

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
KYIV NATIONAL UNIVERSITY  
CONSTRUCTION AND ARCHITECTURE**

Faculty of Construction

Department of construction management

*educational*

*Qualifying Master's degree  
level*

*Discipline* **07 "Management and  
administration"**

*Specialty* **073 "Management"**

*Specialization* **Management of organizations and  
administration**

**EXPLANATORY NOTE  
TO THE CERTIFICATE GRADUATION WORK  
FOR OBTAINING A MASTER'S DEGREE  
on the subject:**

**" Application of integrated management methods to the transformation of the  
administration system of enterprises and construction projects " .**

Kyiv 2024

**KYIV NATIONAL UNIVERSITY  
CONSTRUCTION AND ARCHITECTURE**

Department of construction management

*I approve*  
Head of the department  
Doctor of Economics, Prof. Ryzhakov. AHEM.  
" \_ " \_\_\_\_\_ 2024

**EXPLANATORY NOTE  
TO THE CERTIFICATE GRADUATION WORK  
TO OBTAIN A BACHELOR'S DEGREE  
on the subject:**

**"Application of integrated management methods to the transformation of the administration system of enterprises and construction projects"**.

**Executed  
student Nan Yibin  
groups 073.Man-23**

*Discipline 07 "Management and  
administration"  
Specialty073"Management"  
Specialization Management of  
organizations and  
administration*

Head: Associate Professor, Candidate  
of Economic Sciences Petrukha N.M.

Reviewer \_\_\_\_\_

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**KYIV NATIONAL UNIVERSITY OF CONSTRUCTION AND**  
**ARCHITECTURE**

**Constructional faculty**  
Department of construction management  
Educational and qualification level "Master"  
Specialty 073 "Management"

"I APPROVE"

**Dean of the faculty**  
**Ph.D., Professor G.M. Ivanchenko**

" \_\_\_\_ " \_\_\_\_\_ 2024

**T A S K**

For the attestation graduation work of the student

**Nan Yibin**

The topic of the work: "**Application of integrated management methods to the transformation of the administration system of enterprises and construction projects**" and the head of the attestation final work of the Associate Professor, Candidate of Economic Sciences Petrukha N.M confirmed by the order of KNUBA from " \_\_\_\_ " \_\_\_\_\_ 2024 No. \_\_\_\_

**2. Deadline for submission of work by the student** \_\_\_\_\_

**3. Initial data for work:**

Scientific works of domestic and foreign scientists on issues related to modern models and approaches of administrative management and opportunities; scientific and methodological principles of administrative management and initial data on the management system of the construction project and the results of the activities of the enterprises-stakeholders of the project; economic, marketing, functional and management characteristics of the project in residential construction

**4. The content of the settlement and explanatory note - a list of issues that need to be worked out - (consisting of 3 sections):**

*Chapter 1 – Theoretical foundations management of efficiency of use*

*Chapter 2 – Updated methodological approaches the effectiveness of the use of the personnel of the acquiring enterprises and the initial data on the management system of the construction project.*

*Chapter 3 – Practice of applying updated administrative management approaches and results of construction project management system modeling*

**List of graphic material:** 15-17 slides with a display of research on all sections of the explanatory note to the thesis.

## Consultants of sections of AVR

Section	Surname, initials and position of the consultant	Signature, date	
		task published	task accepted
<i>Chapter 1</i>	Prof. Chuprina Yu.A.		
<i>Section 2</i>	Prof. I.S. Ivakhnenko		
<i>Section 3</i>	Prof. Pokolenko V.O.		
<i>conclusions, literature, graphic part</i>	Prof. Pokolenko V.O.		

## 7. CALENDAR PLAN

No s/p	The name of the stages of the certification exam robots (AVR)	The deadline for writing stages of AVR	Note
1	The student's choice of the AVR topic, submission of an application to the department and coordination with the academic supervisor		
2	Systematization of materials and preparation of initial data for AVR		
3	Approval of the content (plan) of the AVR, preparation of an individual task		
4	Preparation of introduction and section of AVR		
5	Preparation of the II section of AVR		
6	Preparation of Section III of the AVR, conclusions and a list of used sources		
7	Submission of the completed AVR by the student to the academic supervisor		
8	Passing qualifying bachelor's theses to check for the presence of textual borrowings		
9	Completion of the work, decision-making by the department on the admission of AVR to the defense at AEK		
10	Preparation of the presentation (development of options for presenting the content of the research carried out in the AVR on the sheets of the graphic part) and reports for the defense of the AVR. Agreement with the scientific supervisor.		
11	Final design and review of the work		
12	Preliminary defense of AVR at the department and its approval by the head of the department		
13	Submission of AVR to AEK		
14	Defense of AVR in AEK and assignment of qualifications to graduates		

8. Issue date of assignment "\_\_\_" \_\_\_\_\_ 2024.

Student \_\_\_\_\_ / **Nan Yibin** /

Head of work \_\_\_\_\_ / **Petrukha N.M** /

Head of the department

of management in construction \_\_\_\_\_ / **Ryzhakova H.M.** /

<b>RESUME</b> (summary) to the student's attestation graduation thesis:		<b>Nan Yibin</b>	
<b>ZVO</b>	<i>Kyiv National University of Construction and Architecture</i>		
Topic	<b>"Application of integrated management methods to the transformation of the administration system of enterprises and construction projects "</b> .		
Educational level	<i>MASTER's degree in the educational and professional study program</i>		
Faculty	<i>Constructional</i>		
Chair	<i>Management in construction</i>		
Specialty	<i>Management</i>		
Specialization	<i>Management of organizations and administration, 073.Man-23</i>		
<b>Head</b>	Associate Professor, Candidate of Economic Sciences Petrukha N.M		
Scope of work:	<b>explanatory note, p.</b>	<b>sections</b>	<b>Visual and graphic part (A4 format sheets)</b>
	<i>141 (with literature and appendices)</i>	3	20
<b>Chapter 1.</b>	<i>The first section of the work reflects the elaboration of the basic definitions of the study and the theoretical and methodological foundations of administrative management in relation to construction stake-holder enterprises</i>		
<b>Section 2.</b>	<i>The second chapter reflects the updated methodological principles of administrative management in terms of their application to the needs of enterprises - stakeholder leaders, as well as raw data for modeling the cycle and management system of a construction project</i>		
<b>Section 3.</b>	<i>In the third section of the graduation work, the following is displayed: using an updated methodical approach to predicting performance management of the efficiency of the use of personnel at the construction enterprise, which implements the project in the housing construction; rational economic and management model of the construction project; project evaluation according to the system of indicators of investment management.</i>		
<b>Conclusions on the work:</b>	Based on the results of the generalization of modern approaches to the interpretation of the essence of the concepts of "personnel", "efficiency", "personnel management", "personnel utilization", a specific vision of the definition of "management of the efficiency of the use of personnel in the enterprise" has been clarified and given. In the proposed definition, attention is focused on the fact that in the process of personnel management, the management's attention should be focused on taking into account the interests of employees, effective use of personnel skills, increasing the level of remuneration, qualifications of employees, creating conditions for the interest of personnel in the development of the enterprise, which will contribute to the growth of competitiveness, making rational decisions, improving work results.		
<b>Key words:</b> <i>construction stakeholder enterprise, administrative management, construction project management cycle, correlation-regression analysis of the efficiency of the use of construction enterprise personnel; economic and managerial characteristics of the construction project management cycle</i>			
<b>Keywords:</b> <i>enterprise-stakeholder of construction, administrative management, management cycle of construction project, correlation and regression analysis of the efficiency of the use of personnel of a construction enterprise; Economic and Managerial Characteristics of the Management Cycle of a Construction Project</i>			

**Compiler:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ /

**Head:** \_\_\_\_\_ / \_\_\_ Petrukha N.M \_\_\_/" \_\_\_\_\_ " \_\_\_\_\_ 2024

## INTRODUCTION

**Relevance of the topic.** Starting from the 90s of the XX century, the production and consumption of organic products is becoming more and more widespread in the world. In 2019, the volume of the global organic market reached more than 100 billion euros, the latter continues to develop dynamically. The leaders in per capita consumption of organic products are Denmark and Switzerland, but high demand for organic products is also observed in many other countries. Increasing the production and sale of organic products is of significant socio-ecological and economic importance, because it is aimed at improving the health of the population, reducing the negative impact on the environment, rational use of the natural resource potential of the land, development of entrepreneurial activity in the agrarian sphere, which, in particular, , provides the rural population with jobs.

In Ukraine, the area of land used for the production of organic products increases every year (for 2015 - 2020, by almost 20%), and the number of operators of such products (in 2020, it increased 3.5 times compared to 2015). However, there are problems that prevent the stable development of the domestic market of organic products. It should be noted that along with the imperfect legal field, the lack of proper state support for the organic sector, the insufficiently developed infrastructure of the domestic organic market, there is a low level of demand for such products among domestic consumers and their awareness of the peculiarities of the production of organic products, their advantages and benefits for health of a person compared to a traditional one.

In the general management system of an enterprise that manufactures organic products, an important role should be played not only by effective management of production and sales of products, but also by quality management of the promotion of such products to consumers both on domestic and foreign markets. Most organic businesses do not pay enough attention to this aspect

management.

This determines the need for the formation of an effective management system for the promotion of organic products, which covers the micro-, meso- and macro levels, the development of modern scientific and methodological support for the management of the promotion of organic products, aimed at increasing consumer demand for domestic organic products, strengthening the market positions of organic enterprises sectors of the economy.

A large number of works by foreign and domestic scientists are devoted to the scientific aspects of the formation and development of the organic market. The scientific works of K.V. Andrusevicha, A.S. Glowyyuk, D.S. Zakharova, M.V. Lutsenko, S.V. Mamalygi, O.Yu. Mezhyńska-Bruy, J. Pulla, N.A. Sovy, N.O. Tikhonova, T.O. Seagulls and other scientists.

Among the leading scientists who made a significant contribution to solving the issues of development of organic production and improvement of sales of organic products, the following specialists can be singled out: B.M. Andrushkiv, A.P. Burlyai, L.M. Boldyreva, V.V. Grishko, S.M. Ilyashenko, V.Ya. Kardash, T.M. Kvyatko, N.V. Kudenko, E.V. Krykavskyi, T.M. Ratoshnyuk, V.A. Savchuk, I.B. Chychkalo-Kondratska, V.A. Chudovska, G.I. Shary and others. At the same time, the theoretical-methodical and applied principles of managing the promotion of organic products on the domestic and foreign markets need further development, which determined the choice of the topic of the dissertation, the goal, the task, the object and the subject of the research.

# SECTION 1

## THEORETICAL PRINCIPLES OF ORGANIC PRODUCT PROMOTION MANAGEMENT

### **1.1. The essence and content of managing the promotion of organic products**

In the 20s of the XX century, the emphasis on the development of human landmarks increased, which led to the creation of a multifunctional concept of agriculture, which is based on the combination of three spheres of its activity: economic, social and ecological. This led to the emergence of a new approach to the production and processing of products in agriculture, which influenced the formation and use of completely new terminology: "organic production", "organic products" and "organic market".

Today, the market for organic products is growing rapidly all over the world. Such products meet approved organic processing and production standards and product labeling requirements. In particular, the use of synthetic fertilizers, pesticides and genetic modification is not allowed. One of the main reasons for the increase in demand for organic products is that they are more environmentally friendly and healthier than conventional products.

In order to determine the essence and content of managing the promotion of organic products, we offer a more detailed consideration of the concept "organic products", "promotion", "management" and tie them together.

According to the European Union standard, the terms "ecological", "biological" and "organic" agriculture are practically synonymous. IFOAM uses the term "organic farming" or "organic agriculture". In the translation of the official documents of this organization, it is interpreted as "organic agriculture". The term is often used in scientific publications "ecological agriculture". In this case, organic rural

the economy will be a part of the ecological one, where the conditions of economic activity are clearly prescribed, which are fixed in various standards (ATTRA, IFOAM, Bioland).

Despite the certain differences of the mentioned systems of non-traditional, alternative agriculture, they all have common features, in particular, the reduction of dependence on the chemical, extractive industry and other sectors of the economy, the growth of self-sufficiency and self-maintenance of farms, environmental protection, conservation of limited resources, production of ecologically clean, healthy human consumption of food products, reduction of energy consumption, establishment of direct relations with consumers of products [1]. In our opinion, we are talking about such a way of organizing and deploying production processes, when living and purposeful labor is used with minimal damage to nature, and society receives high-quality products and ensures the preservation of the environment, ecological balance.

The production of organic products is characterized by certain features, which are partially reflected in the Law of Ukraine "On the Production and Circulation of Organic Agricultural Products and Raw Materials" [2] and in the works of many scientists. Thus, in the article by T. Overkovska, the importance of assessing the suitability of land for the production of organic agricultural products is noted, which excludes the use of chemical fertilizers, GMOs and pesticides when growing products [3]. Scientist Shary G.I. [4] draws attention to the importance of the availability of land for agricultural producers and the conditions of its use, which must meet the requirements of society (environmental and nature conservation).

L.Yu. Nyzova and N.S. Zolotaryova in their work emphasize the costs of switching to organic production and the obligation to account for products, which will lead to the avoidance of unplanned risks, such as "mixing" of organic and traditional products in terms of quantity (in warehouses) and value (when keeping accounts and documents) in producers engaged in mixed production [5].

