target segments);
- development of the marketing complex (product policy, pricing, sales methods, marketing communications);

- organization and management of marketing (creation of a marketing service, functioning of a marketing information system, management of marketing activities).



**Figure 2. Components of the complex system of agrarian marketing of the enterprise.**

The effectiveness of the agricultural marketing system is possible if the following requirements are met:

- upgrading the qualifications of the company's employees, who are responsible for the organization and implementation of the company's marketing and sales activities, and in their absence at the company, the training of new specialists from among full-time employees or external employees;
- involvement of third-party specialists in marketing activities on the basis of outsourcing;
- optimization of the organizational structure through the creation of a marketing department or the establishment of the position of a marketer;
- informational and innovative material support for the functioning of the enterprise's marketing service;
- development of measures to stimulate the company's employees to switch to marketing-oriented activities.

We have proposed marketing reserves that will contribute to increasing the competitiveness of the enterprise (Table 1).

<b>Table 1. Suggestions for more effective use of marketing reserves.</b>	
<b>Measures</b>	<b>Characteristics</b>
Creation of a marketing organizational structure.	In order to strengthen analytical work, strategic planning and stimulation of product sales.
The formation of a constantly operating marketing and information system	It will help the enterprise to avoid strategic surprises, to receive timely, complete and reliable information about the state of the external environment, to form a positive reputation, to contribute to more successful promotion of products to the market and increase in their sales, the created strategic planning department will include monitoring services and audit, public relations
Review contracts and implement a system of discounts	Refuse unprofitable deliveries and sales; implement a system of discounts for regular customers.
Increasing employee interest in product sales	Motivation and incentive system for employees (bonuses, salary increase, interest on sales).
Active use of the marketing communications system	Carry out a number of measures to intensify work on promotion on the Internet, reconstruction of the site, distribution of the site in search engines and other works.

The measures proposed by us will contribute to the effective use of marketing reserves in the company's activities.

So, we must state that marketing reserves are a tool with which the company can increase its competitiveness. Unused marketing reserves for increasing competitiveness, for most trade enterprises, remain the comprehensive use of all marketing tools (elements), the introduction of new forms of trade, and the use of modern agribusiness methods.

When forming the above-mentioned components of the marketing system for agricultural enterprises, it is necessary to conduct marketing analysis, which is part of the analytical work and is related to marketing research. The help of marketing analysis is a comprehensive diagnosis, assessment of the current and future state of the marketing environment and marketing activities. Undoubtedly, the analysis of the environment takes into account a set of environmental factors, both internal and external. Special attention is focused on the production, financial, sales and strategic components. In general, it allows you to comprehensively assess the marketing activities of the enterprise and make sound management decisions in the agricultural sector and beyond.

Marketing analysis should be carried out in any situation in which the company finds itself, in particular, when the environment changes, positive final results are achieved, there are omissions, etc [9, p. 168].

In order to increase the competitiveness of commercial enterprises, we offer:

- to carry out a purposeful assortment policy that will help the enterprise to determine the competitiveness of goods in this market segment, will allow avoiding significant financial, entrepreneurial and organizational and commercial risks. For this, the company's specialists need to form an assortment policy so that each type of product gets the maximum effect both in terms of money and in terms of meeting the needs of its customers;
- maintain constant contact with potential consumers. Implementing this direction, the management staff of the enterprise must develop and apply a system of constant monitoring of the external and internal environment with the formation of an information base;
- -to expand the search for possible sources of purchase of goods, to create additional sources for replenishing commodity resources. For this purpose, the enterprise should rent out free space in warehouses, provide consulting and transport services to legal entities and individuals; activate the communication policy aimed at obtaining information about potential buyers, implementation of the CRM system, B2B and B2C systems, full use of Internet communications;
- use progressive forms and methods of studying demand and product promotion: participation in exhibitions, fairs, product testing, customer surveys to familiarize customers with new products of the enterprise, analysis of the value of products for potential buyers;
- improve the organizational structure of the enterprise and strengthen the analytical work of employees, introducing the latest methods of collecting and processing information, with the aim of reducing costs and increasing turnover.

The process of developing and forming a comprehensive marketing system for an agricultural enterprise covers the following stages:

- market research (competitive environment, features of demand and consumer behaviour, finding out the scale of potential and unmet demand);
- selection of the target market segment and formulation of a marketing strategy focused on its specifics;
- formulation of the mix concept of marketing - a system of measures for effective use of marketing research results, resources and capabilities of the enterprise in order to achieve the most favourable ratio of costs and effects from them, expected positions in competition, maximum consumer recognition;
- implementation of the planned marketing activities;
- analysis of results and adjustment of further actions.

Thus, methodological approaches to a comprehensive marketing system, analysis of its elements and evaluation of effectiveness in the main areas of cost, function and non-economic indicators of marketing using economic-mathematical methods and models with a well-defined algorithm, will effectively organize the smooth operation of marketing in the enterprise, evaluate the achieved final results of marketing activities, as well as make effective management decisions.

All of these elements of marketing are basic and in common use, they form a system that enterprises in agriculture and other industries have to use as a marketing constantly depending on the work of the enterprise and the market situation. The ability to properly use the above elements is the basis of a comprehensive marketing system for agricultural producers.

