

10. Aspects of strategic company management in the context of value marketing

Abstract. The key aspects of the development of marketing research in the context of value marketing, quality and logistics in managing the development of the organization are proposed for consideration. The main criteria of the product promotion strategy on the market and its features are determined. Classified strategies for promoting products and services on the market. The main modern toolkit of promotion strategy is considered. Of the Marketing of Values and socio-ethical marketing become an attribute of the development of intellectual, social, human capital, business philosophy and at the same time the most important tool for improving the image of the company and the country as a whole on the world stage. It has been proven that the Marketing of Values is gradually ceasing to be just one of the company's activities, becoming a fundamentally new type of service, and its development has a significant impact on the socio-economic potential of business entities on national and global markets.

Key words: management strategy, of the Marketing of values, logistics, of marketing strategy components

Formulation of the problem. The formation of the company's development strategy on the basis of value marketing becomes the philosophy and ideology of the life of the population, business and the state. At the same time, this most important tool for the formation and development of human capital allows taking into account both historical and cultural heritage and national values, as well as monitoring changes in the external competitive environment, taking into account force majeure circumstances and environmental changes. It is on this basis that it allows to adjust the strategy and tactics of business entities. Accordingly, the formation of the company's development strategy on the basis of the Marketing of values acquires special importance in popularizing the most static material and moral values, including those of historical and cultural, national and world significance.

Analysis of recent research and publications. In the conditions of transformational economics and the emergence of force majeure circumstances, military actions on the territory of Ukraine, the formation of strategies for managing the activities of national companies, including the effectiveness of marketing value strategies for the promotion of goods on national markets, optimization of logistics and quality management is relevant.

Important aspects of the key trends in the modern development of the Marketing of Values were considered in scientific works by outstanding foreign and domestic researchers in the field of marketing: F. Kotler, H. Kartajaya , I. Setiawan (essence, development trends, marketing strategy 3.0., environmental responsibility, principles of marketing 3.0.), D. Haider (local marketing), L. Nagoeva., O. Nugaeva, Y. Kryvodonova (essence, correlation of the concepts of "value" and "value orientations"), V. Neganova (category of value in relationship marketing), V. Sedelnikov (classification of approaches to the definition of the concept of value), S. Yelyshev, L. Kapustina.

Highlighting previously unresolved parts of the overall problem. Marketing of values as a component of the analytical function of management should determine the ways of actualizing knowledge about cultural values and their distribution in the world cultural space. It creates positive grounds for improving and forming the features of the product promotion strategy on the market, optimizing the use of modern promotion strategy tools. Issues of consideration of the current state of the theory and analysis of approaches to conveying valuable achievements in the context of cultural-ecological-social marketing directions of scientific research remain unresolved. This actualizes the issue of marketing research of intellectual, social, entrepreneurial aspects of national and global development of human capital and substantiation of the principles of materialization of the effect of historical and cultural heritage.

Formulation of research objectives. The purpose of the study is to determine the role of the Marketing of values in the formation of strategic management of the company's activities.

10.1 Marketing strategy as a component of organization development management

Strategic management as the basis of the organization's development concept "systematically combines targeted and integrated approaches to activity in the formation of development goals in accordance with available opportunities and justification of strategy implementation" [249, p. 402]. Scientists consider two options for defining "strategy": "strategy as a process" and "strategy as a result." The concretization of the strategic process considers the existing state of the system ("who we are and where we are"), the future state of the system with the answer to the question "who we aspire to be and where the path is headed", the transformational state ("what will be done to change the current state and when we will achieve our goals") [250, p. 21]. Strategy as a result equates the goal and strategy of concrete landmarks for the formation of the management perspective and the selection of specific approaches [251, p.173].

The organization's strategy within the framework of the first approach equates the market position, the justification of measures to increase competitiveness, increasing the share in "own markets", the position of entering new markets and its expansion.

"Strategy" defines the specific indicators of the position of the organization in terms of the assortment of goods on the market under the influence of changes in the internal and external environments, the effectiveness of adaptation to external factors not controlled by the organization, and the implementation of necessary internal changes in structural components in a combination of components of the internal environment [252, p. 217]. According to another approach, the strategy evaluates the standard of experience of the strategy of a successful organization. The third approach implements the expectations of owners and managers and considers the strategy as a management goal and an ideal model of a diversified enterprise with a diverse list of products for introduction and promotion to new markets based on SWOT analysis [253, p. 214].

The philosophical management concept emphasized the general importance of the strategy for the formation of the offer of the product range. She defined strategy as the philosophy of managing an organization.

The philosophical management concept is defined as a position or way of life that does not allow stopping at what has been achieved, and focuses on continuous development [253, p. 268], an integral part of the management of awareness of the future [254, p. 580], the thinking process, intellectual exercises that require special training, skills and procedures [255, p. 371], reproduction of value to achieve the best results of staff activation [256, p. 224].

The general strategy is determined by the features of the formation of competitive goods, their introduction and promotion to the market, the formation of corporate culture values and social, ecological and ethical direction.

The organizational and management concept of strategy is defined by competitive actions, measures and methods of implementing strategic activities.

From the point of view of A. Chandler, strategy is "the definition of the main long-term goals and objectives, the adoption of a course of action and the allocation of resources necessary to fulfill the goals" [257, p. 80]. Strategy is a method of allocating resources between current and future types of activities, existing and forecast assortment of goods. "The strategic alternative should be based on a comparison of opportunities and resources, taking into account the accepted level of risk" [258, p. 357]). "Strategy is a general, comprehensive plan for achieving goals" [259, p. 42], "this is a plan of action in a specific situation that depends on the opponent's behavior" [260, p. 143]. The approach to justifying the strategy depends on the specifics, provision of services and production of products, potential, market positions and type of market, activities of competitors, their number, state and level of development of the national economy [261].

According to A. Thompson, strategy is "a specific plan of management actions aimed at achieving set goals and determining the functional development of the

organization, substantiating entrepreneurial, competitive and functional measures and actions to achieve the desired state" [262, p. 539].

I. Ansoff defined the essence of strategy as "a list of rules for making decisions that the organization uses in its activities" [250, p. 254]. He believed that "an experienced business specialist will always be able to discern from the success of the firm one or another original strategy" [250, p. 256].

Therefore, the strategy is a concentration of types of production and economic activity of the organization, a combination of types of capital based on human capital and formed universal values for establishment in existing and conquest of new markets in order to increase one's own competitiveness.

Strategic marketing as a separate direction of strategic management, according to J. Lamben, is "a constant and systematic analysis of market needs, contributes to the development of effective products for specific groups of consumers with special properties that distinguish them from the products of competitors" and provides the manufacturer with a sustainable competitive advantage.

Strategic marketing according to the definition of R. A. Fathudinov is an activity related to the development of standards of competitiveness of the organization and its products based on research of strategic needs, values, products and markets. Marketing strategy combines marketing goals with the capabilities and strengths of the organization, the interests and desires of consumers, the use of competitive advantages of the organization and the weaknesses of competitors [249].

A comprehensive approach to the formation of an effective marketing strategy (Fig. 1) is based on the pentagon of the marketing strategy, including the definition of the target market, product and price policy, marketing communications policy, promotion and sales, logistics (production, transportation, storage, service), as well as the use of various types of capital (current, financial, real, human) with an emphasis on innovation and creativity of human capital.

