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MARKETING POLICY OF FARMS IN UKRAINE

Unequal conditions for the functioning of farms as a part of agricultural sector require strategic thinking and marketing orientation from farmers. The limited use of marketing tools in the management activities of farmers is associated with insufficiently adapted marketing provision for the specifics of farming. The aim of the article is to substantiate the marketing provision of the strategic development of farming based on a rational combination of optimal elements of modification models of the marketing mix. The theoretical and methodological basis of the research was made up of the fundamental positions of the general economic theory, the system-structural analysis of economic processes, the results of the scientists' work on the researched issues. Monographic, abstract-logical, graphic methods, analysis and synthesis, analogy, theory of rational choice, methods of points, expert evaluations, combining, analytical hierarchy, and statistical processing of information were used in the research process. Prerequisites of the marketing type of farm management are determined. Based on the generalization of the problems of farming in modern conditions, the expediency of using strategic marketing tools in the process of its activity is argued. The meaning and significance

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МАРКЕТИНГОВА ПОЛІТИКА ФЕРМЕРСЬКИХ ГОСПОДАРСТВ В УКРАЇНІ

Нерівні умови функціонування фермерських господарств у складі аграрного сектора вимагають від фермерів стратегічного мислення і маркетингової орієнтації. Обмеженість застосування маркетингового інструментарію в управлінській діяльності пов'язана з недостатньо адаптованим маркетинговим забезпеченням специфіки фермерського господарства. Метою статті є обґрунтування маркетингового забезпечення стратегічного розвитку фермерського господарства на основі раціонального поєднання оптимальних елементів модифікаційних моделей маркетинг-мікс. Теоретико-методологічну основу дослідження становили фундаментальні положення загальної економічної теорії, системно-структурний аналіз економічних процесів, результати напрацювань науковців з досліджуваної проблематики. Під час дослідження використано методи: монографічний, абстрактно-логічний, графічний, аналізу та синтезу, аналогії, теорія раціонального вибору, балів, експертних оцінок, комбінювання, аналітичної ієрархії, статистичної обробки інформації. Визначено передумови маркетингового типу управління фермерськими господарствами. На основі узагальнення проблематики фермерства в сучасних умовах аргументовано доцільність застосування інструментів стратегічного маркетингу в процесі його діяльності. Розкрито зміст і



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of marketing provision in the development of farming is revealed. A model of the farm marketing complex has been created. The marketing support of farming is substantiated, within which examples of the use of strategic tools are given. Farms that use strategic marketing have the advantages of successful adaptation to the market, different from their competitors. The application of reasonable marketing provision for the development of farming on the basis of a marketing mix adapted to the specifics of farming expands its possibilities and strategic horizons as a progressive business form.

Keywords: development strategy, marketing mix, farming, strategic marketing, marketing strategy, marketing tools.

значущість маркетингового забезпечення у розвитку фермерського господарства. Сформовано модель комплексу маркетингу фермерського господарства. Обґрунтовано маркетингове забезпечення фермерського господарства, в межах якого наведено приклади застосування стратегічного інструментарію. Встановлено, що фермерські господарства, що застосовують стратегічний маркетинг, володіють відмінними від конкурентів перевагами успішної адаптації до ринку. Застосування обґрунтованого маркетингового забезпечення розвитку фермерського господарства на основі адаптованих до специфіки фермерства моделей маркетинг-мікс розширює його можливості та стратегічні горизонти як прогресивної форми господарювання.

Ключові слова: стратегія розвитку, маркетинг-мікс, фермерство, стратегічний маркетинг, маркетингова стратегія, маркетинговий інструментарій.

JEL Classification: D21, M31, Q13.

Introduction

The importance of the study of strategic development models and the marketing type of management in agriculture is determined by the importance of the latter in the structure of the national economy on the one hand, and its acute problems on the other. Thus, agriculture provides a significant contribution to economic growth, in the process of its formation, next to gross accumulation jobs are indirectly created through the consumption of goods and services of other industries by agriculture. At the same time, the imperfect structure of the domestic economy, economic losses from the war in Ukraine, insufficient attention to marketing as an element of the market mechanism of management, and the limited use of scientific and methodological tools for strategic management of agricultural business entities leave an impression not only on the competitiveness and state of agriculture, but also on the macroeconomic stability of the country as a whole, inhibiting sustainable economic growth and solving many socio-economic issues. The outline requires solving a fairly wide range of research tasks, in particular, ensuring the development of agriculture in the marketing aspect.

The problem is becoming particularly acute for farms, which not only act as equal participants in agricultural production, but also form the basis of sustainable development of communities and territories, ensure the development of a driving cooperative force, act as an important element of the competitive environment and even a way of life, but at the same time function in extremely complex competitive conditions. The presence of structural deformations in the agricultural sector of Ukraine significantly

affects the activities of small-scale producers of agricultural products. Thus, the polarized structure of domestic agriculture concentrates agricultural holdings on one "pole", and farms with "economically unprofitable food" on the other (Borodina & Prokopa, 2015). In turn, the technical rearmament of the corporate sector leads to the release of workers and the formation of monoculturalization of production, and, accordingly, an increase in the man-made load on ecosystems. In such conditions, farmers are relegated to the low-profit informal sector of the economy, which restrains the development of the peasantry and deepens the degradation of human capital. The compensatory possibilities of farming in these conditions can be seen precisely in the marketing support of strategic management, which through the implementation of the basic market principle "produce what is sold, not sell what is produced" within reasonable strategic guidelines will allow farming to strengthen its market position and enter a new stage of development.