## DISCUSSION

It is known that the main condition of the economic development of the enterprise is its active activity on the market. At the same time, commercial success is ensured by such important factors as knowledge of the wishes and needs of consumers, quick and flexible response to all their requirements. This is ensured by studying the possibilities and effective use of various methods, forms and ways of selling goods and services, forming the demand of existing and potential consumers, i.e. under the conditions of a marketing approach in the organization of sales activities of enterprises [10, p. 209]. Marketing should be the basis of the functioning of business entities of any sphere of activity, and marketing activity has a decisive influence on the formation of the system of economic relations of specific producers with consumers in the direction of effective positioning of the product on the market and ensuring its sale.

In our opinion, increasing the competitiveness of an enterprise depends mainly on three factors: correctly formed marketing tools, elements of the organizational structure and its management system. In this context, the organizational structure of marketing activity at the enterprise can be defined as the basic component of the organization, on the basis of which marketing management will be carried out, that is, it is a set of services, departments, units, which include employees engaged in various areas of marketing activity. One of the main principles of the organization of marketing management is to bring the places of marketing decisions as close as possible to the divisions that deal with practical marketing. In order for the management system to be able to adapt to consumer requests, innovations, market conditions, it is necessary to create a marketing service at the enterprise. Any marketing organizational structure should be built on the basis of the following components and their interaction: functional features, location, goods and consumer markets. We consider it necessary to pay attention to the fact that the extreme shortage of reliable market information leads to high uncertainty when making management decisions, and primary information is not collected and systematized.

The attractiveness of the product does not provide sufficient guarantees regarding its sale. For this, it is necessary to inform consumers about its existence, to convince them of its good quality and to incline them to purchase the product [11, p. 16]. That is, consumers need complete information in order to understand the advantages of the company's product. It is from this point that we want to draw attention to the importance of creating a CRM system - customer relationship management as one of the main components of the marketing communications complex.

## CONCLUSIONS

The results of the study give grounds to draw the following conclusions.

In order to ensure the effective conduct of business by agrarian formations in the modern realities of the development of economic relations, there is a need to introduce marketing into their production and sales activities. Marketing in agricultural enterprises is one of the main components of their commercial and sales activities, and the success of the enterprise's functioning and the economic results of its activities depend significantly on its correct organization. The process of forming an effective agricultural marketing system is aimed at increasing the efficiency of their production and improving the main economic indicators. The main areas of search for reserves to increase competitiveness are resource, organizational, technological and marketing potential - the degree of consumer satisfaction with products, strengthening of personnel potential, focus on innovation, the competitive potential of the enterprise and the effectiveness of the strategy for a certain market segment. That is, for efficient and sustainable operation of the agricultural enterprise must-have marketing tools designed to ensure its market orientation. In turn, marketing management must ensure the availability and functioning of the following three components:

- strategic vision (the essence of the enterprise and focusing the energy of all its units to achieve higher performance than competitors);
- market orientation (in the first place among all values and beliefs is always the consumer);
- the process of forming and choosing the best strategy, taking into account all the problems faced by the company.

Effective sales activities depend mainly on three factors: properly formed marketing tools, organizational structure and how this structure works. In this context, the marketing department should become the main link that coordinates all areas of sales of the enterprise and collects market information: on the company's products, its analysis, determining the types, volumes and terms of supply, identifying purchasing needs, sales opportunities and estimated prices, the choice of sales channels, compliance with quality standards and regulations, the implementation of trade and marketing activities and logistics, coordination of production structures.



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Багорка М.

## ФОРМУВАННЯ ОСНОВНИХ СКЛАДОВИХ КОМПЛЕКСНОЇ СИСТЕМИ АГРАРНОГО МАРКЕТИНГУ ДЛЯ ПІДПРИЄМСТВ АГРАРНОЇ СФЕРИ БІЗНЕСУ

У статті проведено узагальнення теоретико-методологічних підходів до формування комплексної системи маркетингу сільського господарства, розроблені рекомендації щодо впровадження основних елементів цієї системи в практичну діяльність аграрних підприємств у сучасних умовах та виділенні резерви маркетингу, спрямовані на підвищення конкурентоспроможності підприємств аграрної галузі в сучасних умовах господарювання. Доведено, що формування та функціонування маркетингової системи для аграрних підприємств має здійснюватися на основі системного підходу й синергетичного поєднання інструментів маркетингу з урахуванням характеристик продукції, ринку, поведінки та потреб споживачів із маркетинговою системою управління, від якої залежить успішна діяльність підприємства в ринковому середовищі. Визначено основні складові інтегрованої системи аграрного маркетингу та надано пропозиції щодо впровадження цієї системи в діяльність аграрних підприємств. Важливість впровадження комплексної системи аграрного маркетингу полягає в поєднанні елементів комплексу Marketing-mix і системи управління маркетингом із метою оперативного реагування на зміни ринкового середовища. Ми впевнені, що результатів можна досягти лише у взаємодії цих складових маркетингової системи – використання окремих елементів, на нашу думку, не дасть повноцінного результату.

**Ключові слова:** агробізнес, елементи маркетингового комплексу, система аграрного маркетингу, комунікаційна політика, система менеджменту

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