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ROLE OF MARKETING IN INCREASING COMPETITIVENESS OF AGRARIAN ENTERPRISES

РОЛЬ МАРКЕТИНГОВОЇ ДІЯЛЬНОСТІ У ПІДВИЩЕННІ КОНКУРЕНТОСПРОМОЖНОСТІ АГРАРНИХ ПІДПРИЄМСТВ

The article has been dedicated to studying the features of applying marketing approaches for increasing competitiveness of agrarian enterprises. The definition of the term “competitiveness of agrarian enterprises” has been interpreted. The factors, which might determine competitiveness of agrarian enterprises, have been provided. The importance of marketing in the business activity of agrarian enterprises as the base of efficient management for achieving competitive advantages has been considered. A set of tasks has been formed, which could be solved by applying the organization of the marketing activity in agrarian enterprises. Main directions in developing the marketing strategy on increasing competitiveness of agrarian enterprises have been suggested. It has been determined and characterized that the methodological instrument “benchmarking” has been used lately for estimating the competitive position of agrarian enterprises. It has been determined that marketing plays the main role in efficient functioning of the agrarian complex and serves as an element for efficient increase in competitiveness of agrarian enterprises.

Key words: competitiveness, agrarian enterprise, marketing, factors, marketing research, strategy, benchmarking.

Статья посвящена изучению особенностей применения маркетинговых подходов к повышению конкурентоспособности аграрных предприятий. Исследована трактовка понятия «конкурентоспособность аграрных предприятий». Приведены факторы, которыми может определяться конкурентоспособность аграрного предприятия. Рассмотрено значение маркетинга в деятельности аграрных предприятий как основы эффективного управления по достижению ими конкурентных преимуществ. Сформирован ряд задач, которые можно решить с помощью организации маркетинговой деятельности в аграрных предприятиях. Предложены основные направления разработки маркетинговой стратегии по повышению конкурентоспособности аграрных предприятий. Указано, что в последнее время для оценивания конкурентной позиции аграрных предприятий все чаще используется методический инструментарий, такой как бенчмаркинг. Установлено, что маркетинг играет основную роль в эффективном функционировании аграрного комплекса и выступает элементом эффективного повышения конкурентоспособности аграрных предприятий.

Ключевые слова: конкурентоспособность, аграрное предприятие, маркетинг, факторы, маркетинговые исследования, стратегия, бенчмаркинг.

Стаття присвячена вивченню особливостей застосування маркетингових підходів до підвищення конкурентоспроможності аграрних підприємств, адже підвищення конкурентоспроможності аграрних підприємств нині є одним з найважливіших завдань економіки нашої держави. Ефективна діяльність підприємства можлива лише за умови комплексного вивчення ринку, рівня його попиту, виявлення найбільш ефективних каналів збуту продукції, використання принципів та методів маркетингу, що дає змогу оцінити конкурентоспроможність інших учасників продовольчого ринку, вибрати ринкову нішу та змінити структуру виробництва з урахуванням ринкового попиту. Використано загальнонаукові методи, методи пізнання та узагальнення для розкриття сутності та необхідності використання маркетингу в аграрній сфері економіки. Досліджено трактування поняття «конкурентоспроможність аграрних підприємств» вітчизняними та зарубіжними науковцями. Наведено чинники, якими може визначатися конкурентоспроможність аграрного підприємства з огляду на особливості аграрного сектору економіки. Розглянуто значення маркетингу в діяльності аграрних підприємств як основи ефективного управління щодо досягнення ними конкурентних переваг, що дасть змогу підприємству покращити економічне становище на ринку. Сформовано низку завдань, які можна вирішити за допомогою організації маркетингової діяльності в аграрних підприємствах. Запропоновано основні напрями розроблення маркетингової стратегії щодо підвищення конкурентоспроможності аграрних підприємств. Зазначено, що останнім часом для оцінювання конкурентної позиції аграрних підприємств все частіше використовується методичний інструментарій, такий як бенчмаркінг. Встановлено, що маркетинг відіграє основну роль в ефективному функціонуванні аграрного комплексу та виступає елементом ефективного підвищення конкурентоспроможності аграрних підприємств.

Ключові слова: конкурентоспроможність, аграрне підприємство, маркетинг, чинники, маркетингові дослідження, стратегія, бенчмаркінг.

Formulation of the problem. The efficient activity of an enterprise is possible only in case of the complex study of the market, levels of demand, determination of efficient distribution channels, application of principles and methods of marketing, which makes possible to estimate the competitiveness of other participants of the food market, select the market niche and change the production structure considering the demand at the market. Nowadays there are many market players including players on the agrarian market which possess the necessary technological potential and which are capable of producing high-quality goods although but they are unable to work efficiently at the market. Most frequently, it is caused by the fact that the agrarian enterprises do not have the accurate marketing strategy, focused on certain target groups of consumers, which has been developed considering competitive advantage and the existing capacities of the enterprise.