The issue of unequal conditions for the functioning of farming is investigated within two directions – improvement of structural policy and the actual development of farming. Within the framework of our research, scientific achievements in the second direction are of particular interest, primarily those that contributed to the formation of the conceptual foundations of the development of farming, touch on the issues of ensuring its competitiveness (Vasylykivskyy, 2018; Yeremenko, 2019; Melnyk & Grabchuk, 2020), formation of marketing provision and justification of marketing strategies (Bochko, 2009; Zemliakov, 2015; Sviridova, & Tolstova, 2017).

Among the developments of recent years, the conceptual approach to the construction and implementation of management of the development strategy of farms with the use of foresight technology, proposed by Gorikhovskyy (2017), is of particular interest. Zbarska (2013) studied the issue of ensuring the competitiveness of farms and identified ways to achieve the most effective use of their resource potential. Zintso (2018) offers a theoretical and methodological approach to the development of the management system for the marketing activities of farms, which is based on an expanded complex of marketing at the expense of "5 P" (where the fifth element is "personal") and provides for the formation of an infrastructure for managing the marketing activities of farming. However, insufficient attention has been paid to the marketing support of farming in recent years. For the most part, farms are studied rather superficially as part of groups of agricultural enterprises. For example, Kovbas (2013) investigates marketing provision for the activities of agricultural processing enterprises. Skrynkovskyy (2014) proposes a mechanism for the formation of marketing support for the activities of agricultural enterprises; Rosola (2020) researches the marketing activities of agricultural enterprises in the region. In addition, regardless of the importance of the results of scientific research on marketing

provision, in general, they are often quite superficial and not sufficiently adapted to farming due to its specificity, for example, (Korzh & Chunikhina, 2019; Herasymyak, Kovalchuk, & Datsenko, 2018; Poltorak, 2016), which partially explains the limited use of marketing tools by farms, along with the low level of information provision and insufficient human capital. The issues of strategic development of farms today also remain insufficiently disclosed and require further research.

The aim of the research is to substantiate the marketing provision of the strategic development of farming based on a rational combination of optimal elements of modification models of the marketing mix.

The theoretical and methodological basis of the research was made up of the fundamental positions of the general economic theory, the system-structural analysis of economic processes, the results of the scientists' work on the researched issues. Monographic, abstract-logical, graphic methods, analysis and synthesis, analogy, theory of rational choice, methods of points, expert evaluations, combining, analytical hierarchy, and statistical processing of information were used in the research process. The data of the State Statistics Service of Ukraine, Food and Agriculture Organization of the United Nations, agricultural statistics of Ministry of Agrarian Policy and Food of Ukraine, the author's own research related to marketing provision for the development of enterprises and competitiveness served as the information base of the study.

1. Prerequisites for the implementation of strategic marketing in the farms' activities

The prerequisites for implementing strategic management based on marketing in the activities of farms are the market features and difficulties in which domestic farms function.

First, small farms, having a much lower level of technical equipment compared to large agricultural enterprises, always have lower efficiency indicators, including yield. Therefore, a serious problem of farmers is the lack of own working capital. In the composition of the resource problem, a special place is occupied by the difficult legal mechanism of obtaining land plots for the creation of a farm and the uncertainty of the subjective composition of the legal relationship of private value to land. A separate problem is human capital, which for small commodity producers of agricultural products is a necessary condition for achieving sustainable intensification. It is the knowledge of the specifics of agricultural crops and animal husbandry, as well as the work of farmers and their ability to effectively use the factors of agricultural production and methods of farming, that determine the competitiveness of their business. However, in the agrarian sector of the economy of Ukraine, human capital has such features as seasonality of use, difficult working conditions, low level of development of

the social sphere, uneven distribution of human capital across the country, low level of human capital development, which is confirmed by the insufficient degree of qualification of employees, and the increase in the level of unemployment in rural areas, outflow of youth from the field of agricultural production, low level of wages (Zapukhlyak, 2017).

Secondly, in the conditions of increased pressure of transformations in the global food system and supply chains, farms cannot organize cooperation with wholesalers and supermarket chains as effectively as large enterprises do, thereby forming vertical integration and increasing the use of standards requirements. In addition, it is easier for large enterprises to attract investment and work with complex supply chains.

Thirdly, such problems as the reduction of cultivated areas due to hostilities and occupation, mining of fields, lack of fuel, destruction of agricultural machinery, logistical obstacles, including the closure of sea routes for the export of products, did not escape the farms. According to Food and Agriculture Organization of the United Nations, by December 2022, every fourth of the surveyed farmers in Ukraine reduced or stopped agricultural production due to the war. In the regions most affected by the war, more than 40 % of households stopped producing agricultural products (FAO, 2022).