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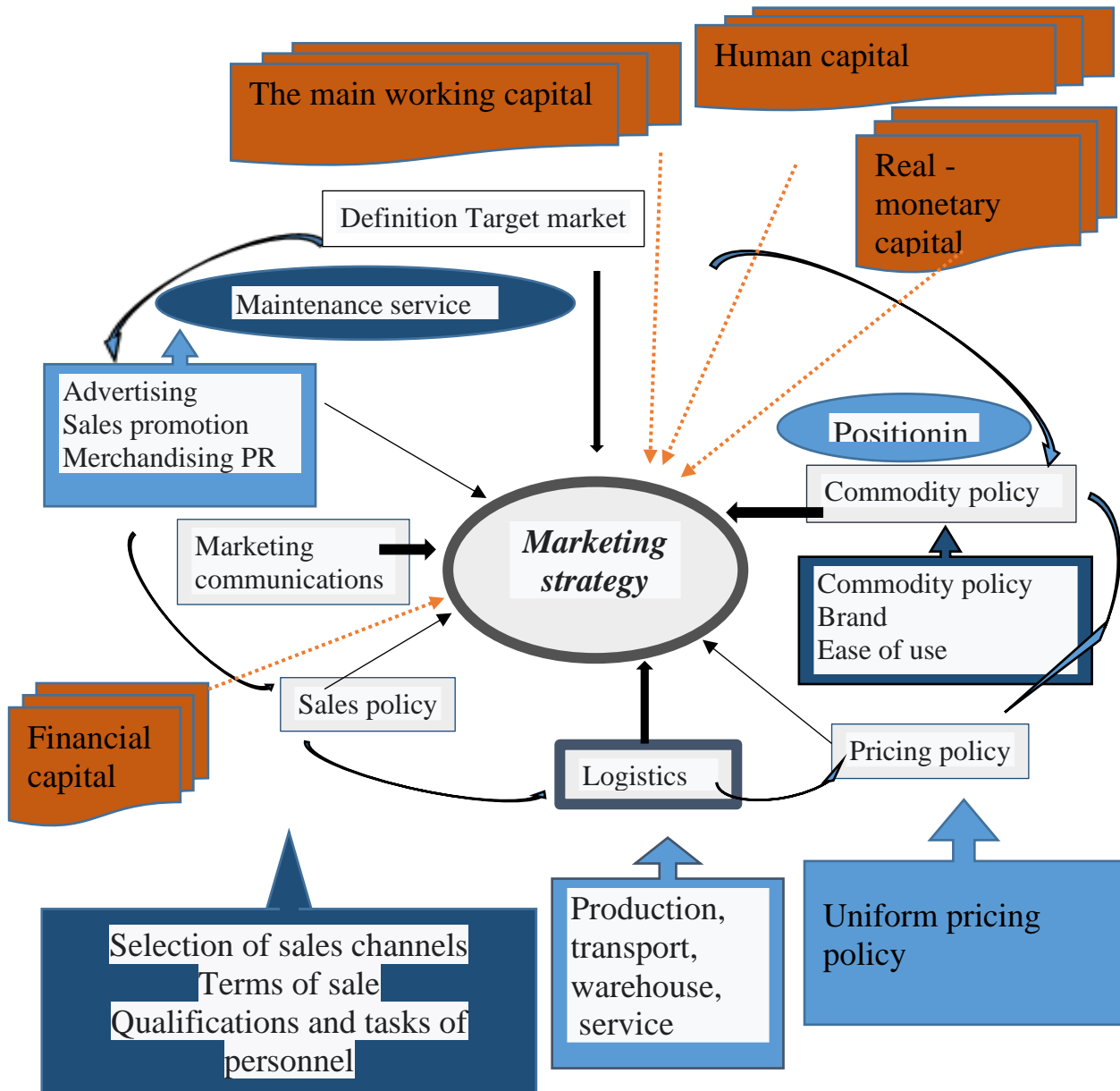


Figure 1 Features of marketing strategy formation

Note. *Developed by the authors

Thus, the strategy, firstly, is a long-term orientation of the formation and development of the subject and the object of research, secondly, it is a way of achieving the mission and detailed goals based on the justification of the provision of resources, technologies, creative innovations of human capital, state policy and competition market.

The principles and factors of strategy generalization and individualism are systematized and presented in Table 1.

Each definition of strategy, according to H. Mintzberg, contributes and adds important elements to the understanding of strategy, raises fundamental questions

about the activity of the subject, the specification of the object and subject of research and their development in general" [263, p. 365].

Today, scientific management analysts classify the factors influencing the content of strategies in the market economy as:

- customer needs [264, p. 548];
- the possibility and period of introducing innovations of various types [265, p.263]; necessary resources and their modification and interchangeability [266, p. 669]; use of own and borrowed capital investments [267, p. 548];
- level of technology and possibilities of its modification [265, p.263];
- type and scale of use of information technologies [264, p.548]; value marketing, personnel qualification, etc.

According to M. Porter, "the picture of the content of corporate strategies is quite bleak", which is due to insufficient justification of the strategy based on the following characteristics [268, p. 220]:

- presence of orientation on a "narrow circle of issues" that do not reflect the specifics of activity and the system of relations in the necessary aspect;
- prediction of one-sided development without alternatives;
- identification of strategy and tactics of activity;
- disregarding the influence of external and internal factors of unfounded hypotheses and unreliable information;
- lack of strategy experience and inability to manage resistance.

Table 1 - Factors of generalization and individualism in achieving strategy success

Principles and factors of strategy generalization	Factors of individualism of strategy
Targeting Long-term functioning: concentration of efforts according to the goal	Strategy is a long-term orientation of activity, does not give immediate results.
Adaptability to the external environment	

Continuation of table 1

Systematic correction and feedback	A 100% strategy does not ensure the adoption of exclusively correct decisions The strategy does not ensure 100% fulfillment of strategic orientations The strategy is formed on the basis of generalization, incompleteness and insufficient information The strategy is based on quantitative and qualitative assessments Strategy is the basis for justifying actions and stages of developing detailed strategies for the organization's areas of activity Strategy adaptation in the context of organization, motivation, analysis, control, adjustment
The structure of strategy formation: systematic and combinatorial. "Strategic set" of multi-purpose activity and promotion of an innovative product to the market	
Systematic direction of development Strategy is the basis for developing strategic plans, projects, and programs	
Strategy is a tool for cross-functional integration of innovations and synergy of development	
The strategy is the generalized core of the activities of the 36 levels of management and a reference point for development	
Strategy is the basis of effective promotion of goods on the market - motivational, controlling, accounting and analytical principles to ensure further development	

Note. *The strategy is presented in order of preference

The coexistence of interrelated strategies to form a "strategic set" is determined by the diversity of the business entity's activities. The system of different types of strategies determines the essence of a strategic set of management decisions for optimizing the ways of the organization's development, justification for a certain period of time with the specifics of functioning and development, taking into account the forecast of the impact of the external environment [269, p. 11].

The strategic set is focused on the mission of development, the values of the company's corporate culture, interconnected goals, the combinatorial application of a set of strategies; hierarchy when distinguishing the general strategy, main and supporting strategies (resource and functional) for scalar chains; reliability; systematic display of economic processes; flexibility and dynamism of the strategic set, accounting for changes in the environment; balance between different types of strategies (innovative, ecological, profitable, cost, basic, compensatory, reserve).

Thus, the strategic set is a unique prospective indicatively substantiated complex of a list of specific features in the form of types of activities, specified products and services on the competitive market at a certain point in time, i.e. it is a temporary competitive value of the company on the market. Accordingly, each strategic set of the business entity management complex and product range is unique. This is caused by the adaptation of the internal environment to the requirements of the external environment, the influence of management on the functioning environment. There are no identical business entities on the market, and accordingly, there are no two identical strategic sets. The hierarchy of the "strategic set" of the business entity is graphically presented in Figure 2. A specific strategic set is a reflection of the achieved technical-technological, innovative, ecological, socialization level with the determination of the further development movement according to the chosen strategies based on the existing potential and efforts to ensure long-term competitiveness.

A strategic set based on the organization's mission and general strategies is created at all levels of the management hierarchy, general competitive strategies by business areas, local strategies by areas of activity for each functional subsystem, resource strategies and provides strategic guidelines of general, functional and product-commodity types. The hierarchy of marketing strategies is considered in Figure 3.

The definition of general strategies is based on the expediency of applying the concept of the "life cycle" of the company [270, p. 317]. The "life cycle" of a company is a complex process, taking into account the endo- and exogenous properties of the object, subject and subject of research, with a duration from several months (small companies, internal ventures of large companies) to tens of years (transnational companies).