V. I. Tkachuk considers the transition from traditional to organic production as the implementation of new rules and methods based on four groups of principles: technological, social, economic and ecological, which will ensure high quality of food products [6].

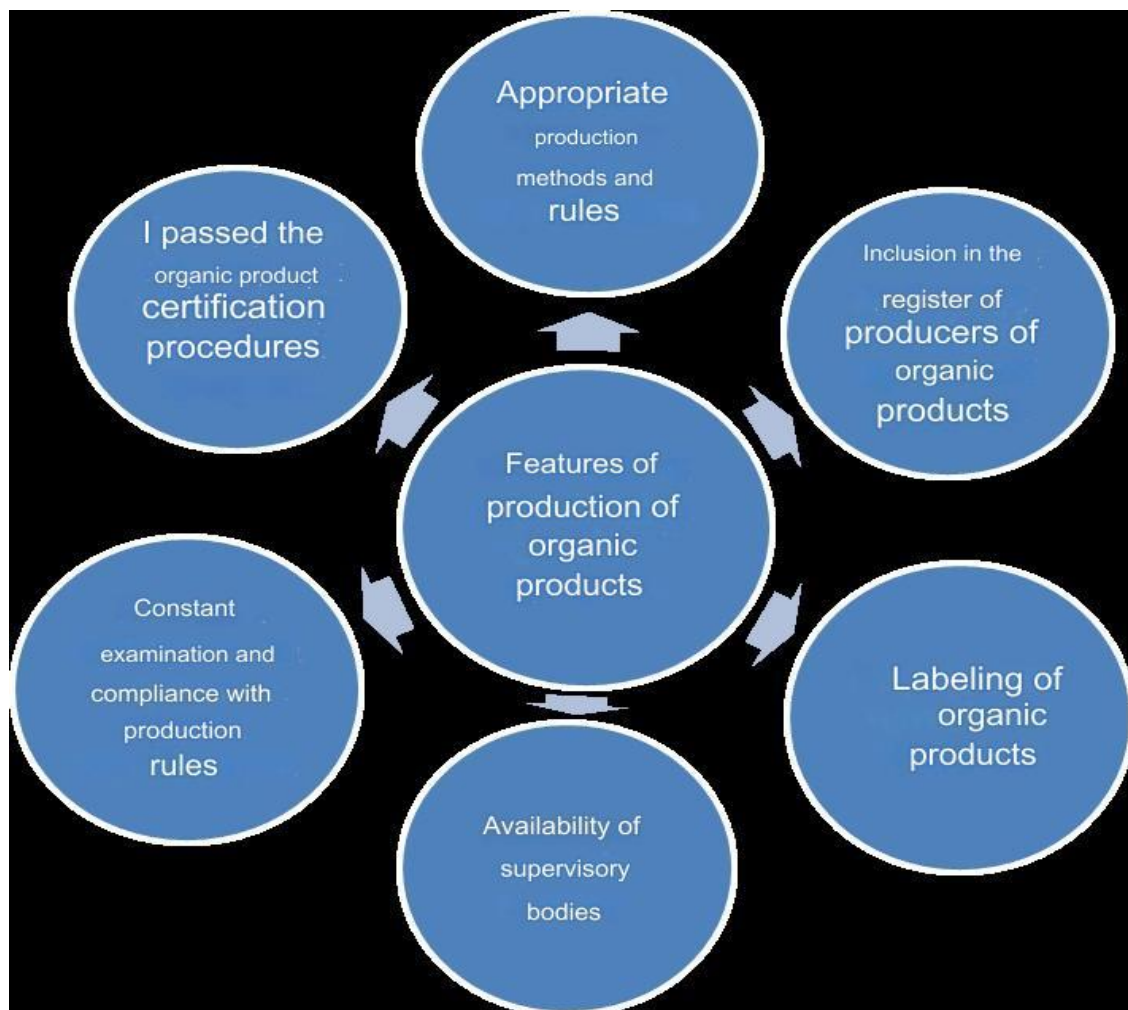
A. M. Fesenko in his work singles out the production of organic products as a new method of production of ecologically clean and high-quality products that guarantees the preservation of the integrity and nutritional qualities of products at all stages [7].

We propose to single out the following features of the production of organic products: appropriate production methods and rules, which is the main feature of organic products, otherwise it will not differ from traditional products; passing the certification procedure, taking into account the main feature - the production of organic products must be confirmed with the appropriate quality mark; constant examination and compliance with production rules - this feature is very important for enterprises engaged in mixed production; the presence of oversight bodies to ensure that production support and compliance are independently assessed; labeling of organic products so that consumers can distinguish such products and be sure of their quality; inclusion in the register of producers to register new producers of organic products (Fig. 1.1).

Having analyzed the general rules for the production of organic products, it can be noted that they are aimed not so much at ensuring the growth of the supply of quality food products, but at preserving, restoring and improving the state of the natural environment.

Scientists interpret the terms "organic products" in different ways. Northborn V. in 1940 described in his work "Look to the Land" natural, ecologically clean agricultural products, which he later called "organic" [8]. Ratoshnyuk T. M., Ratoshnyuk V. I. single out organic and ecologically clean products as those produced in compliance with ecological

requirements and application technologies the maximum preservation nutritious substances [9].



Rice. 1.1. Features of the production of organic products and/or raw materials

Source: created by the author on the basis of literary sources [6, 7, 8]

N. O. Tikhonova and O. Yu. Mezhyńska-Bruy believe that organic products are products grown on soils that have not used toxic chemicals, mineral fertilizers of synthetic origin, genetically modified organisms, or hormones for three years growth and antibiotics [10].

Mamalyga S. V. and Glowyyuk A. S. claim that organic products can only be classified as products that are produced in accordance with approved quality standards, and their production has undergone appropriate certification [11].

Domestic scientists N. A. Sova, M. V. Lutsenko, K. V. Andrusevich and O. I. Maksak stress that organic products are those produced

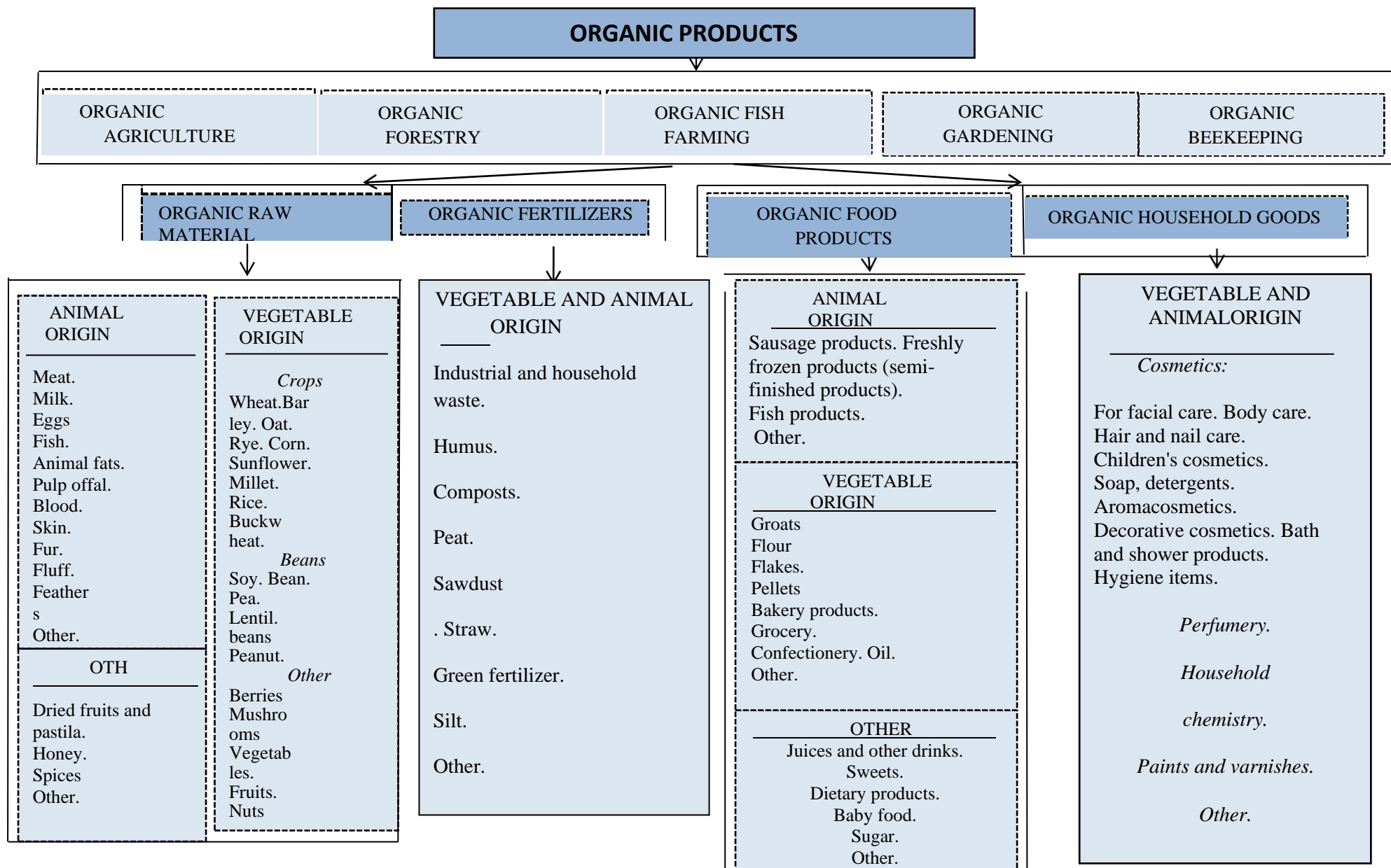
in accordance with legal requirements and received the corresponding quality certificate [12].

Based on the above interpretations, let's summarize: organic products can be called ecologically clean products grown on soils that have undergone appropriate preparation for several years, during their processing no chemical elements were used, such products as a result of cultivation and processing received an appropriate quality certificate.

To date, there is no unified approach to the classification of organic products. In order to better understand which products are organic, and to avoid inconsistencies in the future, we will first analyze the approaches of domestic scientists. Thus, V. A. Savchuk [13] considers organic products as ecologically clean agro-food products and raw materials. N. V. Andrusenko [14] in his work defines organic products as agricultural, taking into account their cultivation. D. S. Zakharova classifies organic products into three categories: unprocessed organic products - actual raw materials of agriculture, forestry, and fisheries; processed organic products - those that have undergone secondary processing; a separate component of agriculture based on the consultation of producers and relevant certification bodies [15].

We offer the classification of organic products by types of farming and their further use, which is shown in Figure 1.2.

We have identified five main ways of growing and obtaining organic products - organic agriculture, organic forestry, organic fisheries, horticulture and beekeeping. Accordingly, the products of each of the farms can be both primary, that is, raw materials, and secondary, which after processing is ready for consumption or sale. Since raw products in their natural form are used for feed or fertilizer, we have separated the group organic raw materials and organic fertilizers.



Rice. 1.2. Classification of certified organic products Source: author's own development

And products that have already undergone secondary processing and are ready for sale to a potential consumer are considered a separate group, which includes organic food products and organic household goods. Each subgroup is described and includes a corresponding list of organic products.

Thus, we can state that organic products are ecologically clean products, the manufacturer of which has ensured compliance with the relevant quality standards and has a confirming certificate that allows the use of the appropriate logo or marking on the packaging of the finished product.

The market of organic products is part of the national market. In the economic literature, you can find different formulations of its essence. For the first time, we find the definition of the market in the works of the famous French economist A.O. Cournot, who said that the market is: "any area in which the relationship between buyers and sellers is free, so the prices for the same goods tend to change easily and quickly align" [16]. The English economist, scientist Marshall A. [17] said that: "Economists do not mean by the term "market" any specific market square where objects are sold and bought, but in general any area where the relations of buyers and sellers are so free that prices for the same goods tend to equalize easily and quickly." In the work "Economic Way of Thinking", the American economist Heine P. gives his own definition of this term:

"The market is not a place, although it can sometimes be strictly connected to a certain territory. The market is not something that can be observed in the usual sense of the word. After all, the market is simply a set of relationships, or what we called a "competitive bidding process" [18].

Scientist Bazilevich V.D. suggests that we consider the market as a system of economic relations closely related to the exchange of goods and services, which are based on the use of various forms of ownership, commodity-money relations, and financial-credit mechanisms [19]. In our opinion, the essence of the market is most accurately and correctly defined by S.V. Mocherny, who speaks of the market as: "a set of economic relations between households,

various types of enterprises, firms and companies (primarily, large companies) and the state (including supranational bodies) regarding the purchase of goods and services in the sphere of exchange and the mechanism for ensuring this process in accordance with the laws of commodity production and money circulation" [20, 21] .

As for the market of organic products, its clear definition does not exist. Thus, V.A. Chudovska in her writings defines it very broadly: "as a mutually beneficial competitive exchange of everything that constitutes ecological, social and economic value" [22; 23; 24, p. 146]. T. B. Kharchenko calls the market of organic products "an alternative to the consumption of ecologically dangerous products", and defines the main prerequisites for its development as "periodic ecological food crises and growing distrust of traditional products; social movement regarding the harmfulness of genetically modified components contained in products; decrease in life expectancy and increase in the level of morbidity of the population; loss of biological diversity and increased anthropogenic load on the environment" [25]. T. O. Chaika emphasizes that "the development of the domestic market of organic products consists of and depends on the consumer, producer, supplier, seller, distributor, legislative and regulatory bodies" [26].