Fourth, in addition to other external factors, such as the complexity and instability of the domestic taxation system, the instability of land relations and state support, social and psychological pressure due to the use of plant protection products, the lack of agrarian logistics, obstacles to the effective functioning and development of farms are also imperfect the structure of production with its inefficient material and technical support, low level of product processing, low diversification, neglect of marketing tools, which complicate economic activity on the market of agricultural products under the pressure of large competitors.

At the same time, a number of competitive advantages, such as quality and environmental friendliness, fairly quick adaptation to market conditions and flexible response to market conditions and specialization of economic activity allow farms to occupy their niche and work with a certain segment of consumers.

In these biased and ambiguous conditions, the imperatives of farming are formed, which is mostly forced to function unsystematically. In this regard, the issue of defending the economic interests of farming as part of the agricultural sector on the basis of increasing its competitiveness, as well as the development of interrelationships between farming and the elements of the industry and other sectors of the economy are being updated. A partial solution to the outlined problems can be seen in the implementation of modern strategic tools in the management of farms and their marketing provision.

2. Marketing mix formation of the farm

In a broad sense, the marketing support of an enterprise means the process of applying marketing tools and ways of combining them based on the marketing concept in order to strengthen the competitive position of the enterprise. The role of strategic marketing in today's economic activity reveals new opportunities for marketing support, in particular, management of enterprise development.

Analysis of the content of marketing support (Kovbas, 2013; Skrynkovskyy, 2014; Korzh & Chunikhina, 2019; Lebedynskyy, 2002; Bahorka & Bilotkach, 2010) confirms that this process is complex, applies to all areas of the enterprise, consists of a number of stages that are not unambiguously consecutive, and involves measures that change according to the main conditions and goals of the enterprise. The basis of marketing support is the marketing mix, at the same time, the increase in the variety of its modifications gradually complicates the choice of a certain model for a specific enterprise. Because of this, scientists justify the use of one or another model for enterprises of various industries or economic spheres, for example (Romaniv, 2017; Moklyak & Radchenko, 2017).

Researches (Shevchenko, 2018; Mamalyha & Loyik, 2012; Fomishyna & Fedorova, 2015) show that, on the one hand, despite the large number of variations of models of the marketing complex, "4P" remains optimal, because the supplemented models actually return to the detailing that E. J. McCarthy generalized to four. On the other hand, modernity has actualized some elements presented in other models, for example, digitalization, changes in consumer behavior, emphasis on customer orientation have conditioned such an element as personalization. However, the "2P+2C+3S" model itself, which includes this element, is quite limited, because it focuses only on the field of electronic marketing.

Based on the above, it can be said with confidence that the specifics of farming and the modern conditions of its operation complicate the choice of a marketing complex and the practical application of marketing tools by farmers. In modern conditions, the choice of the latter as part of marketing support should be made in the strategic context of farm management. That is, farming, like any other enterprise, regardless of its scale, needs a defined direction of activity, long-term development goals and management of the achievement of these goals. Marketing provision is improved in the process of overcoming contradictions between external conditions and internal capabilities of the enterprise, which emphasizes the feasibility of using strategic marketing tools in the process of activity.

Taking into account the strategic context of farming management as a current prerequisite for its development, as well as the specifics of farming and the conditions of its operation, we will form a marketing mix for farming by reasoned selection of elements from the main sets of the marketing complex. The formation of the marketing mix methodology is presented in *Figure 1*.