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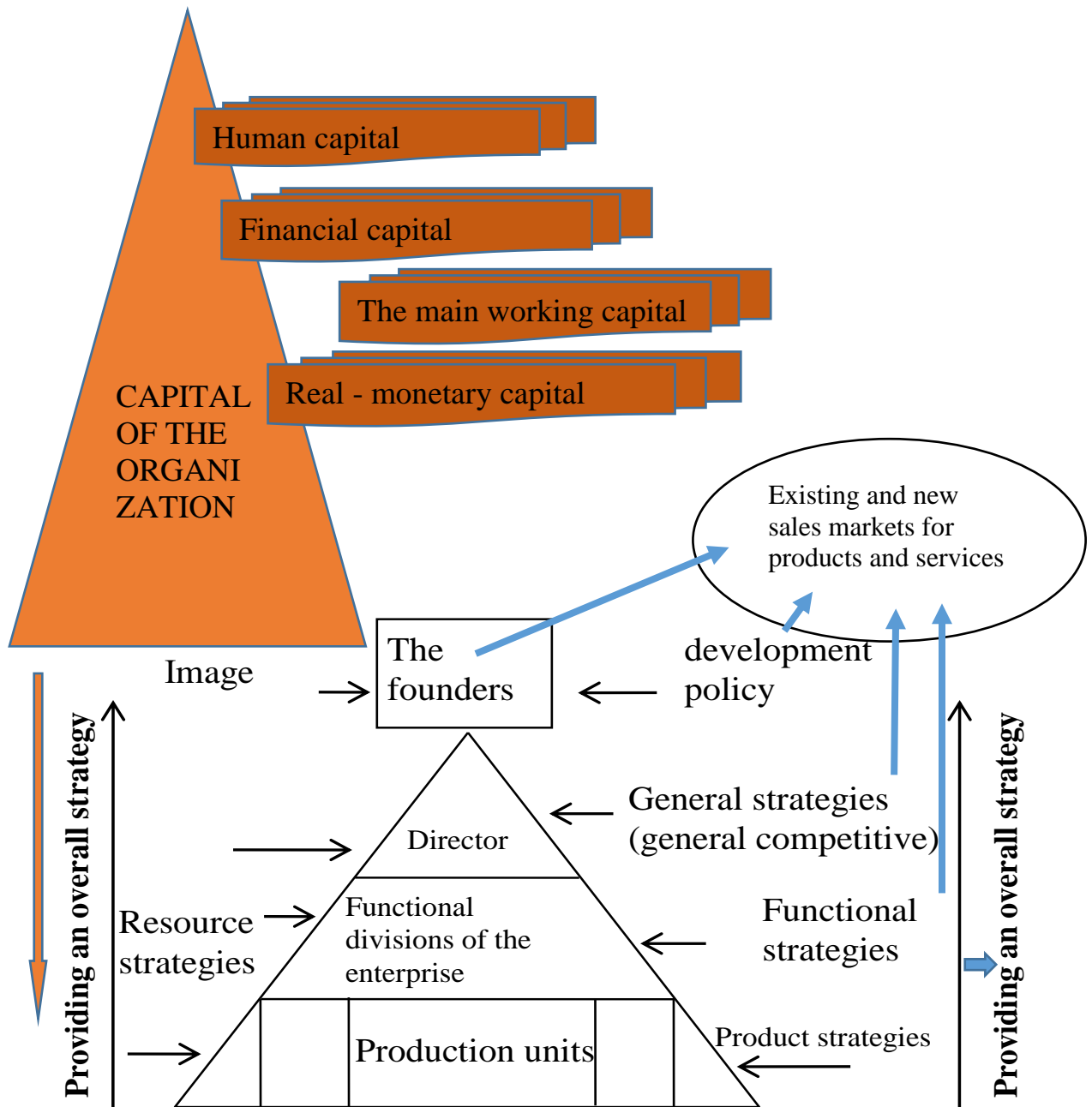


Figure 2. Hierarchy of the "strategic set" of the business entity

Note. *Developed by the authors taking into account source 272, p. 9

The "life cycle" of the product is formed under the influence of the "life cycle" of the company. It is the life cycle of the product that determines the viability and competitiveness of the company.

According to the theory of the "life cycle of actually existing systems", the phases of company and product development are formed with a combination of groups of alternatives that are taken into account when justifying strategies [263, p. 294]:

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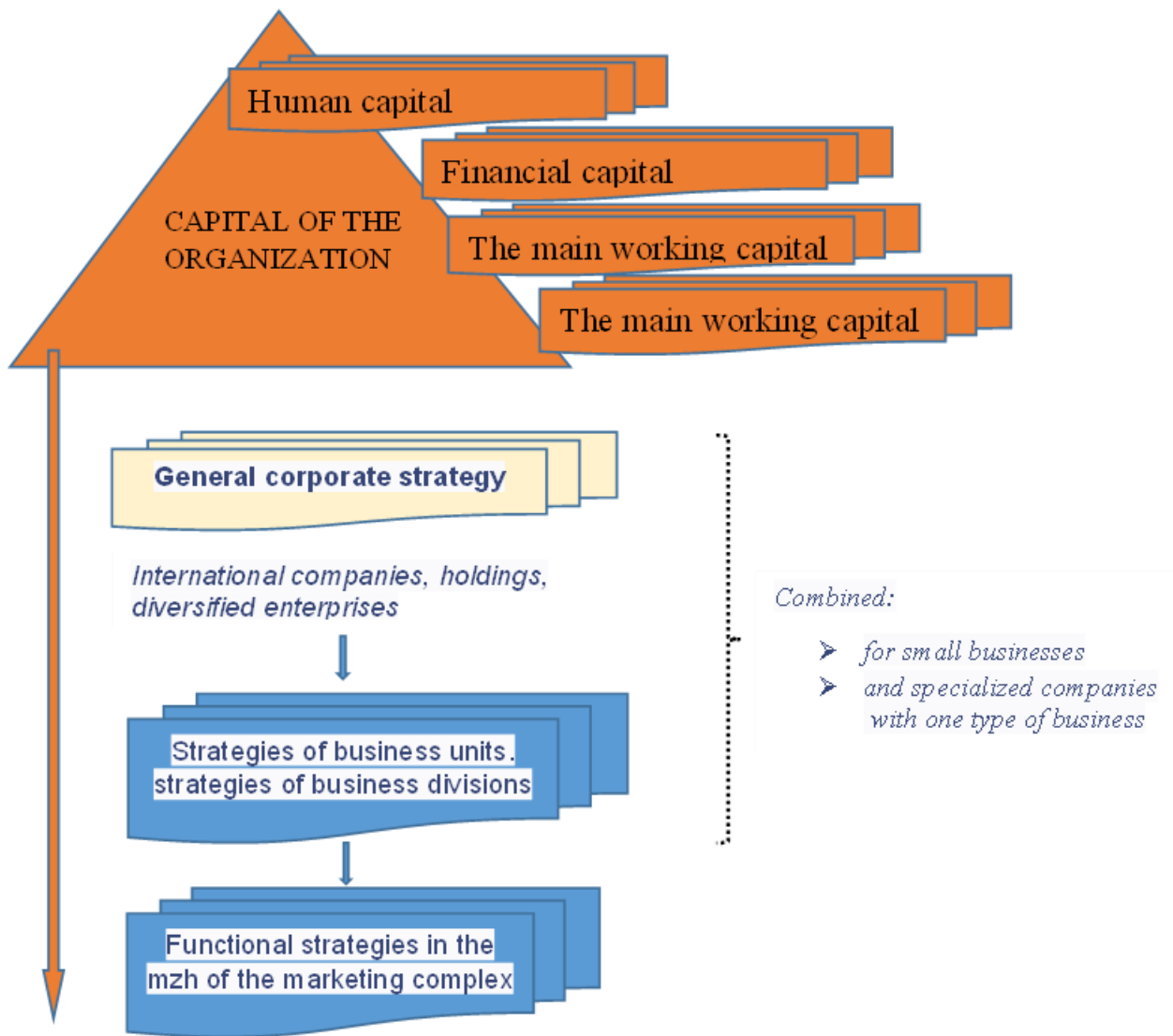


Figure 3. Hierarchy of marketing strategies

Note. *Developed by the authors

- firstly, growth strategies due to expansion (creation, capture of the market, development of the market and/or production potential); diversification (related, unrelated, conglomerate); vertical and horizontal integration; globalization of activities;
- secondly, support and stabilization strategies due to: protection of market share; support of production potential and modification of products;
- thirdly, restructuring strategies - reducing costs and cutting off excess,
- short and long-term restructuring (reorientation), development of new activities and markets;

- fourthly, the strategy of reduction of activity in the event of a decrease in market share, organized withdrawal, "harvesting";
- fifth, liquidation strategies at the expense of bankruptcy rehabilitation and closure;
- sixth, a combination of strategies for multi-product companies.

So, a certain life cycle is the basis of the product life cycle services, goods, enterprises. Features of the use of strategic analysis methods in marketing research and the formation of marketing strategies are presented in Figure 4.

The general classification of strategies with the specification of subtypes is presented in Figure 5.

It reveals specific classification features depending on the rate of growth and quality of development, on the method of choosing the target market, on the competitive status on the market, on the stage of the product life cycle, on the elements of the marketing mix, on the degree market coverage, from the ratio of the relative market share and the growth rate of the sales market (according to the BKG matrix), from market demand, from the competitive position on the market and opportunities for its improvement (according to A. Little).

The classification of growth marketing strategies depending on the ways of implementation at the enterprise is given in Table 2.

The classification of strategies in the context of the marketing complex is presented in Table 3.

Therefore, the effectiveness of marketing strategies is based on the optimization of intensive growth with deep penetration into the market, on the development of the market and the product, on integrative growth when using direct, reverse, vertical and horizontal integration, vertical (concentric), horizontal, conglomerate diversification and internationalization when focusing on international markets, to create joint companies and companies with foreign investments.