In our opinion, this term should be interpreted as follows: the market of organic products and products of their processing is considered as a set of economic relations that arise between such entities as state (regional) authorities, which create appropriate conditions for the functioning of the organic products market through legislative - normative acts and control their implementation; certification bodies responsible for the quality of organic products and their compliance with approved standards; producers of organic products, who are engaged in the manufacture (growing), processing and sale of finished products that have received their own integral packaging; sellers and distributors who act as intermediaries in the process of promoting organic products from the producer to the consumer; consumers as the main subjects of the organic market, on which the level of demand for organic products depends.

When the demand from the consumer increases, the struggle for the most favorable sales conditions for the products of their own production and for their place on the market intensifies among the producers of organic products. At the same time, in many enterprises, the problem of developing strategic plans for the sale of products is very acute and constitutes a significant part of the work of marketing and sales specialists. After all, competition is growing not only from the largest domestic representatives and numerous small enterprises, but also from foreign manufacturers. Thus, almost every enterprise producing organic products is interested in increasing the market share of its products. And this cannot be achieved without developing an effective product promotion policy.

Promotion of products to the market is associated with careful goal setting, proper organization and planning of communication campaigns, development of a creative strategy, optimization of the cost structure for product promotion.

In scientific publications, the authors most often do not use the concept of "promotion" itself, but such phrases as "promotion of products", "product promotion", "promotion complex", "promotion process", "promotion to the market". It is appropriate to understand these concepts and their interpretation in more detail, which is presented in Appendix A.

So, after analyzing the main existing interpretations of the terms, we can state that promotion is not only a form of messages used by the enterprise to inform, remind and convince potential buyers about its goods or services, but a whole series of measures aimed at encouraging the consumer to shopping

To date, there is no unified understanding of the process of promoting organic products to domestic and foreign markets, which leads to different approaches to its formation, which are listed in Appendix A (Table A.2). Also, the information contained in table A.2 indicates that the authors distinguish different stages of the process of promoting products to the market.

The process of promoting organic products to the market, in a broad sense, also includes transportation and the construction of logistics chains from the producer to the consumer, which determines another goal of promotion - the delivery of specifically produced products to the right place, at the right time, and with optimal transportation costs. Thus, the process of promoting organic products to the market is a set of consecutive actions (stages) that ensure the transition of potential consumers of products into the category of real ones.

We suggest highlighting the main functions of the promotion process for organic products:

- meeting the needs of social and environmental security, because, first of all, organic products are oriented towards consumers. The consumer must be sure that, having paid a higher price, he will receive a truly environmentally friendly product, in our case - products produced (grown) according to quality standards and received the appropriate certificate;

- increase in demand. When the consumer realizes the peculiarity of organic products and its positive properties for himself, his interest and understanding of the need for it will increase, which, in turn, will cause an increase in its sales on the market;

- encouraging consumers to purchase products. It is necessary to focus attention not only on the useful properties of products and the conditions of their cultivation and production, but also on the importance of consumption or use of organic products, due to the special conditions of their production, which preserve our natural resources and ensure the improvement of the environment;

- increasing brand awareness. Having established contact with a potential consumer, the company will increase the demand for organic products and displace traditional products, due to which the recognition of its brand will increase;

- attraction of new customers. When a certain circle of consumers who are satisfied with the products has already formed, the effect of "word of mouth" is activated, which will allow the company to get new customers;
- presentation of products in an attractive form for the target audience. Given that organic products are useful and needed by every person today, it is necessary to observe the correctness of their visualization, because sometimes advertising can become "anti-advertisement" for the manufacturer, this is especially important when entering the foreign market, because each country has its own traditions, norms of etiquette and consumption.

It is not only and not so much the actual promotion of organic products that is important, but the quality and effectiveness of managing the promotion of organic products, because the first depends on the second.

In order to stand out among other enterprises engaged in the production of not only organic, but also traditional products, manufacturers face the task of effective management activities in the promotion of organic products. Management is based on the organization of processes that ensure the full functioning of the enterprise and the possibility of improving its activity through the development and implementation of a set of targeted impact actions.

In the scientific literature, the conceptual apparatus, which leads to the diversification of the understanding of the essence of management, has become widespread. Let's consider the main interpretations of scientists to the definition of the concept of management, which are presented in Appendix A (Table A.3).

Scientist B. M. Andrushkiv and others define management as a purposeful action on an object with the aim of changing its state or behavior in connection with the emergence of new circumstances [47].

In 1933, the English-language fundamental dictionary (Oxford) was published for the first time, defining management as the purposeful influence of the subject on the object of management with the help of certain methods and technological means with the use of special technology to achieve the goal [49].

John Cotter attached great importance to this term. He defined the management process as a sequence of eight stages, namely: carrying out a study of the possibilities, strengths and weaknesses of the enterprise, forming an influential team of reformers and a general vision in order to increase the activity of employees, spreading a new vision in the enterprise, creating conditions for its implementation by changing the structure and responsibilities, encouraging a creative approach to work and a willingness to take risks on the part of employees, planning and achieving the first results, consolidating achievements and expanding organizational transformations, institutionalizing new approaches, which is a major drawback and diversity [50].

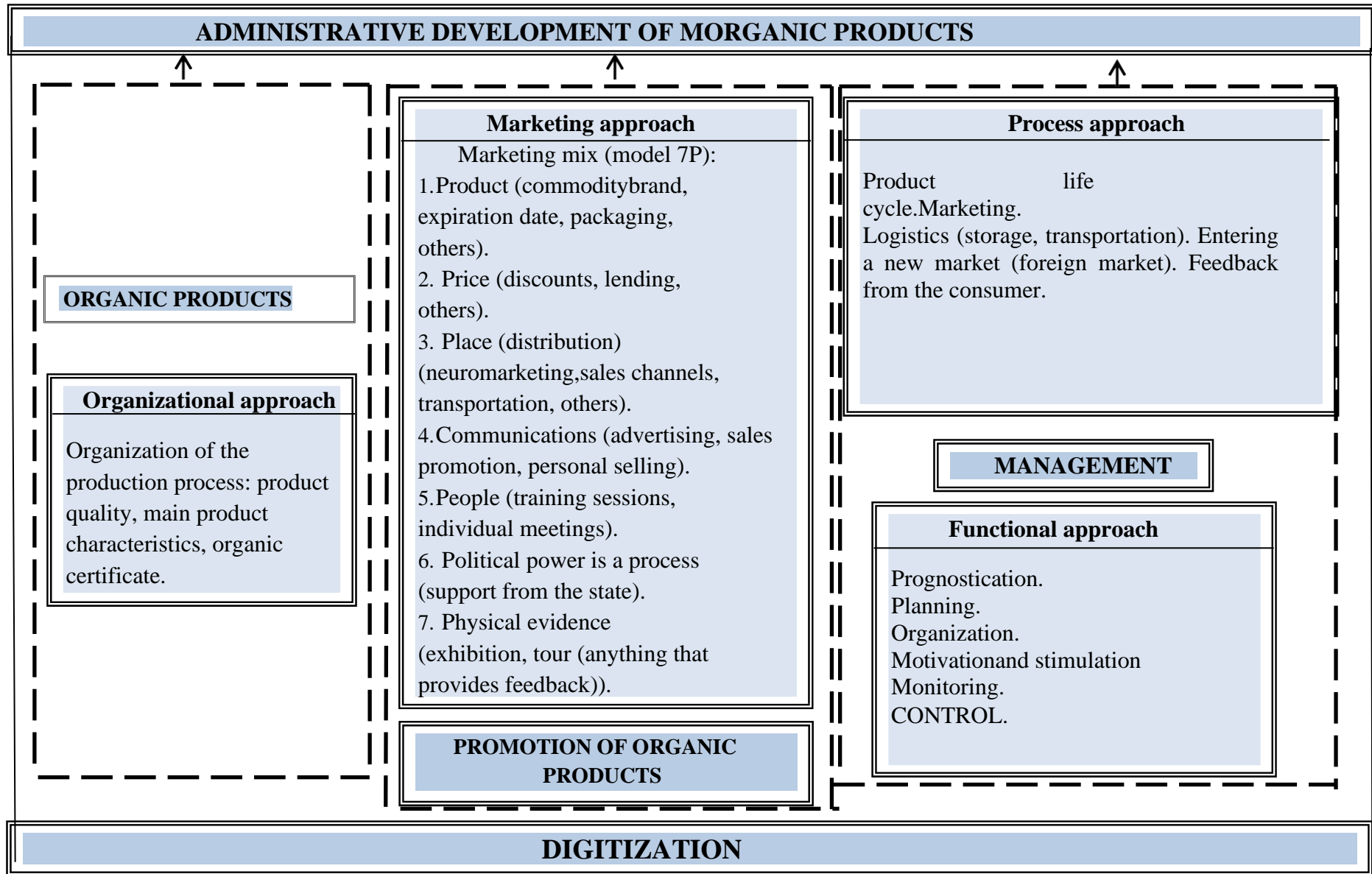
We suggest forming a table of "common" and "distinctive" features of the definition of the term "management" by scientists (Table 1.1), according to Appendix B.

Analyzing the given table, we can note that most authors when interpreting the term "management" use the phrase "targeted influence", which is also appropriate for the promotion of organic products, because we need to purposefully perform our actions to attract consumers.

Table 1.1

The scientific term "management": "common" and "distinctive" features

No n/p	Author	"Common features"	"Excellent features"
1	Gaevskiy B.A., Gaevska O.B. [44]	Purposeful action; influence process; selection of goals	
2	Yelnikova H.V., [45]	Purposeful influence	A special kind of human activity
3	Stadnyk V.V., Johna MA. [46]	Purposeful influence	Type of activity; expansion powers
4	Andrushkiv B. M. and others [47]	Purposeful action on the object	
5	Osovska G.V., and others[48]	The process of communications and decision making	
6	English speaking fundamental dictionary (Oxford) [49]	Purposeful influence of the subject on the object	Use of special technology
7	John Cotter [50]	Planning and achievement	A sequence of eight stages; risk



Rice. 1.3. A scientific-theoretical approach to managing the promotion of organic products

Source: author's own development

Also, the definition of the concept of "management" can be analyzed according to such scientific approaches as: rationalistic, functional, marketing, cybernetic, organizational, systemic, situational, process and economic approaches, which are discussed in more detail in table B.1 (Appendix B).

Thus, having analyzed the conceptual apparatus of management and approaches to its interpretation, we can build a schematic representation of the scientific and theoretical approach to managing the promotion of organic products (Fig. 1.3).

Our scientific-theoretical approach is based on revealing the modern content of the definition of "management of the promotion of organic products" through the prism of digitalization. We propose to apply a comprehensive approach to managing the promotion of organic products, based on the integration of various management approaches. Yes, we consider it expedient to apply an organizational approach to the process of production of organic products. Given that the process of production (growing) of organic products can be quite long-term and responsible, it is necessary to comply with all compliance requirements, on the basis of which the manufacturer receives finished products that can be certified and put on sale under the "organic" logo. Thus, the persons who will be engaged in the promotion of organic products need to receive from the relevant departments full information about the quality of the products, their properties, characteristic features and advantages, etc.

Having the necessary set of basic characteristics of manufactured products, the marketing and sales department will draw up an appropriate action plan for the further promotion of organic products from the producer to the final consumer. For example, Fayol A. [53] singles out a marketing approach, which consists in the rapid use of appropriate organizational actions for the main marketing tools. For the further promotion of organic products on the market, we suggest that the basis of the marketing approach is to lay a marketing complex according to the 7P model, which is based on such elements as: product, price, place (distribution), communications, people, political power and social

opinion. This model was proposed in 1987 by Philip Kotler [64], who at that time proposed to add the components "Political Power" - political power, support and process, and "Public Opinion" to the traditional 5P model (product, price, place, communications and people Formation" – formation of public opinion. Kotler suggested that in order to survive in the international market, it is necessary to gain the support of new audiences, including governments, regulatory bodies, trade associations, and other interest groups that have influence on the market. Therefore, political power and the formation of public opinion were necessary. For organic products, it is important to take into account the interaction with people, because the main orientation during sales is to satisfy the needs of the end consumer and encourage him to make the next purchase of the product. Since we will further consider the promotion of organic products on domestic and foreign markets, such components as "political power" and "formation of public opinion" are very important.

As for the management process itself, we suggest applying functional and process approaches to it, which together will be able to ensure an established process of promoting organic products to the market. Such approaches will ensure the continuous interaction of management functions, such as forecasting, planning, organization, motivation and stimulation, monitoring and control, in the process of promoting organic products, as well as sales, taking into account the life cycle of the product and relationships with customers. Given the peculiarities of organic products, in particular food products, it is important to take into account the delivery terms and conditions of transportation, especially when the enterprise enters the foreign market, because there are perishable products. Therefore, we suggest using a logistic approach to management as well.

The logistics approach allows building a complex connection between the producer and the consumer, taking into account additional distribution and transportation channels, and involves the construction of a special structure at the enterprise in logistics systems and logistics supply chains [65]. In our opinion

for the promotion of organic products, it will be advisable to consider in more detail the areas of sales and trade logistics, which in turn will allow to establish and control the stock system at the enterprise. In accordance with these directions, separate tools will be allocated for the effectiveness of the promotion of organic products.