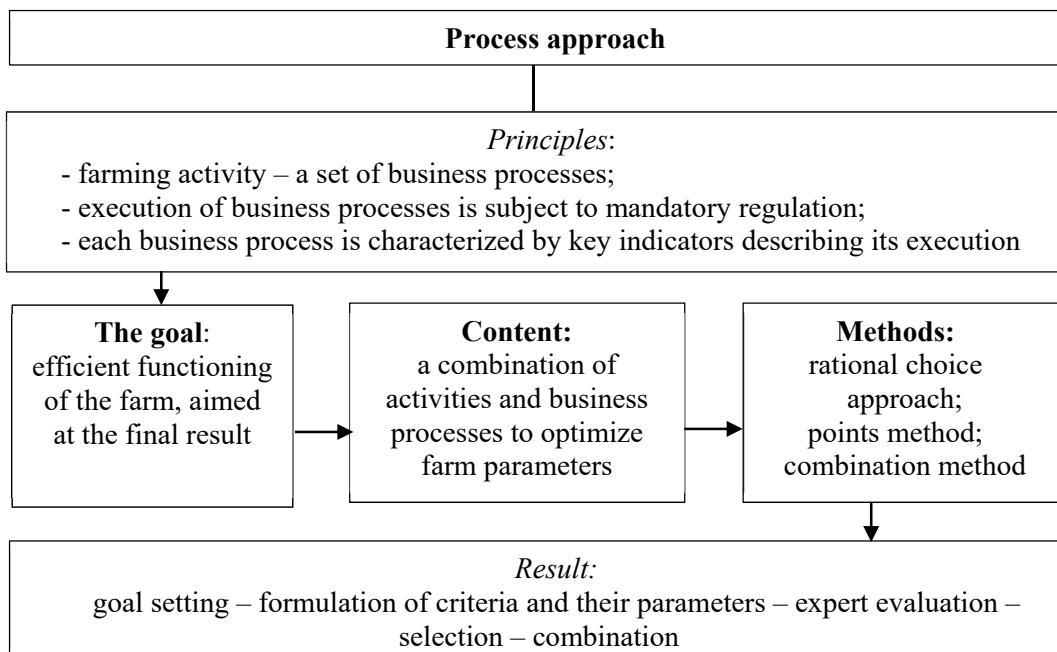


Figure 1. The formation of the marketing mix methodology

Source: compiled by the authors.

So we will formulate the criteria that the elements of this marketing mix must meet, based on the generally accepted content of the marketing mix and its basic principles (Kotler & Armstrong, 2011) and the general criterion of optimality as the main indicator of work quality.

Such criteria include:

A: effectiveness (an element that is always acceptable and rational for use; expected to produce an economic effect);

B: relevance (the element meets the requirements of the time and conditions of the external environment);

C: creation of values (the level of awareness of benefits by the consumer);

D: congruence (consistency of elements among themselves);

E: uniqueness (absence of contradictions due to similarity and duplication of functions by other elements of the mix; is not a component of another element);

F: the possibility of creating competitive advantages.

We offer an expert assessment of the compliance of the model elements with the selected criteria on a simplified scale: 1 – fully corresponds; 0.5 – partially (sometimes) corresponds; 0 – does not respond. The sum of the points will allow to systematize the elements according to the degree of compliance with the criteria: 5.5–6 – the optimal element; 4.5–5 – suitable under certain conditions; 3.5–4 – involved under certain conditions, including case of impossibility of implementation of better options; 0–2.5 is mostly a wasted direction in this model.

Accordingly, the marketing mix of a farm will represent a balanced combination of controlled elements that, on the one hand, are subordinate to its marketing goal, on the other hand, contribute to its achievement, are directed to the target market and are flexibly combined (*Table 1*).

Table 1

Choosing of marketing mix elements for farming

Model	Model element and its main task	Compliance with the criterion						Total
		A	B	C	D	E	F	
12P	Product (product policy)	1	1	1	1	1	1	6
	Price (price policy)	1	1	1	1	1	1	6
	Place (distribution model)	1	1	0.5	1	1	1	5.5
	Promotion (promotion policy)	1	1	1	1	1	1	6
	Public Relations (management of public opinion)	1	1	1	0.5	0	0	3.5
	People, Personnel (motivation programs)	1	1	1	0.5	0.5	0.5	4.5
	Process (B2B, service area: interoperability, such as speed)	0.5	1	0.5	0.5	1	1	4.5
	Participation (consumer engagement, scripted contacts with the brand)	0.5	1	0	0.5	0.5	0.5	3
	Packaging (structure, design, material, packaging)	0.5	1	0.5	1	0	0.5	3.5
	Purchasing, Programs of loyalty (purchase promotion)	0.5	1	0.5	0.5	0	0	2.5
	Physical Premises (B2B, the sphere of services: creating an environment, atmosphere during a purchase)	0	0.5	0.5	0.5	0	0.5	2
Politic of social responsibility (social responsibility)	1	1	1	0.5	1	1	6	
5C	Customer needs and wants (the focus is on consumer needs)	1	1	1	1	1	1	6
	Cost to the customer (reduction of direct and indirect costs of the consumer (financial ones and effort)	1	1	1	1	1	1	6
	Communication (increasing consumer awareness)	1	1	1	1	0	0.5	4.5
	Convenience (availability of goods/services and satisfaction of additional needs)	1	1	0.5	1	0.5	1	5
	Congruence (programs to influence consumer impressions)	1	1	0	1	0	0	3
4A	Acceptability (inclination of the consumer to purchase the product, creating a need)	0.5	1	0	1	0	0	2.5
	Affordability (ensuring the consumer's ability to make the first and the subsequent purchase)	1	1	0.5	0.5	0	0	3
	Availability (ensuring availability, product availability)	1	1	0.5	1	0	0.5	4
	Awareness (formation of consumer awareness)	1	1	0.5	0.5	0	0	3
4D	Strategic design (strategic direction of marketing activity)	1	1	1	1	1	0.5	5.5
	Differentiation	0.5	1	1	1	0	1	4.5
	Data base management	1	0.5	0.5	1	0	0	3
	Direct marketing (detailing of Promotion)	0.5	1	0.5	1	0	0	3
SIVA	Solution (determination of the degree of solving the problem of consumer satisfaction)	0.5	0.5	0	1	0.5	0.5	3
	Information (informing the consumer about the problem solution)	0.5	0.5	0.5	1	0	0.5	3
	Value (informing the consumer about the value of the transaction)	0.5	0.5	0	1	0	0	2
	Access	1	0.5	0.5	1	0	0.5	3.5

