

MARKETING MANAGEMENT OF AGRICULTURAL ENTERPRISES AS A DIRECTION TO IMPROVE THEIR COMPETITIVENESS

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Cost management is the basis for maintaining the competitiveness of the enterprise. Therefore, it is extremely important that this process is organized by such specialists who are well aware of the needs of consumers of agricultural products, the ability of competitors and able to make the right decisions of tactical and strategic nature, based on the use of opportunities for modern marketing. Fundamental research on a marketing approach in agricultural enterprises is almost not carried out, although it is thanks to it that it is possible to increase the level of flexibility of the management system in the process of enterprise activity, aimed at increasing revenue and rationalizing costs. Therefore, these problems are relevant today.

The purpose of the study is to assess the need for a cost management process and justify ways of improving it with the use of marketing management in the process of making managerial decisions in the activities of agricultural enterprises.

System management of expenditures in agricultural enterprises should be guided first of all by the use of levers of reduction of indirect production costs. It involves assessing the marginal profitability and effectiveness of the current norms and norms, diagnosing the costs of the agricultural enterprise and deviating their values from the planned ones, using the methods of financial planning in the economic activity of agricultural enterprises, and promoting the creation of incentives to reduce the volume of indirect costs of production.

Of particular importance is the planning and control of direct costs of production, in particular raw materials, materials, labor. Their costs are determined by the peculiarities of the used technologies of plant production and livestock production. It is important for each agricultural enterprise to establish a system for controlling of direct and indirect production costs. If in the situation on the market of consumed resources or in the markets of manufactured products there are changes that affect the financial and economic results of their activities, the necessary is correction of tactics and strategy of the enterprise development.

The process of cost management is complex. The use of material, land, financial, information, energy, labor and other types of resources should be clearly regulated by technological maps for crop and livestock industries, on the basis of which should be developed norms of resource costs. Only through the organic unity of all four management functions – planning, organization, motivation and control – it is possible to achieve the objectives of the management system for expenditure in agricultural enterprises.

Efficient management of costs in agricultural enterprises is not limited to reducing the use of resources per unit area of agricultural land or on one head of animals. On the contrary, it should be aimed at increasing them, because an intensive type of production on an innovative and investment basis provides for increasing production efficiency and increasing the competitiveness of enterprises.

An effective tool for improving the management of the enterprise in modern conditions is the introduction of the principles of marketing management into practice. This enables to increase the level of flexibility of the management system in the process of activity aimed at increasing revenues and rationalizing costs.

Agricultural enterprises so far have little use of the benefits of marketing management. Of course, there are objective reasons for this: as a rule, a low level of elasticity of demand for crop and livestock products, a long period of production, which prevents them from responding quickly to changes in the external economic environment,

seasonality of production, small size of enterprises. However, in spite of this, the prospects of implementing the marketing approach in agriculture are, in our opinion, favorable, since they allow to increase the level of adaptation to constant changes in the market environment, the level of competitiveness of enterprises, improve their financial and economic results. The organization of a specialized marketing service requires significant funds, but they cover themselves through the establishment of more efficient sales channels, improving the process of product sales.

It should be noted that the system of marketing management allows to optimize the use of production potential of agricultural enterprises due to better consideration of the needs of buyers of their products.

The role and significance of the marketing approach in the conditions of the financial and economic crisis is growing especially. In the process of organizing a specialized marketing service of an agricultural company or department of a cooperative association, it should be taken into account the need for the functioning of four types of marketing: functional, market, commodity, territorial.

The process of activity covers five stages.

The first stage should be the study of the market of agricultural products, produced by the enterprise, the allocation in the process of its segmentation of the main industries for the industry, the assessment of opportunities for stimulating sales and cheapening commodity sales, etc.

The second stage – the formation of the system of marketing management itself. It starts with putting forward the concept of marketing for a particular company, as well as developing a marketing strategy. The organizational structure, functions and marketing program are determined by the situation on the target markets of the enterprise's products.

The third stage is the improvement of the production process, the correction of the technologies of plant production and livestock production in order to satisfy the requirements of its consumers.

At the fourth stage, enterprises should evaluate their chances in competition with other product manufacturers and choose the optimal development strategy aimed at increasing competitiveness, in particular, based on improving of financial and economic performance.

At the fifth stage organizational work is carried out on the realization of economic interests in the markets of specific types of products of the agricultural enterprise.

Implementation of the marketing approach in agricultural enterprises is necessary in all their organizational and legal forms – economic partnerships, agricultural production cooperatives, private enterprises, and farms. They need to use the experience accumulated by marketing departments in other spheres of the agroindustrial complex.

Crises not only create new business risks, but also new opportunities. This requires a change in the internal structure of enterprises, management systems, in particular cost management.

An expenditure management unit must focus on increasing the competitiveness of the enterprise, better taking into account the needs of consumers and the economic interests of suppliers of material and technical resources, the skillful use of workers' abilities to increase productivity and streamline jobs.

The formation of a flexible process of managing costs in agricultural enterprises provides a reduction in the cost of production, which, along with the implementation of efforts aimed at increasing the prices of sales, will necessarily lead to an increase in the main financial and economic result of their functioning – profit.

So, such are main marketing management approaches to improving agricultural enterprises competitiveness.