Taking into account the requirements of modern society, we consider it necessary to take into account digitalization in the entire process of managing the promotion of organic products, which consists in the use of modern tools for establishing the information and communication space with the consumer through such means as the Internet, mobile technologies, computer technologies and others.

So, after analyzing the features of the term "management" according to several approaches and highlighting its features, we formulated:

- first, the concept of "management" as a purposeful influence on the object in order to achieve the set goals and dynamic development of the object;
- secondly, the economic meaning of the definition of "management of the promotion of organic products", which consists in the step-by-step use of functional and process approaches to the implementation of a system of measures to achieve the goals of promoting organic products to potential consumers, in particular, informing, reminding, persuading and monitoring in conditions of increasing social and environmental responsibility through the prism of digitalization;
- thirdly, the expediency of applying the modernized categorical apparatus of scientific research, in particular the proposed scientific-theoretical approach to the definition of "management of the promotion of organic products", which, unlike the existing ones, includes the interaction of organizational, marketing, functional, process approaches through the prism of digitalization.

Summarizing the above, it can be stated that today an important condition for the formation of the market of organic products is the use of effective means of managing the promotion of organic products, which has a complex effect on the interaction of all market subjects among themselves. Accordingly, in our opinion, managing the promotion of organic products is a set of actions,

which ensures constant interaction of management functions (forecasting, planning, organization, motivation, stimulation and control), in the process of promoting organic products to the market, taking into account the life cycle of the product and building close relations with the consumer.

In order for this process to be carried out more efficiently, it is necessary to form a perfect methodical apparatus for managing the promotion of organic products on domestic and foreign markets.

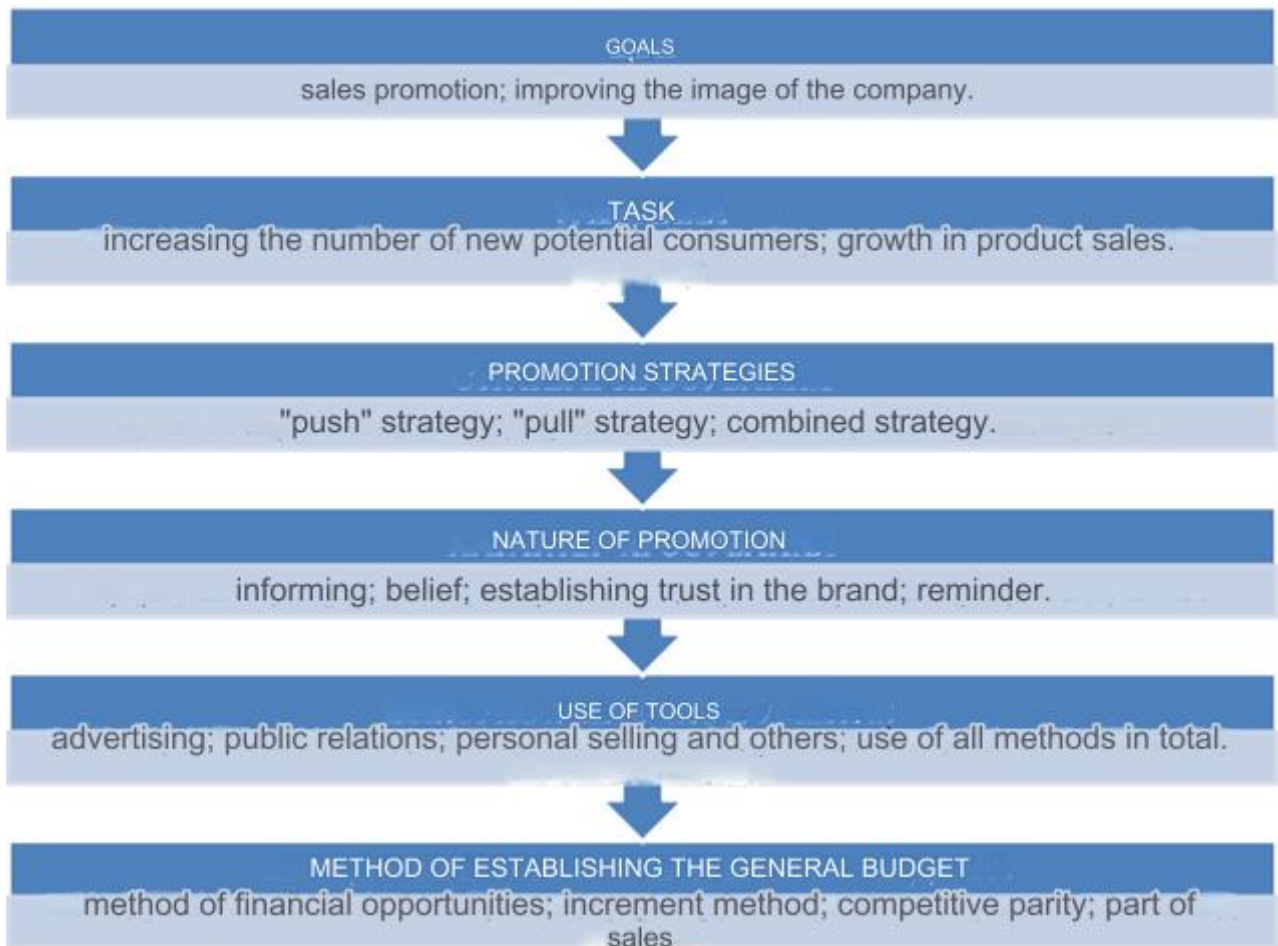
## **1.2 Methods and tools management promotion organic products on the domestic and foreign markets**

Before considering the specific methods and tools used to promote organic products on domestic and foreign markets, it is advisable to understand what place they occupy in the complex of activities for the promotion of organic products.

It is based on a set of elements that are structured in a certain order and must correspond to functions. The functions of promotion include: creation of information and communication messages about the product, in relation to which a set of measures is being built, aimed at encouraging the consumer to make a purchase and creating a general image of the enterprise [66].

The set of activities for promoting products to the market is characterized by great diversity, and it can be classified according to the following characteristics: by tools, goals and tasks of promotion, by the nature of activities, methods of establishing the general budget for promotion, etc. (Fig. 1.4) [65].

Analyzing the application of individual classification features in a set of activities for promoting products to the market or their optimal combination, we can conclude that the problem of choosing tools for promoting organic products is quite complex, because several adaptive tools for promoting products are used for each activity.



Rice. 1.4. Building a system for promoting organic products to the market

Source: created by the author based on sources [66, 67]

At the same time, it can be noted that the set of measures related to the promotion of organic products on the market depends on the harmonization of methods of managing the promotion of organic products and the corresponding promotion tools, which, with their rational use, allows to achieve the following results: an increase in the volume of sales due to the attraction of new customers and an increase demand from existing customers; expansion of the range of offered products and active sales of new types of goods; increase in the volume of sales due to the strengthening of the positions of companies in the market; increasing the competitiveness of organic products, taking into account its main component - environmental friendliness, confirmed by the relevant quality certificate; increase in the level of profit arising from the investment of funds of producers of organic products in measures that will allow in the long-term period significantly

increase sales volumes; the interaction of all divisions of the enterprise for the production of organic products, which will encourage the development and activation of their activities and contribute to the creation of the general image of the producer.

In order to increase the competitiveness of producers of organic products and develop their export activities, it is necessary to promote quality management and the efficiency of promoting products to the market.

Manufacturers of organic products traditionally use various principles, methods and tools for promotion management, which fully meet the modern requirements of the foreign market and the obstacles that arise for manufacturers in the domestic market.

Measures to promote organic products to the market can be grouped into two large groups: material (financial resources, material and technical base) and non-material (human, methodological and informational resources). Intangible elements when interacting with material elements have a synergistic effect on the system of promoting products to the market.

According to the set of promotion measures, it is possible to formulate the main principles that must be taken into account when building a system for promoting organic products to the market [68, 69]: the principle of a systemic approach, optimality, continuity, variability, sufficiency of information, verifiability, efficiency.

The principle of the system approach implies the need to ensure close interaction of the system of product promotion to the market with the external and internal environment. For its part, it is based on the principles of: a holistic approach to the product promotion system, hierarchy, differentiation-integration, multiplicity of system descriptions, openness of the system, continuous self-development of the system.

The principle of optimality reflects the need to choose the best one from the many options of systems for promoting goods to the market, which will "in the first place" cover a larger number of contact audiences and with minimal financial costs.

Principle continuity conditions the need adjustment systems promotion of goods to the market as new data is received or accumulated. Principle variants conditions necessity development different variants of systems for promoting goods to the market in view of various state variants external and internal environment.

The principle of information sufficiency in relation to the product promotion system consists in the use of clear database information for its formation and evaluation. The principle of verifiability implies the need to determine the degree of reliability, accuracy, and reasonableness of the development systems of promotion goods to the market.

The principle of efficiency determines the need to increase the economic result obtained from the use of the system of promoting goods to the market.

In addition to the principles of functioning of the system of promoting goods to the market listed above, the conditions of existence - both external and internal - should be taken into account. The external microenvironment (the environment of direct influence) contains a set of relevant subjects that directly influence the system of promotion of organic products: intermediaries, consumers, competitors, banks, mass media, etc.

The macroeconomic situation in the country has a significant impact on the promotion of organic products. As for the market of organic products, it has the following features: significant differences in the solvency of the population in different regions of the country; unstable economic, political and legal environment; differences in technical equipment, technological and economic levels of development of enterprises, etc.

The main internal problems of the producer of organic products include the choice of methods of promoting products to the target market, optimizing the ratio of quality and price of products, the lack of a comprehensive methodology for developing and evaluating a set of actions for product promotion.

The next stage of our research is the analysis of existing management methods and methods of marketing activities, based on which we will select the most effective ones for managing the promotion of organic products.

As you know, a method is understood as a system of methods and techniques of one or another type of activity. The task before us is to form a system of methods for managing the promotion of organic products after considering management methods and methods of marketing activities that will help enterprises to promote organic products to the market, as well as after integrating into this system digitalization methods, with which the first two groups of methods closely interact, and their joint use will provide a synergistic effect.

Today, there are various approaches to the classification of management methods and their number. Kyrpychenko K. S. in his work singles out three main groups of management methods: the first group – economic methods that affect the economic interests of the organization, team or individual members; the second group - organizational and administrative methods that have a direct influence and are based on regulatory or administrative norms that are subject to mandatory implementation; the third group is social methods based on the application of a social mechanism [70].

V.P. Martynenko and others also consider three groups of management methods:

- organizational-administrative - are part of the management mechanism, have a direct impact on the object and are characterized by the following manifestations: orders, orders, instructions, instructions, and others. The author considers the application of this method in order to increase the efficiency of the use of the information element of the enterprise's production potential;

- economic methods - are the main ones in the management of business entities, representing a set of economic levers, with the help of which the needs of the entity are satisfied;

– socio-psychological - is an important component of the complex of management methods, the use of which will allow to preserve production potential [71].

As we can see, in the scientific studies of various authors, three main directions of distribution of management methods are distinguished: administrative methods, economic and socio-psychological methods.

You can find different classifications of marketing methods. M. A. Konoplyannikova examines the methods of marketing activity through the prism of management, highlighting such basic components as planning, organization, and control [72].

The authors I. M. Andreeva and A. A. Zinkovska in their work [73] offer several options for the classification of marketing methods (Appendix D), distinguishing separately: marketing research methods; mathematical and statistical methods in marketing; research methods of strategic and operational marketing activity; marketing risk assessment method.

Raiko D.V. and others, applying management methods to marketing in general and product promotion in particular, singles out the following methods [74]:

- economic and financial - preparation of the product promotion budget, calculation of the optimal product price;
- sociological - questionnaires and "panel" surveys of consumer preferences;
- psychological - psychological tests to identify motives of consumer behavior and latent preferences of consumers;
- methods of anthropology, which allow to better study the market environment for product promotion based on the knowledge of national cultures and the standard of living of different peoples;
- mathematical - optimization models of product transportation, models of inventory management, models of analysis and forecasting of consumer demand and consumption, models of mass service theory

consumers, choosing the optimal product range and justifying its price.

Kolesnyk M. V., Seabrook V. L., Karakai A. O. in their work consider the methods of strategic analysis in marketing, in particular: the "ADL matrix", a method developed by Arthur de Little's consulting company, suitable for mature industries that include several potential competitors [75].

Modernity is moving from the real world to the virtual world, and this is confirmed by the introduction of digital technologies into all spheres of life. Business, government and society actively use digital technologies every day. According to the National Economic Strategy of Ukraine for the period until 2030, in the near future digitalization will become one of the main factors influencing the growth of the world economy [76].

The main advantage of digital technologies is the ability to quickly process information, establish communications and analyze. Since this direction of development is the newest, most of the works of scientists are devoted to general concepts of digitalization, such as: "digital technologies", "digital economy", "digital tools", "industry 4.0" and many others. Based on them, we propose to deal with the main methods of digitization, which will contain a number of tools that we will be able to use in the future to promote organic products on domestic and foreign markets [77].

Three main groups are distinguished among digitalization methods, which include [78]:

- 1) integrated vertical and horizontal chains - at any production enterprise, a number of urgent tasks arise during the management of technological equipment: control of the actual consumption of raw materials and energy carriers; control of the movement of products along the technological chain; decrease in the percentage of defective products; reduction of equipment downtime; reducing the influence of the human factor on technological processes, etc.