Model	Model element and its main task	Compliance with the criterion						Total
		A	B	C	D	E	F	
2P +2C +3S (digital)	Personalization	1	1	0	1	0.5	0.5	4
	Privacy (policy of access to information in the process of identification, decisions on confidentiality)	0.5	1	0	1	0	0	2.5
	Customer Service (can relate to any aspect of a product, price, promotion, location)	1	1	1	0.5	0	1	4.5
	Community development	1	1	0.5	1	0.5	0	4
	Site (creation of interactions in all directions of relational exchange)	1	1	0.5	1	0	0	3.5
	Security (data and transaction security)	1	1	0.5	0.5	0	0.5	3.5
	Sales Promotion	1	1	1	1	0	0.5	4.5
4 V	Variation (differentiation (product, market, brand))	0.5	1	1	1	0	1	4.5
	Versatility (a combination of offer functions)	1	1	0	0.5	0	0	2.5
	Value (demonstration of values)	0.5	0.5	0	1	0	0	2
	Vibration (communication with consumers through e-commerce platforms)	1	1	1	1	0	0.5	4.5

Source: built by the authors on (Shevchenko, 2018; Mamalyha & Loyik, 2012; Fomishyna & Fedorova, 2015; Tang, Wan, & Liu, 2020; Otlacan, (2017); Dev & Schultz, 2005; Möller, 2006).

Thus, the complex marketing model for the farm can be represented as:

*Product + Price + Place + Promotion + Politic of social responsibility +
+ Customer needs and wants + Cost to the customer + Strategic design.*

Moreover, its submission as "5P+2C+1S" will require clarification, because the fixed "5th P" element is people (including personnel). The resulting model does not mean neglecting other elements, for example, the site, but many of them are components of others, that is, this model is basic and variable, while the element "S" is the core.

3. Marketing provision of farm development

The universally recognized marketing provision adapted to farming, taking into account the formed marketing-mix model (*Figure 2*), represents a systematized process of achieving long-term goals and strategic guidelines within the selected areas of development through the use of a set of marketing tools.

Thus, marketing provision for the development of farming consists of three blocks: understanding market processes, choosing a strategy and determining the mechanism of its implementation. The key factor of the first one is "Customer needs and wants". "Politics of social responsibility" is considered separately from the rest of the elements of the second block, because it expands the horizons of marketing, implemented by solving socially significant problems in social, economic and environmental aspects through food products, social policy, economic profitability of farming, environmental safety of production and products.