Analysis of recent researches and publications. The issue of regulating the competitiveness of enterprises with the consideration of marketing has been studied in works by many foreign scientists, in particular M. Porter [11], M. Kastens [12], N. Paley [13], R. Urse [14] and others. Certain issues of providing competitiveness of the agrarian enterprise by marketing and other methods have been considered and represented in the works of domestic scientists: M.V. Makarenko [3], S.M. Boniar, V.V. Arestenko [1], A.V. Cherep, T.O. Veremeichuk [10], A.S. Poltorak [5] and many others.

Moreover the issue of increasing the competitiveness of enterprises in the agrarian complex

with the application of marketing approaches has not been studied sufficiently and requires further investigation. Under the conditions of the transition economy, the Ukrainian agrarians should focus their business activity exclusively on the market. International experience proves that marketing-focused strategies enable enterprises to achieve best results of functioning at the market.

The purpose of the article is to ground the application of marketing approaches with the purpose of increasing the competitiveness of agrarian enterprises at the contemporary stage of development in the world economy.

Presentation of the main research material. The need to increase the competitiveness of agrarian enterprises nowadays is one of the most essential tasks of the economy in our country. With the increase in amounts of food import, considering the vital social and economic importance of the agrarian sector, the problem of increasing its competitiveness retains special meaning. It is rather hard to explain the term competitiveness using specific parameters and indices. In the scientific literature competitiveness is described generally. Most authors consider competitiveness as the possibility of an enterprise to sell the produce efficiently under the conditions of the competitive market.

The most complete definition of the term competitiveness of an enterprise was provided in the work by V.P. Sladkevych: "it is the comparative advantage over other enterprises of the industry in the country and abroad" [6]. The researcher considers almost all factors of forming competitive-

ness: the presence of components of the competitiveness of the enterprise (external and internal markets), level of competitiveness has been determined not in general but considering the competitors which work on the same market.

Scientist O.L. Trukhan [9] grounds the competitiveness of enterprises as the possibility to achieve a high level of competitiveness only under the conditions when an enterprise possesses a set of competitive advantages. According to the author, the competitiveness is based on the theory of competitive advantages. At that, the enterprise continues to care for improving those advantages, always being ahead of competitors since each advantage sooner or later might be adopted by competitors.

According to V.M. Tomchak [8] the competitiveness of agrarian enterprises is "the ability of subjects of the economic activity in the agrarian sphere to adapt to new conditions of running the business, use its competitive advantages and win in the competitive battle at the markets of agricultural produce and services, maximal efficiently use land resources, satisfy the needs of customers as much as possible by analyzing the structure of the market and flexible reaction to changes in the conjuncture of the market".

Competitiveness as a category determines the functional result of applying numerous competitive factors at different levels and segments of the market. It is a generalized index of the activity of enterprises, their ability to use resources efficiently.

Reflecting almost all aspects of the economy, competitiveness determines solvency, financial stability of enterprises, its place on the market and therefore it is always the center of attention.

Competitiveness of agrarian enterprises can be considered in two aspects: external (estimation of the enterprises at the market) and internal (estimation of economic indices of activity of the enterprise). Moreover competitiveness of enterprises can be determined by the following factors [7] (fig. 1).

Competitiveness of agrarian enterprises possesses certain features, connected with the peculiarities of agrarian enterprises as a type of the business activity; a high level of competition among agrarian producers; a large number and variety of producers. In this situation, it is important for each producer to analyze competitiveness and develop effective directions for improving it [4].

Marketing as a base of efficient management for achieving competitive advantages in the activity of agrarian enterprises becomes more and more essential. Marketing is one of the most important types of the economic and public activity, as well as the main link of strategic management, since its main idea is focused on needs of the target market and satisfaction of needs in a more efficient way than it is done by competitors.

Marketing provides influence on objective and subjective factors for improving competitiveness through operational restructuring of manufacturing goods, distribution and servicing customers according to the requirements, and utilization of instruments of marketing communication and maintaining the positive image of producers at the market while promoting the goods at the market.

Despite the significant methodical and methodological base, experience of economically developed countries, the marketing activity on domestic markets has not always been used efficiently.