Therefore, in practice, such digitalization methods as automation and dispatching are used, as well as data storage and information, mobile technologies are quite common;

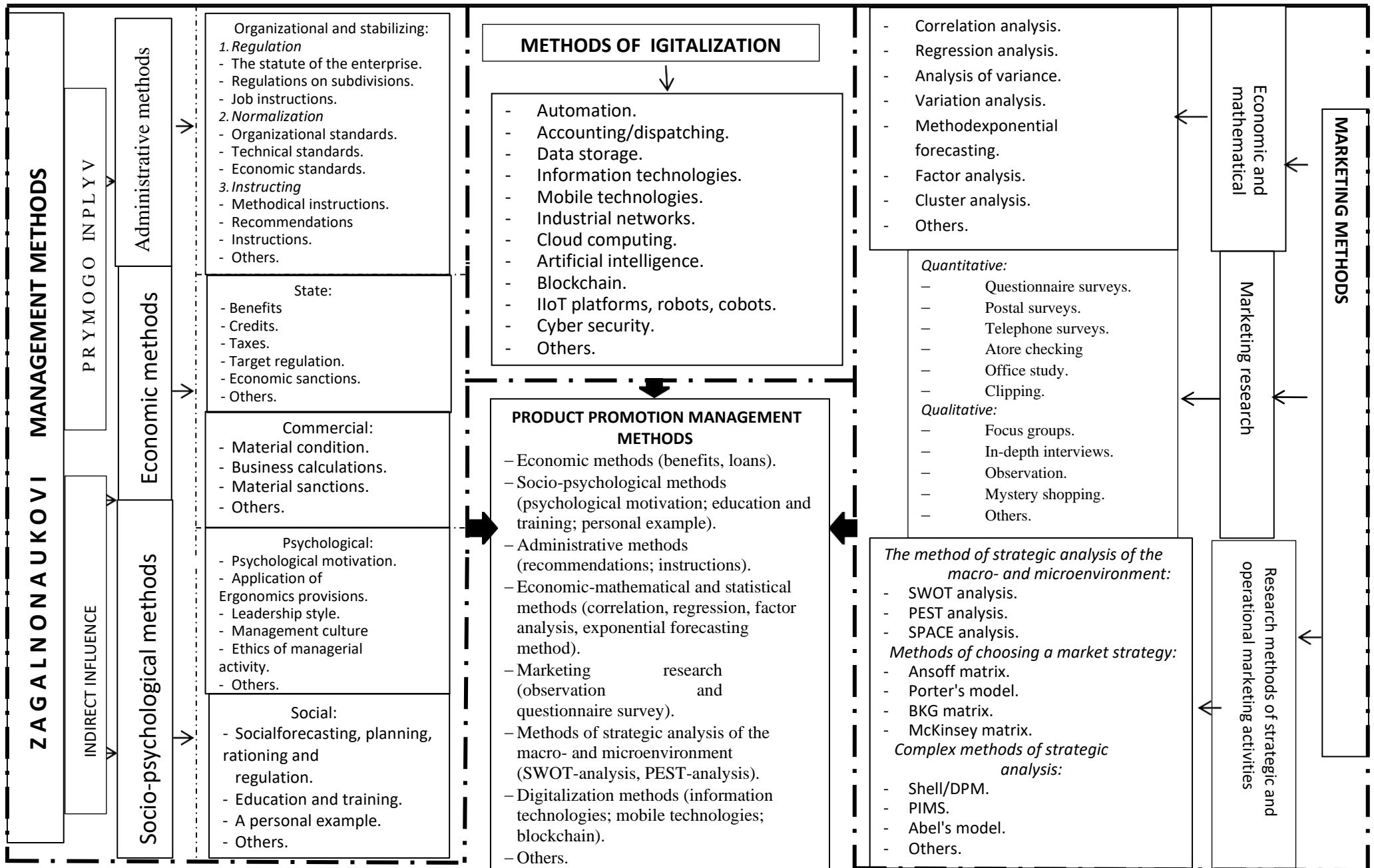
2) smart products and services - industrial and household devices based on the Internet of Things, namely IIoT platforms, robots, cobots;

3) new business models – dynamic services based on networks between people, processes, services and things; distributed data chains and cryptocurrency. These methods include: industrial networks; cloud computing; artificial intelligence; blockchain

Thus, on the basis of the analysis of scientific literature, the above methods of management, marketing activity and digitalization were systematized, which form the basis of complex scientific and methodical support of product promotion management and are recommended for use in the performance of the product promotion process itself. Digitization will allow us to strengthen traditional methods of both management and marketing activities. A brief description and content of these approaches and methods are given below.

In Figure 1.5, we systematized the methods that are appropriate for managing the promotion of organic products:

- economic methods of product promotion provide for the provision of benefits and credits during the product promotion process and the possibility of loyal cooperation with intermediaries and consumers;
- socio-psychological methods are relevant for establishing contact with the consumer, among such methods we suggest using such methods as psychological motivation, education and training, as well as the method of own example;
- administrative methods, which have a direct effect on the object, consist in the formation of the management structure and hierarchy; respectively, it will be



Rice. 1.5. Logical-structural scheme of interaction of management methods, marketing activity and digitalization

Source: built by the author

organizational and stabilizing methods that will be responsible for regulating the activities of the corresponding structural subdivision, in particular instructions and recommendations;

- economic-mathematical and statistical methods, in particular correlation, regression, factor analysis, exponential forecasting method; we will need these methods to analyze the market of organic products, they will allow us to make a forecast for the coming years;

- marketing research, which is designed to identify and analyze specific consumer groups (contact audiences) in terms of preferences, needs and solvent demand for products. The methods of observation and questionnaire survey will allow to reveal the purchase motives, needs and paying demand of contact audiences, as well as to analyze the effectiveness of advertising and other methods and methods of demand formation, influence on consumer perception, on their decision-making in favor of choosing a certain type of product;

- methods of strategic analysis of the macro- and micro-environment, which are necessary for product promotion, in order to establish the strengths and weaknesses of the producer of organic products in accordance with the market, therefore, for the promotion of organic products, we suggest using SWOT analysis and PEST analysis;

- digitization methods are a component of the complex process of promoting organic products; we offer the use of an information technology platform for establishing contact with the consumer, mobile technologies, a modern and adaptive method of disseminating basic information about the peculiarities of the production and quality of organic products and the range of products on the market, which is promoted to the consumer, as well as blockchain technology, which is convenient to use during sales of organic products and logistics, which will help control the movement of goods from the producer to the consumer.

Before applying one of the methods for their greater efficiency, each producer of organic products needs to develop a complex

promotion of one's own products to the market, consisting of appropriate organizational actions and the use of specific promotion tools.

A set of measures to promote organic products directly affect the strengthening of consumer trust in the enterprise. Such measures are also aimed at encouraging the company's employees, which will allow them to be interested in work and training, and this, in turn, ensures the stability of the company's functioning.

It is very important to use not each of the tools for the promotion of organic products separately, but in a complex, which will contribute to increasing the impact on the consumer and increasing the effectiveness of promotion measures. Traditionally, the promotion of products on the market exerts a communication influence thanks to its main tools. In subsection 1.1, we determined that it is advisable to use a marketing approach based on the 7P model to manage the promotion of organic products. We suggest considering all tools according to the elements of the marketing mix (model 7P) [79, 80].

The first element of the 7P model is the product, it can be presented to the consumer using such tools as:

- properties (or the value of goods) - this is a set of qualities characteristic of material objects, they form their distinguishing or common features with other goods. Melnyk T. Yu. and Orlova K. Ye. consider the properties of the product according to two criteria - these are natural (according to the particularity of cultivation: biological, physical, chemical or physico-chemical) and acquired (in the process of production, processing and processing) [81](for organic products, this is actually the production process, which consists in the complete rejection of the use of pesticides or chemicals, after which the products passed the procedure for compliance with the quality standards of organic products and received a confirmation certificate). We are interested in the transfer of information about the quality characteristics of organic products and the corresponding certificate);

- weight, size of the product - these are characteristic properties of the product that help to understand how to pack and transport the product. The consumer is interested in appropriate products with a specific weight [82];

- assortment □ a list of the company's goods, which are presented on the sales line for sale [83];

- expiration date - the minimum expiration date or "use by", prescribed in accordance with the legislative framework of Ukraine. Each manufacturer must indicate when the product was manufactured or what its expiration date is, for food products it is also important to indicate the storage temperature (especially for perishables) [84];

- trademark - a sign or symbol necessary for product identification and its recognition among consumers;

- packaging is a necessary tool for product promotion, which is not only mandatory during transportation, but also carries all the above information. It is on the packaging that we indicate the characteristic properties of the product, its weight and shelf life (thus, if the consumer is ready to purchase organic products, then he expects that all processes of its creation, including the final formation of the corresponding packaging, are environmentally friendly, that is, it is important not only to indicate all reliable information about the products, but also to provide them with ecological packaging).

The second element - price - can be set and balanced using the following tools:

- the price list price is an officially approved price in accordance with state regulations or by an individual manufacturer, recorded in a special document - a price list;

- discounts are a tool that allows you to determine the size of the reduction in the base price by agreement of the parties (manufacturer and store or intermediary) in order to stimulate the consumer to purchase. Podvysotska L. Ya. divides

four types of discounts: marketing (motivational), sales (wholesale), logistics, discounts for prepayment (for cash) [85];

- markups are the amount of a markup in retail trade that compensates for the costs associated with the circulation of goods [86];

- sale (or promotions) – a tool used to increase sales of products that have already been on the shelves or if their shelf life is expiring;

- terms of payment and crediting – tools used for the possibility of purchasing goods with a delay period, this applies to high-value products (sometimes it can be used for intermediaries).

Place (distribution) is the third element of the 7P model, which functions on the basis of such tools as:

- neuromarketing is an auxiliary tool that depends on a person's reaction, namely related to emotions and behavior. A new and effective way of attracting attention to the product is word of mouth, conversational companies or, as they are also called, buzz-marketing - "buzzing marketing". Companies such as Procter & Gamble and Tremor use buzz techniques. According to estimates by the JWT Worldwide agency, more than 85% of the top 1000 marketing companies use some form of buzz-marketing [87];

- sales channels - this is the determined movement of goods from producers to consumers, which includes all individuals and legal entities associated with the promotion of goods and their exchange (manufacturers, intermediaries, distributors, sellers, and others) [88].

Analyzing the latest means of promotion, one cannot help but touch on the topic of the use of another tool that can both harm and help enterprises in strengthening their competitive position. This is community marketing, or "community marketing". The community is a group of active users united by a common interest in the product: it is advice on using the product, its scope, discussions about

improving functionality, discussing competing products, solving problems with product use, etc. The key point for the formation of a full-fledged community is the possibility of communication between its participants, primarily with the help of information technologies.

And one more direction of modern marketing is relationship marketing, which becomes the object of strategic planning of enterprises. Relationship marketing is the practice of building long-term relationships with key partners interacting in the market: buyers, consumers, suppliers, distributors, etc., in order to establish long-term, stable, privileged relationships [89]; forms of trade – small retail fixed network and small retail mobile network (mobile means of trade); vending machines; multi-level marketing; retail (postal) trade.

A fairly important element of the marketing complex is communications, which also have a set of tools for interaction with the consumer, highlight modern marketing methods that are quite popular, and are listed in Appendix D [90, 91].

People are a very important element in the marketing complex, and the most effective tools of interaction and contact with the consumer can only be: seminars, trainings, individual meetings, master classes. Among the tools of communication with people, event marketing has already gained stable development in modern marketing - marketing of events, which includes holidays and anniversaries of trade marks, together with which appropriate actions are held; dealer conferences, exhibitions, presentations, road shows, etc.

In the 7P model, the sixth element is the process, which consists in the use of such tools as: product search (offers, orders, etc.), making calculations, exchange (that is, the possibility of replacing the product, which is especially important when delivering products, if any part of it is damaged or if the product was ordered via the Internet and there was an error in the order, that is, the wrong weight or size of the finished product arrived).

The last element in the 7P model is physical evidence and its main tools: an exhibition is a public demonstration of a product that allows for its direct inspection, which is especially common for wholesale buyers; exposition (tasting) – presentation of not all products, but part of them (used very often when presenting new products, especially food products); excursion – a collective visit to a place of sale or production.

In order to conduct an effective campaign for the promotion of organic products on the market and use an appropriate promotion tool, several key conditions should be taken into account: the type of product or market; the degree of awareness of the buyer, his knowledge of the inherent qualities of products; stage of the product's life cycle; product promotion costs, that is, the general budget; "push" strategy and "pull" strategy.

The life cycle of the product is one of the main factors influencing the process of promotion of organic products and includes several stages.

At the first stage - bringing the product to the market - advertising and propaganda are the most rational from the point of view of forming a high degree of awareness, while sales promotion is useful in the sense of pushing consumers to try the product. Personal selling is relatively expensive for an enterprise, but such a tool still has to be used. At the same time, the conditions delaying this process should also be taken into account: contact with sales staff aimed at high sales; sales agents, who must also be convinced to supply only organic products, and, accordingly, consumers, to whom some methods of stimulation for the purchase of goods should be applied (trial prices, sample offers, installments, additional quantity of goods for the same money, etc.).