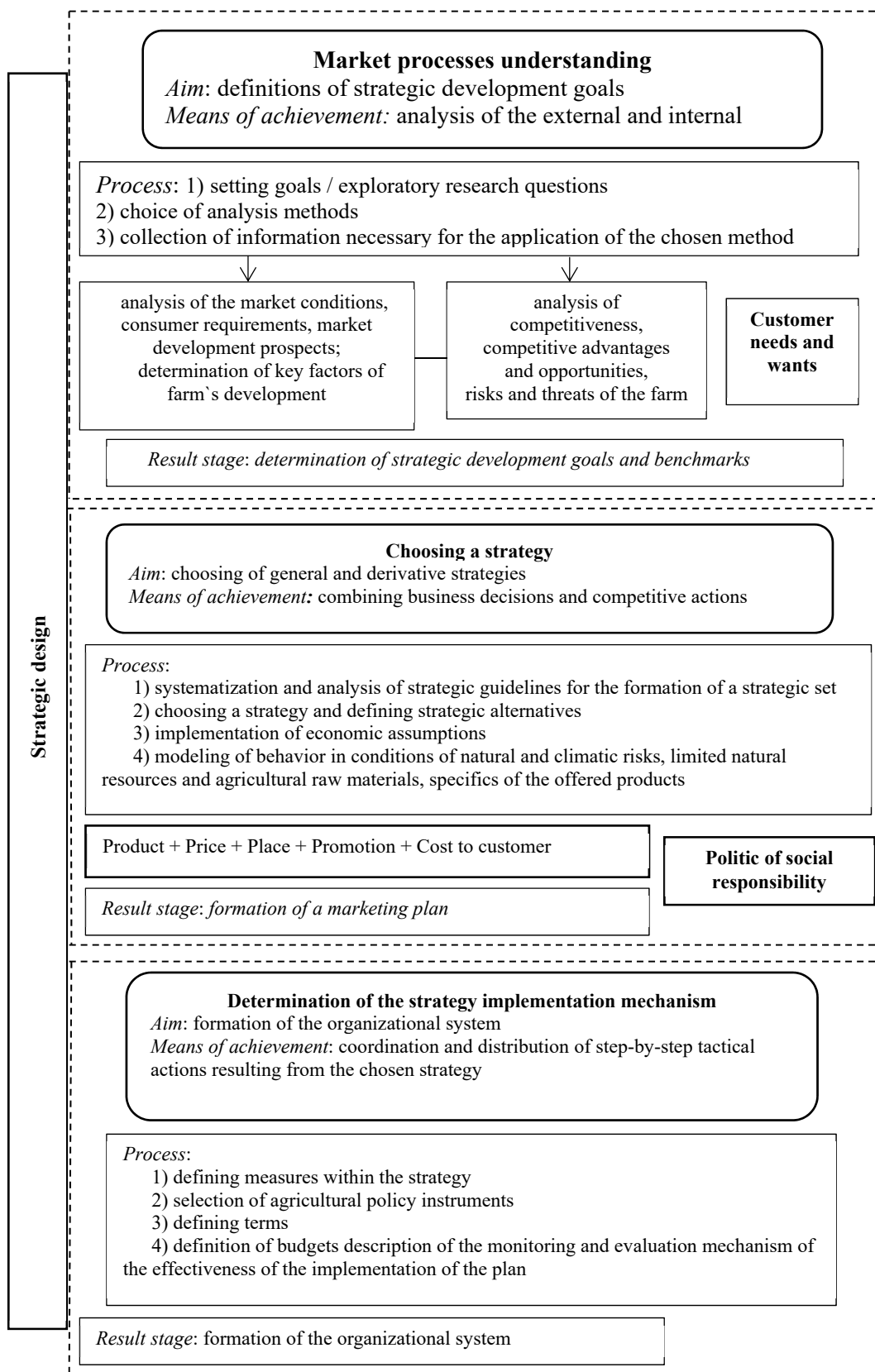


Figure 2. Marketing provision of farming

Source: compiled by the authors.

Thus, marketing provision for the development of farming consists of three blocks: understanding market processes, choosing a strategy and determining the mechanism of its implementation. The key factor of the first one is "Customer needs and wants". "Politics of social responsibility" is considered separately from the rest of the elements of the second block, because it expands the horizons of marketing, implemented by solving socially significant problems in social, economic and environmental aspects through food products, social policy, economic profitability of farming, environmental safety of production and products.

The main strategic goals of agricultural development may be the following:

- ensuring sustainable development (increasing economic potential, strengthening competitiveness);
- movement in new directions of development (introduction of new technology, development of information systems);
- ensuring optimal profitability (increasing rates of growth in sales volume and profit, etc.).

Strategies for family farms, medium-sized farms, and large farms are usually different. The first group mostly focuses on less capital-intensive, labor-intensive, energy-intensive and science-intensive products aimed at the domestic market. The second group, in conditions of limited attraction of additional land plots, chooses strategies that involve deepening specialization and increasing the concentration of production, cooperation and integration with processing enterprises, participation in the sale of products on domestic and foreign markets. The third group can apply strategies that provide for ensuring competitiveness on the basis of the creation of high-tech production, processing, storage and sales facilities, the establishment of ancillary industries, cooperation and integration with industrial and other formations, and are also focused on domestic and foreign markets.

The issue of long-term coordination of farming with the market situation is solved by the marketing strategy.

4. Choice and features of the methodical tools application in the of strategic marketing process

The most difficult part in the practical implementation of marketing provision for farming seems to be the choice of methods, tools and information collection, so it is logical to turn to variable or least information-demanding methods, for example, SWOT analysis. At the same time, we consider it possible to use also some methods of portfolio analysis, which can help to make strategic decisions, despite the simple structure of the farm. Even the selective application of methods summarized in the *Table 2* will allow the farmer to make balanced strategic decisions.

Table 2
Methodical toolkit of marketing analysis and strategic decision-making by farm

Purpose of application	Method / tool	Result
Determining the market conditions and development trends	Economic system-wide analysis	Market parameters, competitors in the industry, level of competition, needs, demand and degree of consumer satisfaction
Determination of the degree of maturity of the market or segment and the stability of the position of the farm	ADL	Conclusion on the competitive position and definition of the economic development vector
Definition of growth strategy	Ansoff matrix	Choosing a growth strategy option and identifying key sources of growth
Analysis of the existing implicit strategy of the economy	SPACE	Choosing more attractive competitive strategies
Determination of the main areas of development of the farm	SWOT analysis	Systematization of available information about the strengths and weaknesses of the farm, about potential opportunities and threats
Formation of the assortment development strategy	GE / McKinsey model	The direction of business development, the need to increase the competitiveness of a certain product, promotion priorities and effective allocation of resources

Source: summarized by the authors.

As an example of the use of marketing tools by a farm, let's turn to the Perspektiva Farm (EDRPOU 30790630), the actual activity of which is the production (cultivation) of grain and technical crops (wheat, barley, corn, rapeseed, peas, sunflower) with the help of own and leased facilities. The farm did not stop its activities, despite the military events and the territorial location – the village of Horikhove, Donetsk region (on the territory under the control of the Ukrainian government). The main share of the farm's income is formed by sunflower (sunflower 56 %, barley 18 %, wheat 26 %). That is, the farm is highly specialized with a production direction – sunflower, which can be explained by the most favorable natural conditions for growing sunflower and stable demand for sunflower in the domestic market among the processing sector. The farm specialization with this production direction can be explained by the most favorable natural conditions for growing sunflower and stable demand for sunflower in the domestic market among the processing sector. Perspektiva Farm operates in the market of perfect competition, characterized by low barriers to market entry, which, in turn, determines the presence of many competitors such as S-KOLOS Farm, Donetsk Step Family Farm, Veres Farm, Don Farm, Taras Shevchenko Agricultural Society and others. None of the sellers and buyers in this market has a noticeable influence on the market price and quantity of the product, but they have complete and reliable information about the price, quantity of the product, costs and demand in the market. Each seller in this market

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produces a homogeneous product that does not differ from the product of other sellers, at the same time, some competitors, in addition to the cultivation of grain and industrial crops, have expanded additional activities, for example, the production of oils and fats, products of the flour and grain industry and etc.