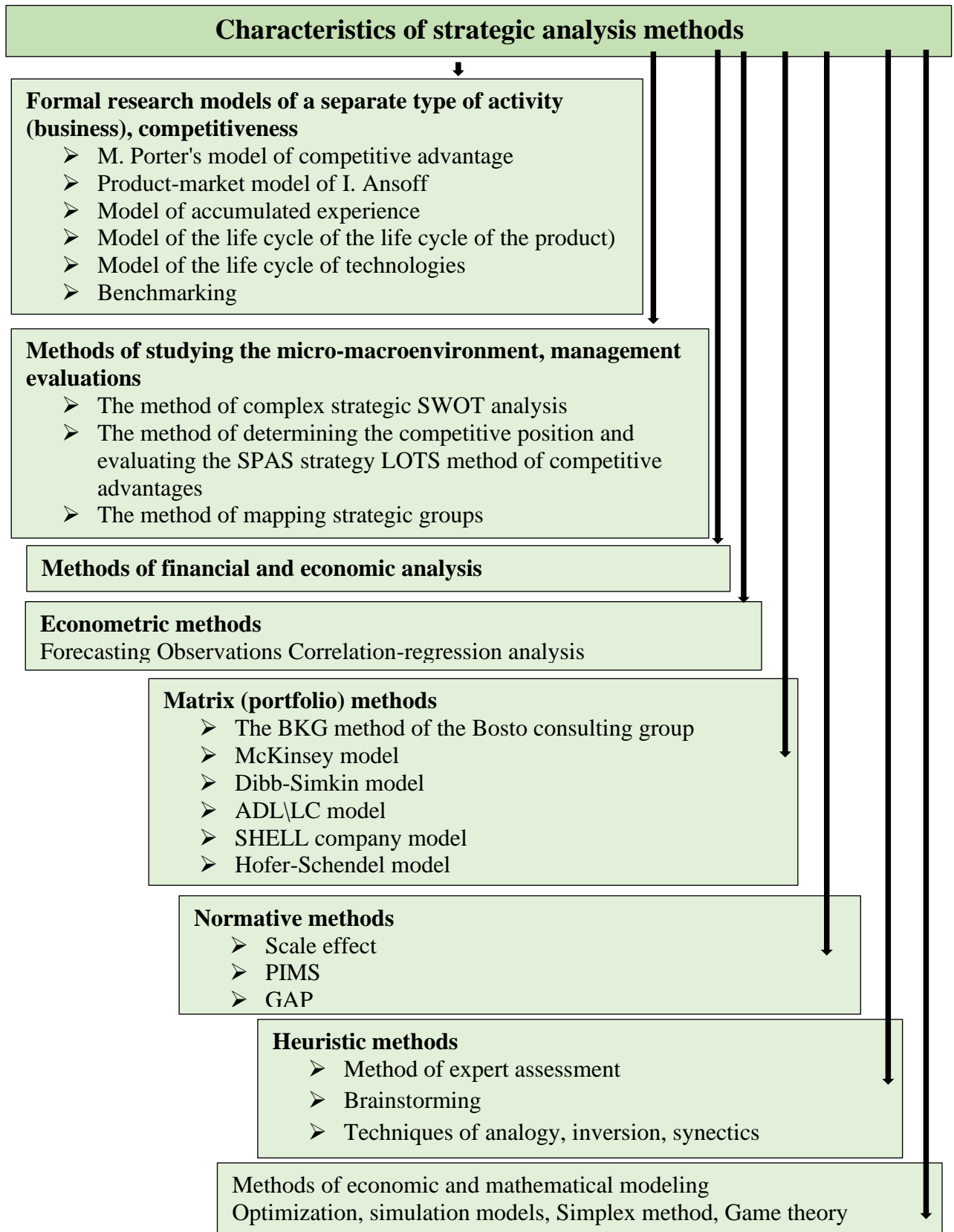


Figure 4. Use of analysis methods in the formation of marketing strategies

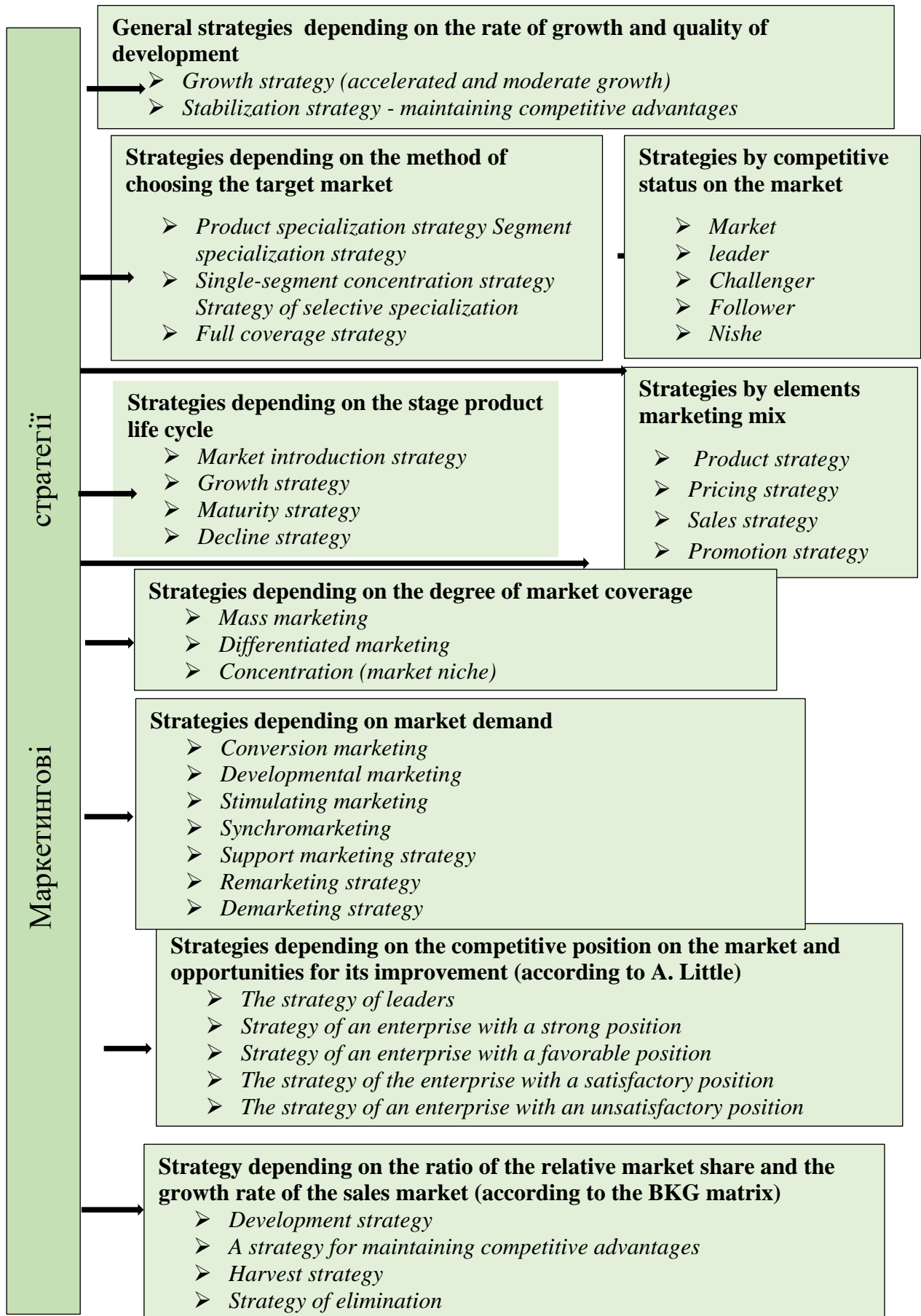


Figure 5. General classification of marketing strategies
 Note. * Generated by the author from the source: [290]

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Table 2 - Classification of marketing growth strategies depending on the ways of implementation

Directions of growth	Types of strategies by means of implementation
Intensive growth	Deep market penetration. Market and product development.
Integrative growth	Direct integration. Backward integration. Vertical integration. Horizontal integration
Diversification	Vertical (concentric). Horizontal. Conglomerate.
Internationalization	Access to markets outside the country / export, external licensing, investment, creation of joint companies, companies with foreign investments
Stabilization	Protection of market share, support of self-sufficiency, self-financing
Abbreviation	Decrease in market share, obtaining short-term profit, liquidation

Note. *Formed by the author based on the source: [249]