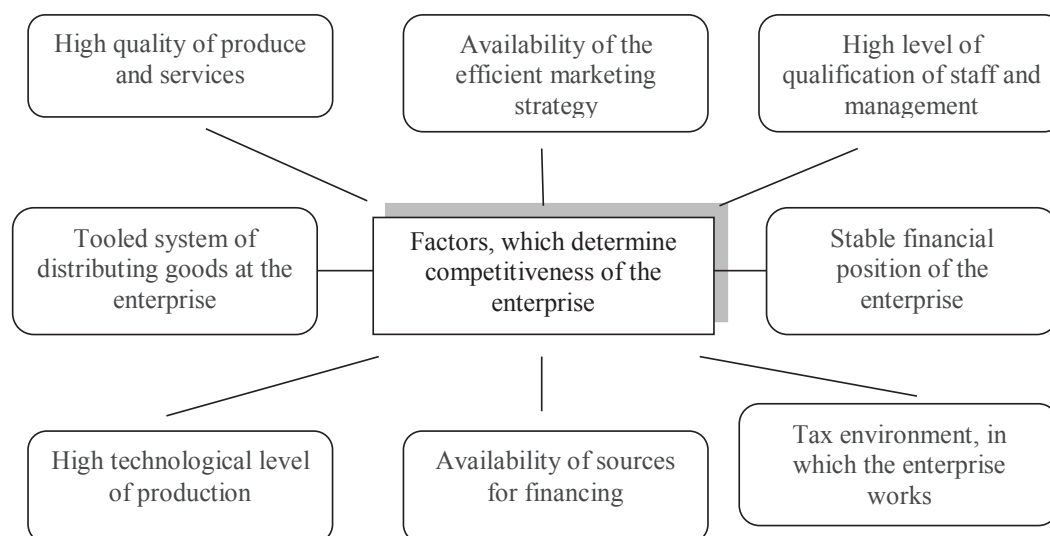


Fig. 1. Factors, which determine the level of competitiveness of the agrarian enterprise

Most frequently it is formal, at that, the purposes and tasks can be insufficiently grounded. Furthermore, the financial result of the business activity of enterprises is impacted by the high level of uncertainty, which constantly changes under the influence of environment and requires continuous adaptation in application of approaches to constant analysis of the market. Besides the efficient introduction of the marketing activity can be used as an instrument for the innovation development of the enterprise. The most important tasks of the marketing activity for increasing the competitiveness of agrarian enterprises are: study the market of producers and consumers for the specific goods, provision of the comparative estimation in the level of competitiveness of an enterprise and its produce; forecasting requirements of the market and development of the marketing strategy for increasing the competitiveness of the enterprise and soon [2].

Organization of the marketing activity in the agricultural complex aims at solving the following tasks:

- recovery of agricultural production;
- maximal satisfaction of consumers' demands in vital food products (by quantity, quality and consumer properties) and enterprises in output raw materials for producing consumer products;
- provision of interregional exchange;
- entry to the internal and external food markets.

The existing practice of running business shows that the marketing approach to solving managerial issues is more often based under the conditions of innovation priority. The number of managers, who believe that the business should develop and be based on strategic marketing, increases [6]. We side with the opinion of contemporary scientists who suggest that the system of strategic marketing planning in the agrarian sphere should be aimed at supporting stable competitive advantages under the conditions of changes in the marketing environment. The marketing strategy of the agribusiness entity is developed as an integral part of the general development strategy. Its development is preceded by setting market goals of the enterprise. The development of the marketing strategy of the agrarian enterprise can be organized by efforts of its staff, as well as involvement of the outside specialists to perform certain types of works. Basic strategies of conquering advantages in the competitive struggle for enterprises from the marketing point of view can be specified in the following directions.

1) Differentiation strategy, according to which the enterprise focuses its efforts on creation of goods and development of the marketing pro-

gram, which by its characteristics, is better in comparison with other competitors, it enables the enterprise to become a leader in the industry by a certain group of goods and thus provides the increase in demand on the market.

2) Strategy of providing low expenses, which is focused on achieving competitive advantages at the expense of cheaper production and distribution of goods. As a result of such policy, it is possible to increase the market share but not the profit. Along with that, this strategy can be risky for the enterprise, which does not have sufficient resources, since it can lead to the temporary decrease in the number of consumers who use the produce of the enterprise.

3) Focus strategy, according to it, the enterprise focuses its efforts on production of goods targeted at a certain circle of consumers.

4) Strategy of widening the area of application of the goods, which are sold firstly due to the determination of new ways for utilizing the product.

5) Strategy of standardizing marketing due to it specific advantages is formed in some cases that are the unification in the complex of marketing measures takes place for several markets including the international market.

However, before entering the market with a certain marketing strategy, the agrarian enterprise should completely realize the positions of competitors, its possibilities and pay special attention to the directions of the competitive struggle, with the help of which the enterprise will fight the competitors.

In the last time to estimate the competitive position of agrarian enterprises the method known as "benchmarking" has been used more frequently. This term means the comparative analysis of key factors for the success of the studied enterprise with its main competitors. This method makes possible to carry out precise calculations using easily available quantitative indices and indicators specific only for the agriculture, as well as helps to realize how the best enterprises work and analyze the following indices such as: market share, quality and quantity of the produce; production technology; cost price and product profitability; level of labor productivity; amounts of sales; product distribution channels and proximity to the raw material sources; reputation of the enterprise; strategy of competitors and plans; study of the competitiveness of the produce and efficiency of marketing activity.

Conclusions from the study. Thus, the application of the marketing approaches plays an important role in the efficient functioning of the agrarian complex and works as an element of the efficient increase in competitiveness of agrarian enter-

prises. The increase in the activity of the marketing infrastructure of agribusiness is an essential factor for overcoming the recession in the agricultural production, implementation of the structural changes in general and in economy in particular.

The marketing strategy correctly chosen by the agrarian enterprise and the ability to manage marketing instruments provide stability, which means a high level of competitiveness of the enterprise on the market.

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