At the second stage - growth - promotion is resorted to for strategic reasons, when advertising and promotion make the product known and help to quickly and effectively react to the actions of competitors, develop a trade network and influence a certain target group.

At the third stage - maturity - the product is already well known and has a regular clientele. The company begins to regularly use incentive technologies that help maintain the level of sales volume, increase the volume of purchases made by a single customer, and activate sales related to various activities.

At the last stage - decline - advertising is used very rarely and only as a reminder, propaganda is nullified, sales representatives pay minimal attention to the product. The product begins to depend. In this phase, all incentives stop and the search for goods to replace it with new ones is underway, but all organic products fall into the stage of decline, for example, grain, sunflower, milk, honey and other products in their original state will be in demand, perhaps, if not in the potential the consumer, then the processor has one hundred percent, products that have undergone secondary processing (yogurts, sausages or cereals) cannot always satisfy the needs of the consumer, therefore it is necessary to update the processed products or their assortment, while using innovative production technologies, etc.

According to many scientists and specialists, who are engaged in the organization of product promotion, regardless of the phase of its life cycle, it is necessary to take into account the three most important criteria [79-90]: promotion will be effective only if the stage of the product life cycle is correctly determined and the goals are clearly formulated; measures to stimulate the promotion of the product, taking into account its specifics, should be short-term (for example, food products); in the process of product promotion, promotion measures and the product itself must be closely related to each other.

Various methods can be used to determine promotion costs, the most important of which are: the method of financial capabilities (whether the producer of organic products can bear the financial costs of using an expensive tool, such as advertising; the method of increasing market share (if investors' funds are used); the method of competitive parity (for example, when the experience of competitors and their costs for

promotion of similar products) and the method of linking goals and objectives (correspondence to the goals and objectives not of the promotion itself, but of the enterprise producing organic products in general).

Note that when promoting organic products to the foreign market, the application of the above methods may vary slightly. When the product is exported, it must meet not only the requirements of the producer country (that is, the production process itself and the certification of organic products or the corresponding markings on the packaging), but also the requirements of the importing country (on whose territory its own organic product quality standards may apply).

Thus, after considering the set of actions for the promotion of organic products and analyzing the main tools of promotion according to the 7P model, we can form the following proposals for the promotion of organic products, in particular, on the foreign market:

- the promotion of the company's products to foreign markets should be carried out taking into account their characteristics, therefore, for successful export, it is necessary to respond to the requests of the local market, to participate more often in various seminars, conferences, tenders, to actively use other measures of marketing communications;

- the promotion policy can consist of different promotion tools that require financial resources. At the initial stage, promotion funds should be considered as long-term investments;

- the transition from nationally oriented marketing to international marketing requires the study of a specific product market, its segmentation and the development of a marketing complex that would extend not only to the peculiarities of the company's behavior in trade and after-sales service, but also to investment activities taking into account the interests of consumers of foreign markets.

Let us emphasize the importance of observing the appropriate conditions during the application of the complex of promotion of organic products, especially to the foreign market, which will allow us to achieve the set goal:

1) orientation towards a holistic and systematic understanding by the target audience of the term "organic" and derived concepts, distinguishing the exceptional features and characteristics of certain products;

2) formation of consumer awareness of the absoluteness and unequivocal value of "organic" compared to traditional products, in accordance with the system of consumer needs;

3) emphasis on the advantages of "organic" should be done in a specific, not an absolute form (for example, "organic, although more expensive, but in the calculation of 1 hryvnia, you will get a higher value..."). Observance of such conditions will make it possible to produce a logical and unified (but not the same in terms of forms of communication) message "organics".

At the same time, in order to effectively achieve the set goals, the form of marketing communication must meet the following criteria:

- informativeness and enlightenment – the message should provide comprehensive information and answers to the most relevant questions about "organics", or contribute to their emergence in a positive sense;
- identity - the consumer must be able to clearly separate "organic" from various "twins" by a message of any form;
- recognizability – the presence of mandatory and unified attributes "organics";
- trust – overcoming the consumer's internal protective barrier and creating an atmosphere of benevolence;
- locality of origin – the consumer subconsciously positively perceives the local territory of origin of "organic" (ease of control, cultural and ethnic proximity, etc.).

Taking into account modern trends, digitalization methods are gaining great popularity, which also have a number of tools that we offer

apply in the process of promoting organic products in order to strengthen the overall marketing mix.

So, let's consider the most appropriate digital tools for promoting organic products.

1. Text content and search engine optimization, including: website, blog, social media (Instagram, Facebook). The development of Web marketing deserves special attention, because it is marketing aimed not only at the promotion of Internet business, but also at the use of advances in information technology and the Internet for the promotion of consumer goods, which includes the development of an Internet site and a marketing strategy for promoting the site in the network "Internet".

E. V. Krykavskiy, N. V. Figun in their work [91] single out two types of interactive marketing channels - commercial operational information services and the Internet. Among the channels of interactive marketing, he singles out: creation of an electronic store, placement of advertisements on the Internet, participation in Internet forums and conferences.

2. Visual content: slide presentations, rich media, video, vlog (video blog), 3D visualization.

3. Mobile technologies: mobile advertising, mobile applications, SMS sending and sending in messengers. Among the trends of market development, innovative means of promoting products via the Internet include mobile marketing, which involves the transmission of information materials using a mobile phone in order to obtain a suitable reaction from the recipient and establish trusting relationships with potential consumers.

The concept of mobile marketing, thus, can be divided into three categories: mobile marketing ("Order products by SMS!"), mobile services ("Your order is collected and waiting for you in the store at...") and customer relationship management (SMS-news about promotions, about the purchase of products or e-mail distribution when the chain of stores or assortment changes).

4. Marketing of social networks: social CRM; SMM, SMO, blogging. If traditional forms establish the relationship "producer - consumer" by means of choosing one or another media channel, then in the conditions of informal communications, the consumer himself actively participates not only in the formation of feedback, but also in the dissemination of information.

5. Artificial intelligence: SMS and Viber (automatic messages), mailings (programmed computer sending of messages), blockchain (a program that controls the logistics process), QR code, Chatbots.

Based on the analysis of the tools of the marketing mix and digitalization, we have systematized and identified those tools that will be appropriate to use for the promotion of organic products (Fig. 1.6).

Promotion of organic products is effective if the key messages are well understood and appreciated by a large number of people who belong to the target consumer groups. In order to create a clear and strong connection between these key messages from the producer of organic products to the consumer, the optimal use of elements such as the trademark or brand (euro leaflet, claim, slogan) together with the right choice of media is of great importance. Taking into account the fact that the upper-middle and middle-class population, which lives mainly in cities, has been chosen as the main target group of consumers, mass media and the Internet should be used, designed specifically for such people.

First of all, it is important to take into account the peculiarity of organic products, their characteristic properties, shelf life (special time should be given to perishable food products). For organic products, it is necessary to use a comprehensive approach for the interaction of each promotion tool, this is how the company will be able to achieve the target impact on the potential consumer.

MARKETING MIX TOOLS (MODEL 7P)						
<b>PRODUCT (1)</b> - properties (value of goods); - assortment; - weight, size; - expiration date; - trademark; - packaging; - others	<b>PRICE (2)</b> - price listprice; - discounts; - markups; - sale; - payment terms; - lending; - others	<b>PLACE (DISTRIBUTION) (3)</b> - neuromarketing; - sales channels; - trade forms; - transportation; - warehouse stocks; - others	<b>COMMUNICATIONS (4)</b> - advertising; - stimulationsale s; - personal selling; - public relations; - direct marketing; - others	<b>PEOPLE (5)</b> - seminars; - trainings; - individualmee tings; - master classes; - others	<b>PROCESS (6)</b> - product search (offers, orders, etc.); - making calculations; - exchange; - others	<b>PHYSICAL EVIDENCE (7)</b> - exhibition; - exposition; - excursion; - others



**PROMOTION TOOLS OF ORGANIC PRODUCTS**

**Marketing mix:**(1) trademark; expiration date; packaging; (2) discounts; sale; lending; (3) neuromarketing; sales channels; transportation; (4) advertising; sales promotion; personal selling; public relations; direct marketing; (5) trainings; individual meetings; master classes; (6) product search; exchange; (7) exhibition; excursion; others

**Digitization:**creation of digital content (texts, videos, infographics), Landing (modern website), targeted advertising, SMM (promotion of groups in social networks) and SEO (promotion of sites in search engines), mobile technologies, artificial intelligence, etc.), blockchain, QR code, Chatbots and others.



Text content and search engine optimization:	Visual content:	Mobile technologies:	Social media marketing:	Artificial intelligence:
- website; - blog; - social media (Instagram; Facebook); - others	- slide presentations; - Rich media; - video; - vlog; - 3D visualization; - others	- mobile advertising; - mobile applications; - SMS sending and sending to messengers; - others	- social CRM; - SMM, SMO; - blogging; - others	- SMS and Viber; - mailings; - blockchain; - QR code; - Chat bots; - others

**TOOLS OF DIGITALIZATION**

Rice. 1.6. Systematization of the main tools for the promotion of organic products Source: built by the

author

Taking into account expiration dates, shelf life and packaging is important for organic food and during transportation, because failure to comply with these data conditions can lead to product spoilage, especially during transportation.

When these conditions are met, communication tools such as: advertising, sales promotion, the main purpose of which is to inform consumers about organic products or remind them of their uniqueness and specialness, become effective. For the effectiveness of such tools, it is advisable to use the Internet / social networks - these media are important for combining organic products with lifestyle; their great advantage is also that they promote transparency and evoke positive emotions. Their use is associated with relatively small costs. Along with these tools, mobile applications and chatbots will come in handy, which will ensure constant contact with the consumer. The mobile application will allow consumers to get to know the manufacturer and the range of products, in addition to include such a function as ordering products. Chatbots are artificial intelligence tools that provide a quick response to consumer messages. This will be effective when launching, for example, the own site of the producer of organic products, where the consumer will be able not only to evaluate the producer, but also to quickly get answers to his questions.

Exhibitions, expositions and excursions are important for producers of organic products, as they provide an opportunity for people to discover organic products for themselves, to taste them; in addition, the media's interest in such events is excellent for additional promotion of products, moreover, free of charge.

Thus, on the basis of the above information, we can conclude that when promoting organic products, it is important to take into account a comprehensive approach to the use of the tools we selected for the promotion of organic products from the producer to the consumer, because the use of only one tool will not have the necessary impact on the audience. The main goal of promoting organic products is to create a single

the image and brand that will be the lifestyle of every conscious citizen, namely "organic" in everything from the cultivation and production of products to the consumption of organic, ecologically clean products in balance with society, economy and ecology.

## SECTION 2

### ANALYSIS AND EVALUATION OF MANAGEMENT OF PROMOTION OF ORGANIC PRODUCTS

#### **2.1. Methodical approach to assessment management promotionorganic products to domestic and foreign markets**

An important prerequisite for improving the management of the promotion of organic products at the enterprise is the analysis and evaluation of all management actions to bring the products to the potential consumer. The results of product promotion management build a general picture of the enterprise's activity, based on the analysis of the work performed in accordance with the developed plans for the promotion management system. In turn, this allows us to promptly ensure the restoration and improvement of the work of the relevant unit of the enterprise, having an impact on the management system of the business entity as a whole.

Various methodological approaches are used by scientists to evaluate enterprise management. In his article, G. O. Dudukalo analyzes the enterprise as an open system that builds a direct connection with the external environment, and this, in turn, prompts the assessment of enterprise management in accordance with the internal and external environment [1].

I. V. Kopytova considers in her writings separately the assessment of management due to the optimality of the organizational structure of management. The author offers his own concept of "optimality of the organizational structure of enterprise management", namely through the degree of conformity of the form of management of a particular enterprise with its content. This approach makes it possible to strengthen the company's position in accordance with the management system of the external environment and the object served by the organizational structure, which in turn helps to identify deviations in

functional system. In this case, the assessment of the optimality of the organizational management structure of the enterprise becomes a clear tool for further improvement of the organizational management structure through such key functions as: axiological, indicator-informative, regulatory, predictive, motivational and normative [2].

Petrenko L.A. and Treytyak M.M. special attention is paid to the assessment of the level of development of the organizational structure. According to scientists, the assessment of the level of development of the organizational structure is an important stage in the process of preparing decisions regarding the implementation of changes in the management of the enterprise. An important criterion for the qualitative development of the organizational structure is the completeness and stability of the achievement of strategic goals, which is ensured by a qualitative and quantitative analysis of the organizational management structure [3].

I.M. Prudnykova offers in her works a technology for diagnosing the quality of organizational structures of enterprise management, which is based on six modules: preparatory procedures (determining the purpose of diagnosis and selection of appropriate diagnostic experts); research information space (creation of a representative statistical information database of diagnostics); selection of diagnostic analytical tools; analysis of the external environment; internal diagnosis of the enterprise; diagnostic results (analysis of results and formulation of proposals) [4].

In their works, I. R. Sles and E. O. Muzychka separately pay attention to the assessment of the management of the company's sales activities. The authors propose to analyze the level of management through an in-depth study of the internal and external environment, during which it is important to take into account: market and consumer orientation, the connection of the sales division with the marketing department, organizational flexibility and optimization, professionalization of sales and construction of logistics chains, and others [5 , 6].

Improving the quality of management of the promotion of organic products by manufacturing enterprises in today's conditions is based on the balance and interaction of all structural divisions of the enterprise [7].