Table 3 - Classification of strategies in the context of the marketing mix

General strategy		Features of the strategy for the 4R marketing complex			
		Goods	Price	Place	Promotion
Stabilization, preservation of profitability		Liquidation of non-rent-white goods	Stabilization raising prices	Wide range this network	Minimum sales costs
Stabilization, preservation of profitability	Growing - penetrating to the market	Traditional product	Price reduction	Sales expansion	Increase in sales costs
	Growth - market expansion	New areas of product application	Price differentiation	New markets sales	Image. Advertising. Brand change
	Growth - due to product development	New, modified no goods	Price differentiation	Expansion sales	Increase in costs sales
Pioneer		Product line expansion, cost reduction	"Withdrawal cream"	Promotion extension	Increase in costs promotion. Image.
Follower		Product line expansion, cost reduction	Price leader	Promotion extension	Increase in promotion costs
leadership		Slightly refined delivery of goods	Reduction prices	Promotion extension	Increase in promotion costs
Harvesting is a short-term profit		Limitation of production costs	Reduction prices	Reduction sales costs	Reduction of advertising costs
Concentrated marketing (market niche)		Narrow commodity assortment	Narrow price range	Reduction of sales costs	Average promotion costs
Mass marketing		One type of product	Low price	Reduction of sales costs	Low sales costs
Differentiated marketing		Wide range	Price differentiation	Promotion extension	High sales costs

Note. *Formed by the authors based on the source: [249]

10.2 Features of the Marketing of values in the formation of strategic management of the company's activities during the Russian-Ukrainian war

Value marketing is relevant in the context of research into national, regional, and corporate development criteria. The theory of value marketing corresponds to the Concept and Strategy of state management of the formation and development of human capital in Ukraine. Under the influence of innovation, technology, globalization, creativity and talent, according to H. Kartajaya, F. Kotler, A. Setiawan, consumers are changing, becoming more spiritual and open to cooperation [273].

Positioning, differentiation and a brand with identity in the mind of the consumer, image, individuality, self-improvement, spirituality, creativity are recognized as factors of value marketing development at the company level. The uniqueness and value of the company's brand when focusing on the rational needs of the consumer is the basis of the relevance of the trademark and image on the market. The feeling of value is individual, multi-level and multi-faceted, the recognition of the value of the product by the consumer is different before and after its purchase, which should be taken into account by the formed offer. Appealing to the consumer's emotional needs, which prevail over the functional, physical and useful features of the product, refers to the formation and realization of its value. To ensure the success of the brand, the national company must create values for consumers in accordance with emotional, spiritual, material needs and desires, and also actively promote them on the basis of value marketing to the market in order to improve the quality of life and vocation of people.

The values of the business entity are viability in specific natural conditions and force majeure circumstances, development as a result of innovations, positive emotions from the perception of beauty.

Value marketing as a modern model of marketing 3.0, in our opinion, the system is formed under the influence of the state of the constituent components: innovative, ecological, aesthetic and socio-ethical marketing.

Innovative marketing uses innovative tools, digital, technologies, activities and marketing techniques to promote innovations or existing products to the market.

Ecological marketing is aimed at meeting the needs of the target audience through products that help preserve the environment, for the actualization of ecological products, the formation of responsible consumption and ecological needs, the development and promotion of ecological goods, the greening of production and consumption. His methods are PR and creation, growth of a positive image of the company, loyalty of the clientele, innovative ecological products, attraction of influencers, introduction of waste-free and safe production methods.

Aesthetic marketing is a combination of art (ideas, beauty, inspiration, pleasant emotions, the desire to be involved; the pleasure that buyers receive from the perception of the product or from its impact on the senses) — and sales. Aesthetic marketing provides during sales "more positive emotions and joy, communication, unification of process participants and a new purchase experience, when each consumer becomes a creator, receives the feelings and emotions of purchasing a good, appreciates not only it, but also the feelings that the purchase experience gives » [274].

This contributes to the positive image of the brand and the reputation of the company, draws attention to the product. Brands based on the concept of socio-ethical marketing provide assistance in solving social problems, contribute to the development of society, promote common human values, and take measures to improve the state of the environment. Companies that adapt the specified approach, are focused on the interests of consumers, meet the requirements of national legislation and international norms, improve the quality of communication with consumers, and a favorable image is determined by real achievements.

The war opens new pages of the company's focus on socio-economic results. The above refers, first of all, to the innovativeness of the formation of the offer of products and services in order to overcome the enemy, secondly, to the determination of appropriate investments when modifying a product or service, thirdly, on methodical approaches to their determination, a minimum limit is necessary, fourthly, on substantiation of a qualitative change in the role and place of advertising and optimization of marketing communications with the target audience, focusing on the consolidation of methods of direct marketing influence (including by mail or e-mail).

In wartime, value marketing reflects the differences between current and ultimate types of target audiences, requires open and honest communication, which requires the distinction between wartime goods and services and volunteer aid. Clear identification of the price parameters of military goods, an honest description of their capabilities and limitations, balanced communications with civilian consumers in the process of selling B2C class goods in a "military" style are gradually acquiring signs of charity and becoming the norm of "honest" marketing [275].

Under martial law, companies can temporarily curtail or stop advertising in mass media for airtime on war and terror coverage. An alternative is the use of direct marketing methods, which are comparatively more effective in wartime conditions. A special place is occupied by ways of strengthening online marketing activities during martial law, which emphasize the position of consumers receiving information from the Internet and electronic newsletter. This reduces the level of social and psychological stress, allows consumers to temporarily avoid disturbing news and distract themselves from reality.

Investing in the presence of the company on the Internet, searching for keywords and developing marketing proposals in the context of marketing human, including historical and cultural values, becomes a positive development of the company in the conditions of martial law. At the same time, there is a change in the methods of formation and orientation of the company's advertising product, taking into account the value factor of supporting the front.

National companies actively seek to help overcome the enemy and find appropriate ways. For their efforts and contribution to the victory in the form of donations of products, things, services, time, money, they usually receive bright advertising and public recognition, including in the form of news and social significance and gratitude. A well-founded PR company as a valuable element of the application of the marketing complex is a positive hydra, so-called. It is a political-economic-social investment. She helps, taking into account honest communication with clients, to convey information to the subjects of the Donaites and the mass media

in the conditions of martial law. This demonstrates the company's concern, the necessity and expediency of combinatorial integration of marketing efforts.

The marketing of the values of the company operating during the war acquires new features. Its signs, in particular, of an ecological direction, are the preservation and creation of jobs for people with disabilities, the elevation of the factor of national dignity and the expectation of victory and the achievement of peace. Accordingly, it is valuable in the development of marketing activities to systematically remind the clientele of the need to obtain full-fledged human benefits, customary for conditions of stability and peace, as well as the desire to bring the current lifestyle as close as possible to the pre-war level. Even in the conditions of military operations, it is necessary for a person to update his wardrobe, purchase new toys for children, engage in sports and purchase fitness products, update social compliance and charity. This should be reflected in marketing appeals and messaging to the clientele.

Analysis of the historical experience of business development shows that there is no future without the past.

The brand "Widow Clicquot" gained popularity due to the fact that during the Napoleonic War in 1812, the owner of the world-famous champagne wine company "La Veuve Clicquot" saved the lives of her employees by opening the wine cellars in Champagne to Russian marauders. In the post-war period, the company "La Veuve Clicquot" received a prize - the name and excess profits from the export of champagne to an enemy country [277].

The historical practice of wartime marketing shows examples of increased loyalty in the postwar period based on the benevolent attitude of a private company to the force majeure impoverishment of the population created by the war. In order to restore the post-war economy, Great Britain actually applied population rationing. To provide British families with enough food and comfortable clothes (without the spread of media coverage), the retailer S. Marks, based on marketing innovations, engaged the production facilities of the Marks & Spencer company.

Grateful Englishmen, after the restoration of economic development in the country, showed their sympathy, creating incredible loyalty to the company "M&S", which broke all records of the brand's popularity and the efforts of competitors.

Today, in the period of the Russian-Ukrainian war, modern entrepreneurs and business structures operate by historical analogy. Mobile operators Vodafone UK, BT Group and Three UK have made calls between Great Britain and Ukraine free. Beer giant AB InBev has converted its own production lines to produce drinking water bottles. The Ukrainian shoe brand Kachorovska, which specialized in women's shoes, began to produce combat boots and boots for Ukrainian soldiers in early 2022 [276].

War as a social phenomenon will end, and the improvement of marketing technology is a process that has no time limits. Marketing innovations acquired during the war are useful for business development and require further acquisition of value characteristics with a focus on the use of modern digital marketing technologies.

10.3 The strategy of product promotion on the market and its features

The development of market-oriented economic relations, information technologies and the effectiveness of interaction between market subjects actualizes marketing strategic promotion as a software product for improving the company's activities based on strategic combinatorial marketing planning.

Modern society is based on the rapid growth of interactive technologies, the system of electronic knowledge and databases, which spatially cover the subjects of market relations - producers of products and provision of services, suppliers, sellers, buyers and consumers of information. They are represented on the market by Internet portals, electronic markets, financial services, trading points, stock exchanges, corporate information systems, online learning complexes, e-mail, e-government, etc.