So, with the help of I. Ansoff's "goods-market" matrix, it can be concluded that for Perspektiva Farm which primary product is sunflower, two growth strategies are acceptable (*Table 3*).

Table 3

Choosing a growth strategy for Perspektiva farm based on I. Ansoff's matrix

Market	Product			
	<i>Existing</i>		<i>New</i>	
<i>Existing</i>	Strategy of deep market penetration		Product development strategy	
	<i>Seed market. The product is sunflower</i>		<i>Seed market. The product is corn</i>	
	The sunflower market is growing slowly	+	Market dynamics are unstable	-
	The level of product consumption among the target audience and the level of distribution of the product in the market at the level of average market indicators	+/-	The current product of the farm is not obsolete, has no defects and is at the last stage of the product's life cycle	-
	The level of knowledge of the farm's brand (name) is lower than the market average	-	Excess supply over demand; increase in price volatility; decrease in global domestic consumption	-
	There are currently no economies of scale	-	A general decrease in supply is expected, which will create promising medium-term conditions	+
	There is no competitive advantage in the current market	-	The size of the current market for farm business is average	+/-
	There are no opportunities for a high level of investment	-	Intra-industry competition is moderate	+/-
<i>New</i>	Market development strategy		Diversification strategy	
	<i>Seed market. The product is sunflower</i>		<i>Berry market. The new product is strawberries</i>	
	The farm is successful, but there are minor flaws	+/-	The growth of current farm markets has slowed down	+/-
	The level of market saturation is average	+/-	Competition in the current markets is moderate	+/-
	Entry barriers are practically absent	+	The farm has enough free resources for the development of this business in the new market	+
	There are no unique properties of the product	-	The farm has a certain level of competence for conducting business in a new market	+
	Remains of unsold goods	+	High profitability, quick payback of costs	+
	Additional capital for investing in the development of new markets is not enough	-	Growth opportunities in current markets with current products are small	+

Source: compiled by the authors based on data (State statistics service of Ukraine, 2023; Ministry of Agrarian Policy and Food of Ukraine, 2023; Agribusiness Today, 2023).

For the sample object of the study, a strategy of diversification with a new product – strawberries – is quite possible. Although it makes sense to analyze the prospects of "niche crops" for further improvement of the specialization of farming activities within the limits of the defined direction of agricultural development. The strategy of diversification, along with the strengthening of specialization, in particular, smart specialization, as well as the application of the F2F strategy, will contribute to the economic development of farming through updating the assortment, increasing the quality of products and reducing the cost price due to the use of new technologies, diversifying the types of activities and improving the product range, reducing dependence on suppliers, minimizing dependence on seasonal production, thereby creating new competitive advantages and additional benefits. That is, farming can apply both technological diversification (diversification of technology, for example, tillage) and marketing (expansion of sales markets).

The strategy of market development is also likely, because sunflower remains a promising direction of business. First, the total volume of seeds produced in Ukraine has halved due to the loss of acreage due to the war – this means a reduction in production by competitors alongside stable demand. Thus, only in the first half of the 2022/23 marketing year, about 69 % of the export potential of the Ukrainian sunflower market and 63 % of the sunflower oil market have already been realized ("Overview of the Ukrainian sunflower and sunflower oil market – 2022/23", 2023). Although the unstable situation in Ukraine leads to a reorientation of sunflower oil markets, the potential of the oil and fat industry remains stable for now. So it makes no sense to abandon sunflower production. At the same time, experts expect an increase in the market share of local mid-level players whose assets are located in relatively safe regions (State statistics service of Ukraine, 2023). Within the framework of the implementation of this strategy, it is advisable to focus attention first of all on "Place" and "Promotion".

The review of the sales strategy of the Perspective Farm includes the choosing of optimal methods and sales channels, for the implementation of which the analytical hierarchy method (developed by Thomas L. Saaty) can be applied, which suggests conducting pairwise comparisons of objects using subjective ones judgments numerically evaluated on a defined scale. Probable sales channels will be presented as alternatives (A_n), while the sales criteria (X_n) will be the basis of pairwise comparisons (*Table 4*).

Omitting the intermediate matrices of pairwise comparisons according to the defined criteria (formation of which is obvious according to the analytical hierarchy method), we apply the principle of synthesis to determine global priorities of level 4 elements (*Table 5*).