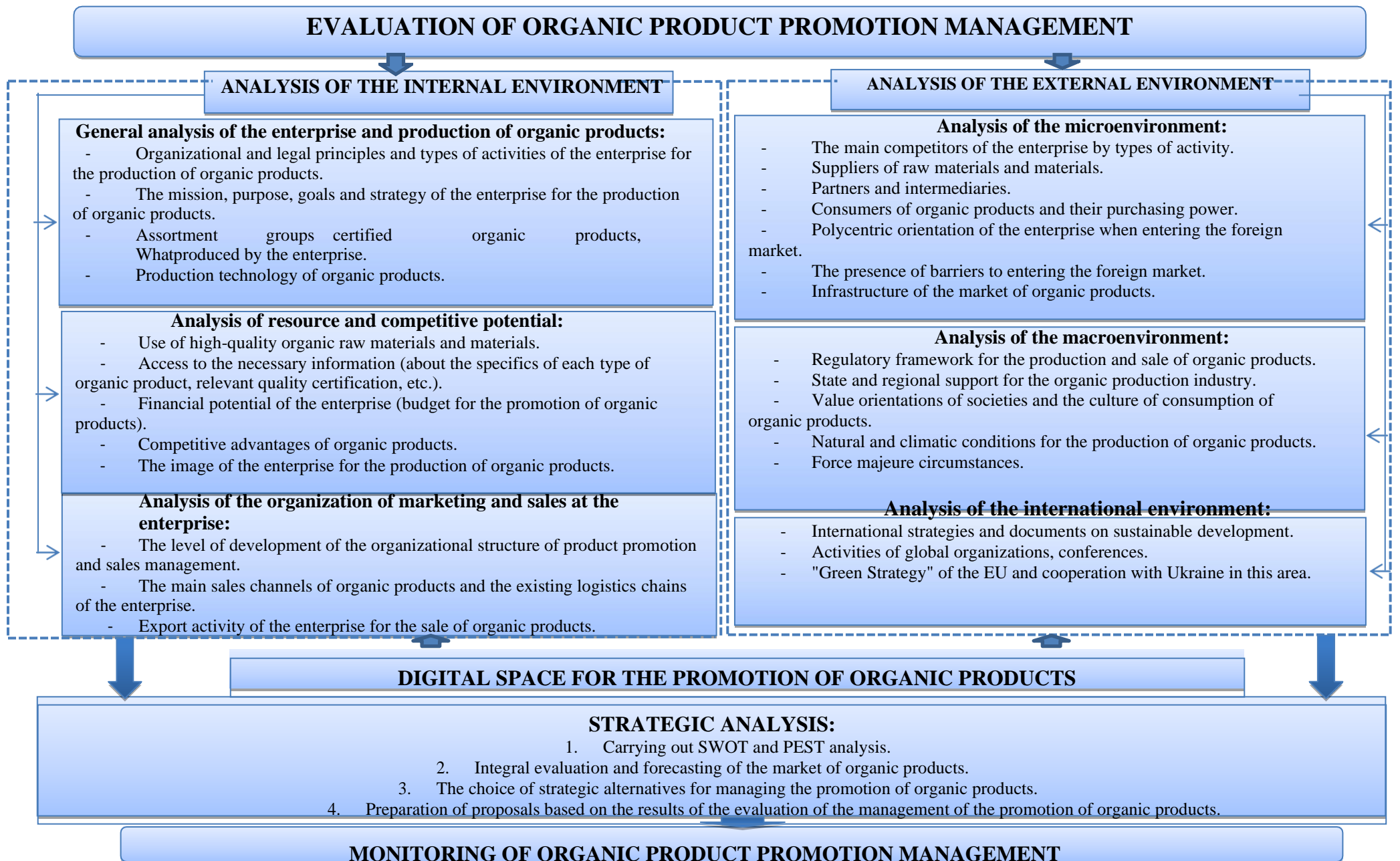
Therefore, we offer our own methodical approach to the assessment of the management of the promotion of organic products, which is shown in Figure 2.1.

According to our approach, when evaluating the management of the promotion of organic products, first of all, it is important to analyze the internal and external environment, taking into account the digital space of the enterprise. It is also necessary to carry out a strategic analysis, only after which it will be possible to formulate proposals for improving the management of the promotion of organic products.

The analysis of the internal environment of the enterprise contains three main blocks.

The first block "General analysis of the enterprise and the production of organic products" primarily covers: the analysis of the organizational and legal foundations and the type of activity of the enterprise for the production of organic products. According to the number of employees at the enterprise, microenterprise, small enterprise, medium-sized enterprise, and large enterprise are distinguished, and according to the types of activity, according to the certificate of conformity of organic products, animal husbandry, crop production, processing, sale, export are distinguished. It is absolutely necessary to take into account the mission, purpose, goals and strategy of the enterprise for the production of organic products; assortment groups of certified organic products produced by the enterprise (a group of goods of organic products of the enterprise that has passed the examination and has a corresponding certificate of quality of organic products); technology of production of organic products (peculiarities of cultivation and processing of products).

The second block "Analysis of resource and competitive potential" includes the analysis of: the use of high-quality organic raw materials and materials (in accordance with the rules for the production of organic products of plant and animal origin); access to the necessary information (about the specifics of each type of organic product, the corresponding quality certification, and other things that are necessary to indicate the information on the packaging of products ready for sale); financial potential of the enterprise (budget allocated for promotion



Rice. 2.1. A methodical approach to the evaluation of the management of the promotion of organic products Source: the author's own development

organic products); competitive advantages of organic products (advantages of organic products compared to traditional products and organic products of other competing producers); the image of the enterprise producing organic products (forming the image of the enterprise, having its own trademark, logo, product packaging).

The third block "Analysis of the organization of marketing and sales at the enterprise" provides: analysis of the level of development of the organizational structure of product promotion and sales management (establishing the place in the organizational structure of the enterprise of marketing and sales divisions, clarifying the question of who exactly is responsible for the promotion of organic products, etc.); determination of the main sales channels of organic products and existing logistics chains of the enterprise (analysis of the main sales channels of the enterprise's organic products and management of the movement of material resources (organic products) from the producer to the potential consumer); analysis of the export activity of the enterprise for the sale of organic products (compliance with the conditions for the promotion of organic products during the enterprise's entry into the foreign market).

The analysis of the external environment is also based on three blocks.

The first block "Analysis of the microenvironment" involves the analysis of the company's main competitors by type of activity (main competitors in the region according to the type of organic products and foreign competitors selling products both on their own market and on the Ukrainian market); suppliers of raw materials and materials (analysis of enterprises engaged in the production of raw materials of plant and animal origin that are subject to further processing and enterprises producing organic fertilizers); analysis of partners and intermediaries contributing to the improvement of the process of promoting organic products to potential consumers); consumers of organic products and their purchasing power (for example, conducting a marketing sociological study of consumers of organic products); polycentric orientation of the enterprise when entering the foreign market (peculiarities of the consumption of organic products in the countries of the world and

cultural values of consumers, mentality and consideration of religious views when promoting organic products to a new market); identification of the presence of barriers to entering the foreign market (analysis of the main economic and technical barriers that prevent the promotion of organic products to a new foreign market); analysis of the infrastructure of the organic products market (the presence on the domestic market of a balanced interaction of all elements of the infrastructure of the organic products market: exhibition pavilions, trades, auctions, trade representatives, intermediaries, ZVO, financial and credit institutions and others).

The second block "Analysis of the macro-environment" includes: analysis of the legal framework of Ukraine for the production and sale of organic products and consideration of the legal framework of countries importing organic products; analysis of state and regional support for the production of organic products (main bodies, directions, methods, tools for supporting the development of organic production in Ukraine); value orientations of society and culture of consumption of organic products (analysis of social values of Ukrainians or consumers in other countries before consumption of food products); natural and climatic conditions of Ukraine or another potential consumer country for the production of organic products; force majeure circumstances that negatively affect the production, supply, promotion from the producer to the potential consumer and the sale of organic products.

The third block "Analysis of the international environment" provides: analysis of international strategies and documents on sustainable development (analysis of activities of the COROS system and bodies contributing to the development of organic production at the international level); activities of global organizations, conferences in the field of production, circulation and promotion of organic products (for example, the Research Institute of Organic Agriculture, implementation of the Global Goals of Sustainable Development in each country); features of the EU's "Green Strategy" and cooperation with Ukraine in this area, etc.

The next, no less important, stage in the method of evaluating the management of the promotion of organic products is the analysis of the digital space of the promotion of organic products, which consists in the study of the presence of the enterprise (trademark or assortment group) in the Internet environment. In particular, clarification of issues: does the company have its own website, which contains all the necessary information about its activities and the production of organic products; are there pages in social networks (Facebook, Instagram), what is the online audience and interaction with it; Are the company's organic products available in online stores?

A mandatory stage of evaluating the management of the promotion of organic products is the implementation of a strategic analysis, which involves: carrying out a SWOT analysis and a PEST analysis; integral evaluation and forecasting of the market of organic products; the choice of strategic alternatives for managing the promotion of organic products; preparation of proposals based on the results of the evaluation.

An important stage is the formation of one's own approach to monitoring the effectiveness of managing the promotion of organic products.

According to the methodical approach developed by us to the evaluation of the management of the promotion of organic products, first of all, it is necessary to consider the main elements of the organizational structure of the management of product promotion at the enterprise and to determine what place the actual product promotion occupies in it.

In our opinion, the construction of the organizational structure of the enterprise of organic products will depend on the type and characteristics of the enterprise's activity. In accordance with the Economic Code [8] and other normative legal acts [9, 10], enterprises can be divided according to the purpose of activity, type and form of ownership, etc., as shown in table 2.1.

Table 2.1

## Distribution of enterprises according to the relevant classification

BY THE CRITERION OF OBTAINING A PROFIT							
Commercial				Not commercial			
BY FORM OF OWNERSHIP AND ORGANIZATIONAL FORM							
Private sub-in	The collective is outside under	Communal subdivision	State sub-in	Mixed sub-in	Common sub-in	Economic society	WITH foreign investment
ACCORDING TO THE NATIONALITY OF THE CAPITAL							
National enterprise		Enterprise with foreign investments			Foreign enterprise		
BY SIZE (depending on the number of employees)							
Microenterprise	Small enterprise			Average enterprise		A large enterprise	
BY TYPE OF ACTIVITY							
Production enterprise	Scientific research enterprise		Commercial enterprise		Another household activity		

Source: created by the author based on literary sources [8-10]

Thus, according to Table 2.1, we can state that a producer of organic products can be both a private entrepreneur and legal entities of various forms of ownership and organizational forms, but this will not significantly affect the process of product promotion. It is important for us to establish the number of employees the enterprise has (the size of the enterprise) and its production capacity, which determines the scale of production.

Considering the specifics of the production of organic products, it is possible to distinguish enterprises that are engaged in the actual production of products (production and sale of raw materials), processing (secondary processing of raw materials and creation of ready-to-consume products) and sales of finished products (specialized stores that have passed certification and are engaged in sales finished products). All of them differ in the construction of their organizational structure according to the type of enterprise.

Since there is no unified register of producers of organic products at the time of the study, we suggest analyzing the state and distribution of enterprises engaged in the production of organic products, according to the following categories: producer, processor, packaging and sale of finished

products As of the end of 2020, there were 722 operators of organic products in Ukraine (those enterprises engaged not only in the production of organic products, but also in the processing and sale of finished products), their number increased by 17% compared to the previous year. The number of operators of certified organic products in Ukraine for 2019-2020 is considered in more detail below (Table 2.2).

Table 2.2

Number of operators of certified organic products in Ukraine by  
for years

Characteristic	Number of operators		
	2019 year	2020 is the year	Tempoof growth 2020/2019, %
Operators involved in the production (primary production or cultivation of raw materials) of organic products	482	544	13
Organic product processing operators	86	114	33
Operators packing products for trade shelves	60	64	7
In total	617	722	17

Source: created by the author based on [11]

In Ukraine, there are regions leading in terms of the number of producers (operators) of organic products, as evidenced by the data below (Table 2.3).

Table 2.3

The number of operators of organic products by region of Ukraine  
2019 year

Region	Number operators	Region	Number operators
Volyn region	19	Cherkasy region	16
Lviv Region	32	Chernihiv region	16
Transcarpathian region	18	Sumy region	7
Ivano-Frankivsk Region	11	Poltava region	27
Rivne region	22	Kharkiv region	25
Ternopil Region	10	Mykolayiv region	45
Chernivtsi region	4	Kherson region	54
Zhytomyr Region	34	Zaporizhzhia region	18
Kyiv region	83	Odesa region	40
Kirovohrad Region	12	Luhansk region	12
Vinnitsia region	64	Donetsk region	1
Khmelnyskyi region	25	Dnipropetrovsk region	22

Source: created by the author based on [11, 12]

The ten leaders among operators of organic products in Ukraine for 2019 include: Kyiv, Kherson, Mykolaiv, Vinnytsia, Odesa, Zhytomyr, Lviv, Poltava, Khmelnytskyi and Kharkiv regions.

In order to evaluate the management of the promotion of organic products, it is necessary, first of all, to divide producers-processors of organic products according to the type of organizational structure of the enterprise. On the basis of the above analysis, we propose to divide producers of organic products by size according to the number of employees: micro-enterprises with 5 to 10 employees; small enterprises with up to 50 employees; an average enterprise has up to 250 employees; large enterprises with more than 250 employees (Table 2.4).