Based on the Internet system, the consumer is informed in detail about desired products and their changes, requires personalization in communication and relies on expert assessments, advice, and social networks. The mentioned fact "changes the model of interaction with companies and organizations, therefore it is important for the

latter to systematically monitor information about the state of the consumer in the market" [278, p. 24]. Consumer movement becomes a life event, while businesses and entrepreneurs actively use the Internet strategy, developing the provision of Internet services, digital marketing.

Digital marketing is represented by digital marketing and interactive marketing. It is based on the use of possible forms of digital channels. Digital marketing permeates life through television and radio, the Internet and social media, etc. The target audience based on digital marketing is achieved online and in offline environments. There are differences between digital marketing and Internet marketing despite their intertwining [279].

The social and individual importance of digital channels for individuals and legal entities is growing as a result of the existence of objective grounds. Today, the Consumer independently finds the site through search engines, which are considered as "search results" based on the SEO (Search Engine Optimization) system. Communication of the Consumer with the audience in social channels "social networks" takes place on the basis of the SMM (Social Media Marketing) system. The collection of e-mails and the sending of mailings to a specific "mail" audience is based on the Email Marketing system. Placement and optimization of advertising takes place on third-party sites, respectively, "advertising on sites" (CPC, CPA). The placement of advertisements in mobile applications is referred to as "mobile application advertising". Targeted activities to improve image and reputation are presented on classifieds sites, forums, and Q&A sites based on the ORM (Online Reputation Management) system. Organized image publications are placed on third-party resources and blogs based on the activities of Digital PR. Digital marketing allows you to "sort" audiences and track actions on the company's website or landing page in analytics. In particular, a specific role is played by: artificially created viral marketing, video marketing, direct communication or "direct marketing" [280].

Scientific studies of the development of strategic marketing with the aim of clarifying its features made it possible to establish the relevance and general features of marketing promotion in achieving the mission of the organization. The definition of

the term "marketing promotion" is diverse and covers a significant environmental segment. Increasing the number of online sales is achieved by the most technological companies thanks to the individualization of the information of the offer.

The development of functions and tasks of strategic marketing promotion became the basis for the formation of scientific approaches to the interpretation of "marketing promotion" by various authors, which is presented in table 1.4.

Table 1.4 - Expert opinion on the definition of "marketing promotion"

Author	Expert opinions on the definition of the term "Marketing promotion"	Approaches to definition
Assel H.	The company's main method of influencing customers and encouraging them to buy	Marketing tool
Doyle P.	Solutions in the field of marketing and innovation, which determine the direction of the company's movement to fulfill the tasks	Marketing and innovation
Kotler F., Armstrong H.	The main focus is on target buyers	Marketing tools
McDonald M.	A means of achieving marketing goals in relation to the marketing mix	Marketing complex
Bagiev H., Tarasevich V.	General program of marketing activities in target markets	Program, marketing and management
Balabanova L.	Direction of efforts, business philosophy in terms of marketing organization	Marketing - management; marketing-organizational
Harkavenko C.	A plan for achieving marketing goals	Marketing-organizational
Dmytruk M.	Scenario for the implementation of marketing goals	Marketing - management
Kryukov A.	A way to achieve marketing goals	Marketing-organizational
Kudenko N.	Vector of the company's actions to create target market positions	Marketing - managementy
Marcyn V.	A system of organizational, technical and financial measures for intensification of production, sale of products, increase of its	Marketing - management; marketing-organizational

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Author	Expert opinions on the definition of the term "Marketing promotion"	Approaches to definition
	competitiveness, active influence on demand and supply	
Moroz L., Chuhrai N.	Rational, logical construction, management for the performance of marketing tasks	Marketing - management; marketing-organizational

Note. *Formed by the author based on literary sources

According to the combinatorial approach, strategic marketing promotion is defined as: a specific management activity aimed at stimulating the optimization of marketing according to goals and objectives; the function of management activity for the rational distribution of resources between the main areas of marketing activity; the complex and process of developing and implementing a program of marketing activities.

H. Hershgen believes that it is problematic and controversial for scientists to define the toolkit and classification of marketing strategic promotion "as an independent link of the promotion of marketing activity, it includes the strategic activity of the company, the development of a marketing strategy, the analysis of current and forecasted indicators of the enterprise, the analysis of the financial state and development of the influence of measures to increase the level of competitiveness in the market" [281].

N.O. Chukhrai interprets marketing strategic promotion as a "structured complex of management decisions" and "process of management activity" aimed at "ensuring strategic interaction of the organization's capabilities and the external environment where a specific institution operates in order to improve its current positions in the short term and gain competitive advantages in the long term" [282, p. 98].

Taking into account what is indicated in the interpretation of marketing promotion, a number of main components are highlighted, presented in Figure 1.6.

DEVELOPMENT OF MARKETING AT AGRICULTURAL AND PROCESSING ENTERPRISES

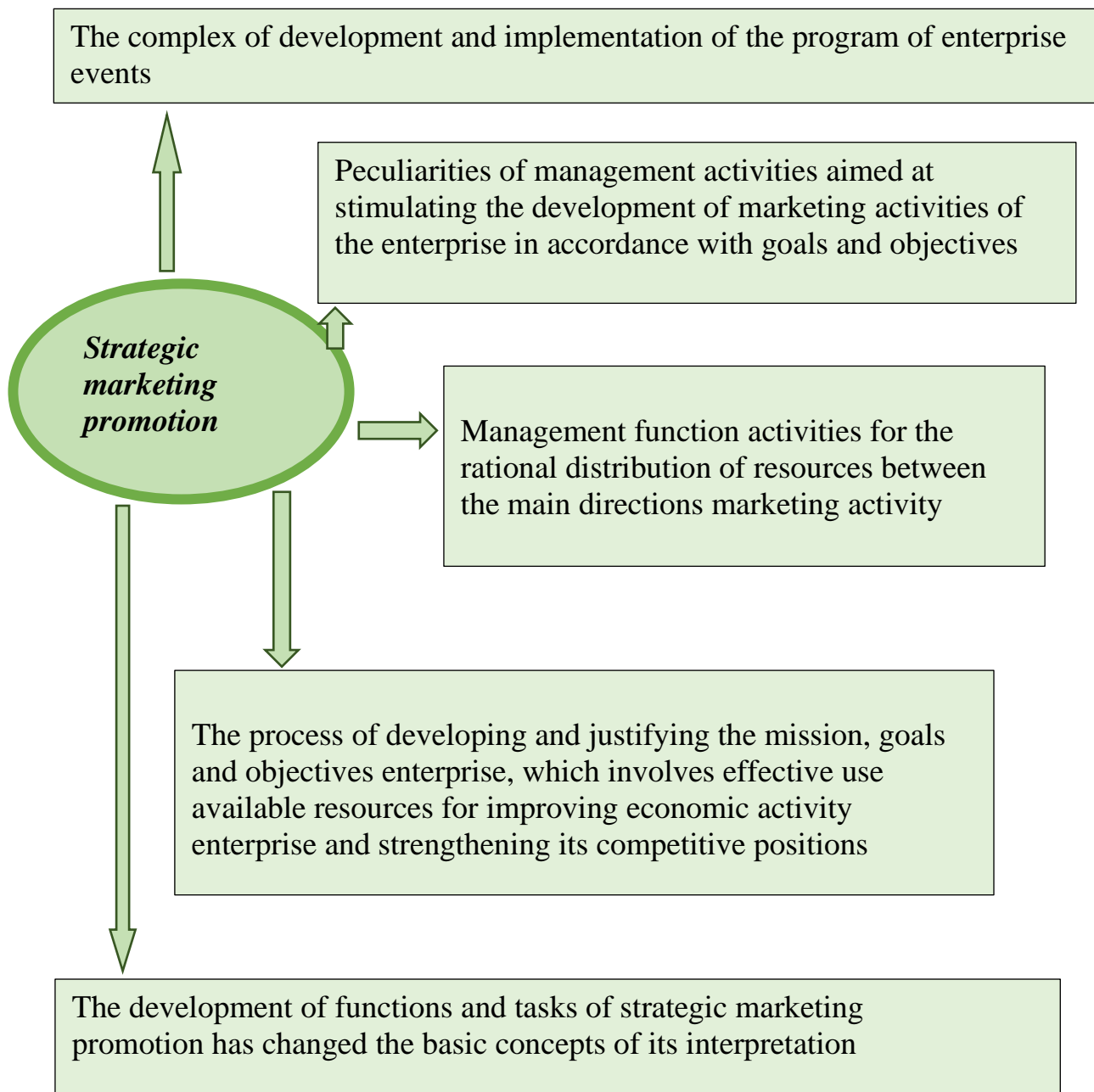


Figure 1.6. The main components of the interpretation of marketing promotion

Digital marketing has actualized marketing strategic promotion, the development of digital channels has created new markets for sales and communication channels, which strengthens the company's position on the market and requires research into the environment of marketing strategic promotion. The tasks and functions of marketing strategic promotion are presented in Figure 1.7.