Table 4

Alternative sales channels of the Perspektiva farm and choice criteria

Alternatives		Criteria	
A1	Direct sales to consumers through a network of stores, sales cooperatives under a common brand in pavilions owned by manufacturers; telemarketing; network of online stores	X1	Sales control
A2	Sale to representatives of wholesale trade and processing enterprises through trade organizations, grain traders, processing enterprises	X2	Contact of the farm with the consumer
A3	Direct deliveries through the restaurant chain of specialized stores	X3	Market coverage
A4	Sales cooperatives for the sale of products under a common brand	X4	Reliability in the execution of agreements
A5	Exports that cover new sales markets and increase the awareness of consumers of organic products	X5	Ease to organize
A6	Supermarkets that provide an opportunity to present a wide range of own products and reach a wide range of consumers	X6	Recognition (trademark)

Source: formed by the authors.

Table 5

Definition of the vector of global priorities

Alternatives	Vectors of priorities of alternatives with respect to criteria						
	X1	X2	X3	X4	X5	X6	Global vector
w	0.446	0.246	0.121	0.123	0.029	0.035	–
A1	0.384	0.034	0.493	0.459	0.140	0.398	0.314
A2	0.094	0.118	0.052	0.078	0.470	0.046	0.103
A3	0.167	0.039	0.035	0.066	0.071	0.037	0.099
A4	0.236	0.301	0.303	0.285	0.095	0.398	0.267
A5	0.046	0.206	0.025	0.034	0.026	0.054	0.081
A6	0.074	0.301	0.091	0.078	0.198	0.068	0.136

Source: calculated by the authors according to the analytical hierarchy method.

It is advisable to use the criteria with the greatest values of importance when developing a strategy. Therefore, the optimal distribution channels for the Perspektiva Farm are currently direct sales to consumers through a chain of stores, sales cooperatives under a common brand in pavilions owned by producers, telemarketing, a network of online stores, as well as sales cooperatives for sales under a common brand.

The formation of marketing communication strategies of the farm within the marketing mix should be preceded by the definition of the positioning strategy based on STP-marketing. Analysis of well-known positioning strategies as part of STP-marketing suggests that, the specificity of farming somewhat narrows its diversity in this sphere as for the Perspektiva farm and for most farms (*Table 6*).

Table 6

Positioning strategies for farming

Strategy	Content	Example	Disadvantages
Positioning based on the excellent quality (property) of the product	Uses "unlike competitors, our product..."	Organic products, selected seeds, fried in chocolate, etc.	A large budget for communication; in the long run all the advantages will be copied
Positioning based on benefits	It is based on logical arguments or emotions	Sales promotion ("1+1=3"), theatrical play at fairs, etc.	Being copied quickly
Associative positioning (when there is no clear difference from other goods)	Image formation; associating the product with a thing, place, specific person, situation	Dairy products perceived as rural, natural, tasty (as in childhood)	A large budget for promotion and form creation; being copied quickly
Positioning according to the "price-quality" ratio	Emphasis on rational choice, bringing to the consumer's mind the optimal combination of price and quality	Selected potatoes or washed carrots at the average market price	Additional costs; being copied quickly

Source: compiled by the authors based on (Tkachuk, Stakhurska, & Stakhursky, 2021; Prymak, 2012).

The choice of a specific positioning strategy for the Perspektiva Farm will be determined by the results of the analysis of its marketing environment and the general concept of positioning, which is usually reduced in practice to a simplified formula: "*[Product category] [name of brand / organization], intended for [functional purpose], best suited for [target consumer group], because he [main advantage] in comparison with [competing product / product category/averaged product / substitute product / artificial comparison]*" (Petropavlovska & Radchenko, 2017).

The portrait of the consumer (rural resident, wholesale consumer from the city, retailer, manufacturer, etc.) will allow to more accurately defining the main idea of the advertising campaign and its form.

Thus, all the strategic steps taken by the farmer in the direction of the development of his farm should be supported by marketing provision, the importance of which today is difficult to overestimate.

Conclusions

Farms, adapting to the instability of the external environment in competition with stronger competitors, should not rely on the coincidence of circumstances, justifying difficulties with the specifics of the activity and the size of the business, but should think strategically and plan resources to achieve the goal. Contrary to the views of many farmers, in the modern conditions of the market economy, it is marketing that is the basis of strategic management, regardless of the size of the farm. Businesses that effectively apply strategic marketing have excellent advantages of successful adaptation to the market, based on a systematic and continuous analysis of the needs and

requests of the main groups of consumers, a forecast of market development trends, an assessment and selection of priority areas of development and defined strategic guidelines.

Marketing provision of the strategic development of farming based on a rational combination of optimal elements of modification models of the marketing mix is substantiated. The application of the proposed marketing provision will contribute to the development of farming in conditions of intense competition and uncertainty of the external environment with the rational use of the budget.

On the basis of the defined marketing mix of the farm, the marketing provision for its development is substantiated, which means the systematized process of achieving long-term goals and strategic guidelines within the selected areas of development through the use of a set of marketing tools. The developed marketing provision will allow the farmer-businessman to check and weigh his strategic intentions, plan marketing activities with the aim of increasing efficiency and competitiveness, and also contribute to the optimization and coordination of management processes.

Further research will be devoted to methodical approaches to evaluating the effectiveness of marketing provision for farming.

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