In accordance with them, an assessment is made of internal and external marketing resources, performance and development opportunities (profit, social effects, current state, risks, potential, etc.), traditional and potential sales channels,

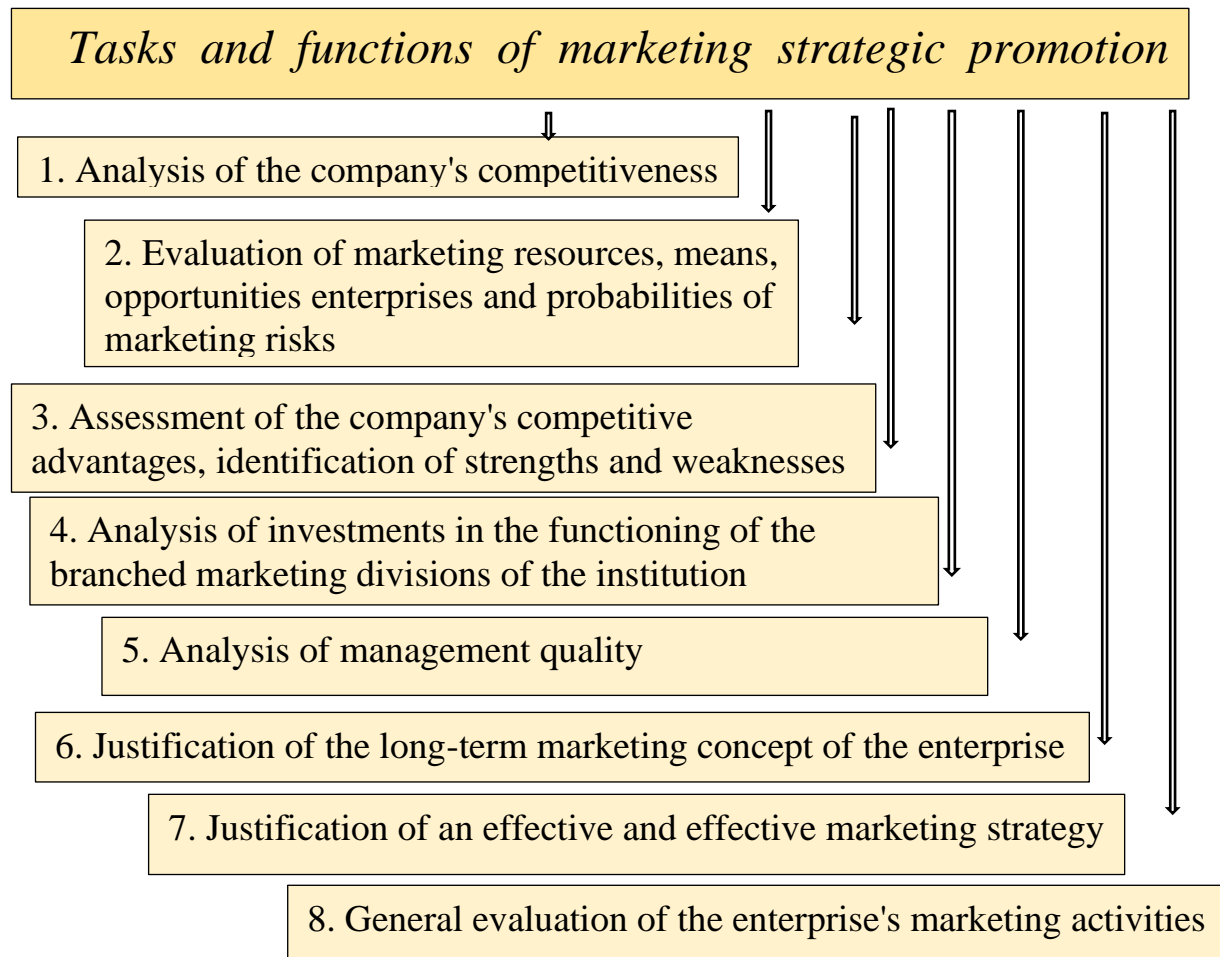


Figure 1.7. Tasks and functions of marketing strategic promotion

competitiveness of products, services and the company as a whole, the main performance indicators are analyzed with monitoring of the impact of marketing activities based on direct and feedback links.

Along with traditional sales channels (material and technical institutions, including intermediary institutions of sales activity), with the development of digital marketing, digital channels of a non-traditional nature appear as a potential resource for success in the market, which really strengthens the influence on the target segment of consumers.

The quality and combination of analytical research of competitive advantages, strengths and weaknesses of the company's activity on the market becomes the basis of success, strengthening of market positions, own image and corporate culture. Diagnosis of marketing weaknesses leads to the strengthening of strategic activities and areas of development of measures to eliminate shortcomings. The rational distribution of resources between departments of marketing institutions ensures the achievement of the overall effect of the business entity's activity. Long-term activity planning and evaluation are aimed at marketing image, business activity, creation, adjustment of channels of sales and communication policy.

Strategic promotion by structural units serves to increase the efficiency, rationality of financing units and mutual cooperation. The choice of a valid and effective marketing strategy is based on the analysis of tasks and the effectiveness of functions. A well-founded marketing strategy determines the conditions of functioning on the market and further long-term development of the enterprise and the conditions of its existence in market relations. The enterprise focuses on the main strategies, taking into account the prospect of obtaining positive socio-economic effects, spillover effects and externalities.

Marketing strategic promotion and implementation of the action program in the time interval provide options for transformations of the marketing strategy with a priority of values, modeling of the development forecast with a priority of effectiveness. Control of the process of marketing strategy implementation and approval of marketing measures with a defined economic effect allows you to assess the quality of marketing strategic promotion, transform, modernize and optimize it according to the obtained results. Accordingly, it is expedient at the strategic level to combinatorially justify the chosen tasks, goals and mission of the enterprise as the basis for the implementation and development of the marketing strategy [283, p. 101].

10.4 Classification of promotion strategies

Promotion as a marketing tool is used as a "communication strategy between sellers and buyers" [278, p. 53] to influence the seller on buyers, to convince them to

purchase the goods. This contributes to the dissemination of information about the product, creates interest in the thinking and point of view of customers, obtains loyal customers, and changes the public image of the enterprise.

Promotion is part of the marketing complex "4R" (product, price, place, promotion) is a fundamental component of the marketing complex, represents a component of the plan of the advertising complex as part of advertising, sales promotion, direct marketing, holding exhibitions, etc. Promotion also includes offer formation, discount coupons, free sample distribution, trial offers, promotional purchase of two or more products for the price of one, contest and festival discounts, etc. The classification and characteristics of the types of promotion strategies are given in the table 1.5.

Table 1.5 - Classification of promotion strategies

Strategy promotion	Characteristics of the promotion strategy
Social marketing	Uses marketing tools to improve the well-being of people and society as a whole
Relationship marketing	Uses marketing tools to build relationships with their customers, not always sell them something. The customer spends money on his favorite brand, which he can familiarize himself with in detail.
Transactional marketing	Focused on the constant attraction of new consumers, the company's marketing activities are aimed at servicing and ensuring one agreement - a transaction.
Deficit marketing	According to the principle of scarcity: "the easiest way to sell out a dependent product is to show that the product is in limited quantity."
Сарафане радіо	Informal forms and methods of transmitting oral information about the product - "word of mouth marketing", a free form of oral or written advertising.
Segmentation strategy	Analysis of different customer segments based on cultural differences (tastes, expectations, beliefs, views on the world and specific needs)
Digital strategies	They reveal the features of the implementation of modern tools promotion on the Internet.

Note. *Source: compiled by the author based on [271]

The purpose of promoting the enterprise's marketing complex to obtain the desired reaction from the target market is to distinguish it among competitors by the consumer. Advertising allows you to combine two products - popular and unpopular among the clientele in order to sell the latter, cross-sell a product to which the consumer did not pay enough attention, and now can reevaluate it, which will lead to increased sales.

Advertising increases the database, provides information on the projects of targeted actions and the formation of branding, which allows customers to remember the seller. The use of various online platforms for marketing promotion, distribution of promotional news (blogs, social networking websites, video hosting websites, etc.) creates relevance, "visibility" of the seller on the Internet and an increased image of the business in the minds of customers, which is the biggest advantage of promotion today. To achieve advertising success, it is necessary to determine "what to promote", "why", "in what form", "budget and method of promotion", the target audience and the platforms on which it is best to focus.

A team is created for each step of advancement. One team to estimate revenue, profits from promotion, the second to meet with customers, the third to use the latest tools and software in the control and accounting of the advertising campaign. Advertising and promotion today have become the most important tools for ensuring the differentiation and identification of each brand.

The effectiveness of the advertising program involves the formation of an advertising budget and investment income in accordance with the set goals and objectives, justification of the advertising strategy (identification of the target audience, development of the product concept, selection of means of distribution of advertising, creation of an advertising appeal), organization and conduct of an advertising campaign, evaluation of the socio-economic effectiveness of advertising .

In the process of promoting the product, it is advisable to highlight the following stages.

First, it is advisable to establish and substantiate the goals and tasks of promotion, which should have qualitative and quantitative characteristics, both natural

and cost-effective (profit, rate of profit in the price, profitability, sales volume, growth of brand recognition and relevance of the brand, etc.).

Secondly, conducting an assessment of advertising channels involves an assessment marketing channels necessary for promotion (television, social media, radio, events, fairs, etc.).

Thirdly, the formation of the marketing budget involves the formation of the size of investments, which is necessary for the implementation of an advertising strategy with distribution by channels for tracking investments.

Fourthly, the justification of conducting advertising companies, events, advertising planning, their systematicity, purposefulness.

Fifth, implementation of monitoring and evaluation of advertising measures in terms of effectiveness and assessment of opportunities for their further improvement.

Promotion strategies are based on activities aimed at raising awareness of a product or service in a target region in order to increase demand for it. A long-term promotion strategy is aimed at creating brand recognition from one to three years. A short-term promotion strategy lasts up to one year

10.5 Modern promotion strategy tools

Active development of marketing tools and digital technologies led to the emergence of modern forms of promotion such as the use of digital marketing and digital promotion tools. Digital Marketing is a modern tool for promoting a product, trademark or brand based on digital channels (television, Internet, radio, mobile phones). Digital marketing is based on Internet marketing. However, it has an additional technical basis that allows you to reach the target audience in an offline environment based on the use of applications in phones, sms/mms, advertising displays on the streets) [284].

The main tools of digital promotion include the following: virtual marketing, marketing communications on the Internet, the presence of enterprises in social networks, mobile applications, marketing targeting, cloud marketing technologies, viral marketing of the enterprise, other information and innovative marketing

technologies [285].

The development of information technologies led to the emergence of virtual marketing as a system of knowledge about the product offering on the market based on information technologies that integrated marketing activities in the internal and external environment. An independent direction of marketing is e-commerce and electronic means of promotion (Internet advertising, Internet promotion).

Based on the functions, virtual marketing is classified into three areas: research of the external environment, organization of internal marketing activities, implementation of specific types of activities [259].

The main functions of virtual marketing include:

- the possibility of activity in the absence of spatial localization, without being tied to a specific territory and local market; reduction of the time period for finding partners, agreements and development of new products and services;

- reduction of incompleteness and uneven distribution of information and information transaction costs;

- reduction of other transaction costs, including illegal costs, unfair agreements; risk;

- reduction of: transformation costs when optimizing the selection of the structure of the product assortment, reduction of time for innovations, their development and implementation; the number of intermediaries and sales costs;

- rationalization of the management structure, reduction and unification of functions, solidarity of responsibility. Approbation of virtual marketing - based on the marketing information base - a system of constant tracking, storage and processing of marketing data for management decision-making.

Today, the Internet has found wide application in all spheres of human activity and represents a new information infrastructure of business, marketing communications for the development of traditional methods of marketing activity on the basis of modern information and communication technologies. He expanded the trading space, formed innovative: measures of communication with consumers and methods of product promotion. According to O. Ye Kuzmin, the Internet can be considered as "an information environment and a tool for creating not only separate

additional services (financial, information, consulting, etc.), but also new types of business, for example, in the field of electronic commerce" [286].

Therefore, Internet marketing is "a set of methods and means of organization that are used in the implementation of the market activity of the enterprise according to the elements of the marketing complex in the Internet information network in order to obtain the desired response from the target audience and consumer satisfaction" [286]. Internet marketing represents a number of marketing functions: marketing research, product development and promotion, public relations, etc. It opens up new opportunities for the distribution, acquisition and analysis of information, development and management decision-making in conditions of fierce market competition.

At the same time, the structure of information resources of the Internet reflects the specifics of presenting marketing information.

Considering the issue of the company's presence in social networks, it is necessary to consider the social network as a structure of social subjects: people and social groups. Social networks in the Internet system are Internet portals for users to create their own pages and keep a diary and communicate with other participants. "Businesses used social networks long before the appearance of the corresponding sites and communities on the Internet. A large circle of clientele, experienced sales professionals and top managers is their own social network. Reaching tens of millions of people became real only with the development of the Internet [287].

According to expert ratings, Instagram, Facebook, Twitter, and others remain the most popular social networks. Social networks offer various services for keeping diaries, blogs, specialized communities, and forums. Tens of thousands of people visit these portals every day, in contrast to millions of mass social networks. The audience attracts business development specialists with an interest in financial services and acts as an initiator of a wide discussion of events in the field of finance and other social media.

An attractive feature of social networks is that with the right choice of promotion strategy, a core of loyal customers of the company and users is formed, who actively recommend them to their friends and acquaintances.

Today, several types of enterprise activity in social networks can be distinguished.

The first model of behavior is used to reveal the opinion of the mass consumer about the quality of the services provided and is characteristic of large enterprises with a developed branch network and significant advertising expenses.

The second model of behavior is characterized by the maximum use of social networks and the Internet for advertising and selling their own services and is suitable for small and medium-sized enterprises with the task of aggressively increasing the volume of consumers while limiting costs.

The third, simplest model of behavior operates on the principle of "doing nothing." Social networks are a gathering of a certain audience that distracts from direct work. These are approximately 2/3 of active domestic enterprises, small or regional organizations that are not represented in any social networks networks, not on specialized forums.

For the owners of Android and iPhone mobile phones, the service "Mobile applications" is installed for the implementation of digital activities on the basis of a mobile phone.

In order to reduce the costs of the advertiser when attracting the target audience to the advertising object, the Internet advertising technology "targeting" (target marketing) is used, which includes determining relevant audience segments and influencing their behavior.

A typical classification of targeting considers the selection of the target audience according to the criteria of, first, natural selection, based on the Affinity Index with an assessment of the ratio of the rating by the target audience to the rating by the base audience; secondly, artificial as a limitation of certain parameters to achieve the desired result based on the frequency and time of showings, geography, audience profile, and behavior; thirdly, contextual, "contextual advertising", showing the user on search engines depending on the words and phrases of the search query. [288].

Viral marketing of the enterprise is used to encourage consumers of products (in this case, investors of the enterprise) to effectively transmit the necessary marketing

message to other persons in order to attract new customers with their financial resources in compliance with the principles: a clear and unique plan of "viral" information; a wide audience of customers in qualitative and quantitative terms [289]. The classification of types of viral marketing is presented in Table 1.6.

Table 1.6 - Classification of types of "viral" marketing

A type of viral marketing	Characteristic
Passalong	Use of media (video clips, presentations, audio modules, pictures, photos, themed games)
Incentivised viral	Determining the remuneration for the distribution of information about the bank or the services it provides by the customers themselves among the target audience, scheme "Bring a friend and get for it ..."
Undercover	Creating a preliminary "buzz" among the potential target audience to generate interest in offers
«Галас» (Buzz)	Attracting the attention of the target audience by holding a mass event (flash mob), which involves a group of potential customers

Note. *Source: based on [280]

Cloud technologies of marketing (cloud technologies) allowed to reduce financial costs and improve the management of personnel and processes in enterprise structure. Servers are managed via the Internet.

The main segments of the cloud market are: firstly, provision of computer infrastructure as a service - IaaS (Infrastructura as a Service); secondly, provision of an integrated platform for development, testing, sorting and support of web applications as a service - PaaS (Platform as a Service); thirdly, provision of software as SaaS (Software as a Service).

So, based on the analysis of scientific approaches to the definition of "strategy", approaches to strategy as a "process" and as a "result" are highlighted. The philosophical and organizational-management basis of strategy formation is studied. It was established that there is no generally accepted and agreed definition of "strategy" in management. Strategy is defined as a long-term orientation of development and a

way to achieve the mission and detailed goals of the enterprise, which are based on the value system, resource base, technologies, innovations, marketing policy on the market and logistics, the system of fiscal taxation and own considerations.

Overcoming the shortcomings of the strategy is due to the awareness of the multivariate development, the possibilities of its modeling, the definition of additional classification features of strategies and taking into account innovative ones. Greening. Institutional and socialization factors that significantly affect the content of the strategy in conditions of real competition. Today, the market is represented by a significant number of digital marketing tools with the specific purpose of each to optimize a competitive marketing strategy and make the company's activities more effective in the market.