Table 2.4

Distribution of enterprises by size  
(according to the number of employees)

Type of enterprise	Company name	Number of employees, persons
Microenterprise (up to 10 employees)	"Organic Original" LLC	6
	Agricultural firm "Gaia"	9
	"Rublivsky Elevator" LLC	2
Small enterprise (up to 50 employees)	PE "Agrofirma named after T.G. Shevchenko"	26
	Agro-Sula LLC	19
	LLC "QUARK"	16
	PE "Kryachkivka-Agro-Plus"	18
Medium enterprise (up to 250 employees)	Agrofirma "Pole" LLC	70
	P.R.A. "EthnoProduct"	91
	Agrofirma Michurina LLC	99
	"Lan-Agro" LLC	126
	LLC "UKROLIA"	193
	LLC "Diamant LTD"	150
	PE "Granit-Agro"	48
	"Novomoskovsk Agro" LLC	56
Large enterprise (from 250 employees)	PE "Galex-Agro"	264
	TDV "Ukroliyaprodukt"	427
	PE "Agroecology"	428
	Agro-industrial holding "Astarta-Kyiv" (ToV "List-Ruchki")	10,000

Source: created by the author based on [11-15]

Data tables 2.4 testify about that, What majority enterprises, which engaged in the production or processing of organic products, included in

groups of medium-sized enterprises, that is, they have up to 250 employees, but there are also large enterprises in the organic products market, for example: PE "Galex-Agro" - 264 employees, TDV "Ukroliyaprodukt" - 427 employees, PE "Agroekologiya" - 428 employees and Agro-industrial holding "Astarta-Kyiv", which includes LLC "List-Ruchki" - 10,000 people. Thus, in accordance with the size of the enterprise, the organizational structure of the management of the corresponding enterprise should be built.

Based on the above analysis, we can form the following conclusions about who at the enterprise is engaged in the promotion and sale of organic products. Accordingly, if the company is part of the group "micro", that is, there can be up to 10 people in the team, we can say that the director of the enterprise is engaged in the promotion of organic products. As for small enterprises, most often a corresponding position is introduced, in which a person performs duties for the promotion and sale of products. On the other hand, at medium-sized and large enterprises, in the organizational structure of management, appropriate divisions are created that deal with the promotion of organic products (it can be a marketing department, a sales department, or a sales department).

Each producer (operator) of organic products has its own list of names of products that have passed certification. According to the data of the Ukrainian certification body "Organic Standard", we formed the Top-20 manufacturers that have a confirming certificate for more than 30 product names (Table 2.5).

Thus, among producers of organic products, the leader in terms of the number of names of products with a confirming certificate is: LLC "Organic Life" (Kyiv region) - 160 units of certified products, FOP "Goncharov A.V." (Ivano-Frankivsk region) – 150 units, TERRA LLC (Kharkiv region) – 111 units. In addition, it is important to take into account that some enterprises are engaged not only in their own production (growing) of organic products, but also in their processing and sale.

Table 2.5

## TOP-20 manufacturers by the number of certified organic products

Item No	The name of the organic producer	Number of certified of organic products, one
1.	"Organic Life" LLC (Kyiv Region)	160
2.	FOP "Goncharov A. V." (Ivano-Frankivsk Region)	150
3.	LLC "TERRA" (Kharkiv region)	111
4.	LLC "BIO-PHARM AGROTRADE LTD" (Kyiv region)	99
5.	"Biofrut" LLC (Rivna Region)	96
6.	PE "HALEX-AGRO" (Zhytomyr Region)	89
7.	"Elpis-Ukraine" LLC (Kyiv region)	88
8.	LLC "Organic meat product" (Zhytomyr Region)	82
9.	LLC "First Organic Exchange" (Kyiv region)	76
10.	"GO BIO COMPANY" LLC (Kyiv region)	74
11.	PE "Agroecology (Poltava region)	71
12.	Quark LLC (Poltava region)	71
13.	LLC "Firma DIAMANT LTD" (Poltava Region)	70
14.	"Molfar Eco" LLC (Kyiv region)	67
15.	LLC "Dvipa" (Dnipropetrovsk region)	61
16.	LLC "Lilac" (Chernivetska region)	57
17.	LLC "Organic Milk" (Zhytomyr Region)	56
18.	LLC "Dykanski Yagody" (Poltava Region)	48
19.	PE "PRIMFOOD" (Kyiv region)	44
20.	FOP "Marchenko A.M." (Sumy region)	32

Source: created by the author based on [13-15]

We suggest performing such an analysis on the example of the Poltava region, since it is the forerunner of growing organic products in Ukraine. It was the Private Enterprise "Agroecology" headed by Semyon Svyridonovych Antonets that started the new "organic production" movement in Ukraine. Today, the company is the leader in the production of agricultural organic products in Ukraine. In Poltava Oblast, as of February 9, 2021, there are 29 operators engaged in the production and processing of organic products, a more detailed list of them is given in Table 2.6 [16].

Among the operators of organic products in Poltava Oblast, there are those who are engaged not only in the production of organic products, but also in their processing (PP

"Agroekologiya", LLC "Kvark", TDV "Ukroliyaprodukt", LLC "Ukroliya", LLC "Diamant LTD").

Table 2.6

List of certified operators of organic products in Poltava  
region in 2021

District (city)	Name of the business entity	Certified type of activity
Hadyatskyi	LLC "Letter - Pens"	Crop production
	"Gardens of Gadyachchyna"	Crop production
Globinsky	Agrofirma Michurina LLC	Crop production, export/import
	Agro-Sula LLC	Crop production, export/import
	"ARNICA ORGANIC" LLC	Crop production, export/import
	"Lan-Agro" LLC	Crop production
	"Novomoskovsk Agro" LLC	Crop production, export/import
	FG "Milan - Agro"	Crop production
	"Rublivsky Elevator" LLC	crop production, grain storage
Dykansky	"Dykanski Yagody" LLC	Growing raspberries, export/import
	LLC "Ukrolia"	Processing, trade, export/import
Zinkivskyi	LLC "Golden Mountains"	Crop production, raspberry
	TDV "Ukroliyaprodukt"	Processing, export/import
	OST Chikalo V.O.	Crop production
Kobelyatskyi	FG "Fitocom Group"	crop production, medicinal herbs
Kozelshchynskyi	PSP "Agrofirma Ukraine-Hovtva"	Crop production
	SFG "Okolytsia"	Crop production
Kotelevsky	FG "Eco-Mayak"	Crop production
Kremenchutskyi	PE "Agrofirm named after T.G. Shevchenko"	Crop production
	LLC "Svitanok 1"	Crop production
Pyryatinsky	PE "Kryachkivka-Agro-Plus"	Crop production
Semenivskyi	PE "Granit - Agro"	Crop production
Shishatskyi	PE "Agroecology"	Crop production, processing, export/import
Kremenchuk	Agricultural firm "Gaia"	Production of fertilizers and pesticides
	FOP Kolchanov D.S.	Processing, chocolate
Myrhorod city	Quark LLC	Crop production, processing, export/import
Poltava	"Green Eco Fert" LLC	Production of fertilizers and pesticides
	LLC "Diamant LTD"	Processing, export/import
	LLC "Food for thought"	Crop production

In addition, 10 enterprises are engaged in the export of organic products: PP

"Agroecology", Ltd "Diamond LTD", Ltd "Quark",

VAT

"Ukroliyaprodukt", Ltd "Dikansky Berries", Ltd "Ukrolia", Ltd  
"Novomoskovsk Agro", LLC "Agrofirma "Michurina", LLC "Agro-Sula", LLC  
"ARNICA ORGANIC".

As for the organizational structure of managing the promotion of organic products at the enterprise, its construction traditionally depends on already existing structures. Jean-Jacques Lambin and others in their writings consider the algorithm for forming the organizational structure of management, which should include at least four stages [17] (Appendix E).

When creating an organizational structure, one should strive for maximum simplicity and clarity of flow circulation schemes. In addition, it is necessary to distinguish operational elements in the structure on which the headquarters of the enterprise (line divisions and departments such as financial, transport and logistics, etc.) and ensuring the implementation of plans depend. The most important condition in the formation of the management structure of the enterprise is the automation of almost all processes of management activity (formation of the corresponding APM), while foreseeing the need to work with computers of employees of all levels - from direct executors to directorates (heads of organizations) [18].

Kopytova I.V. identifies sixteen criteria by which the effectiveness of the organizational structure of management (OSU) can be evaluated: the level of optimality of horizontal and vertical connections of OSU; the number of levels of the vertical hierarchy; degree of duplication of functions; the level of centralization of management; the level of elasticity of OSU and others [19].

Authors Polyakov L.M. and Demkiv M.I. [20] clearly identified six main criteria for evaluating the organizational structure: flexibility and adaptability; organizational resources; degree of centralization; speed of management decision-making; norms of corporate management and logistics of structural support.

Based on the research of domestic scientists [21, 22], the organizational structure of management at the enterprise must meet certain criteria that would characterize this structure (Fig. 2.2).

When building an organizational structure, it is necessary to take into account the organization of the work of the marketing and sales department at the enterprise. For this we considered

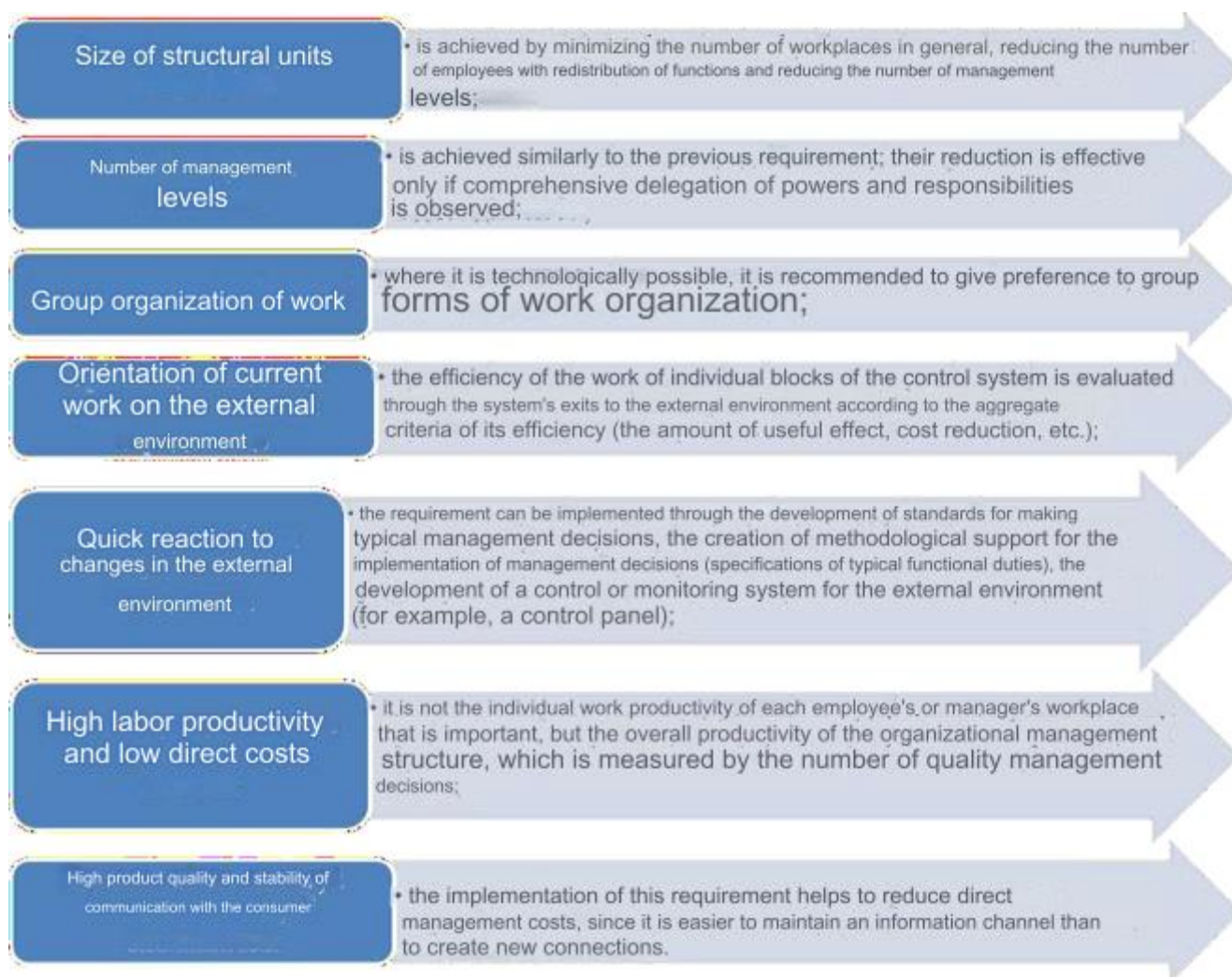


Fig. 2.2. Criteria for evaluating the organizational structure of management Source: formed by the author based on [21, 22]

and generalized basic organizational management structures, which are divided into four groups. According to the division criteria given above, we can analyze the activities of the organizational management structures of producers of organic products, namely the marketing and sales department (Appendix G).

According to each of them, we can perform an analysis of the functioning of the organizational structure of management of the promotion of organic products at enterprises.

The marketing service remains an important part of the management structure. Yes, Rozssokha V.V. in his works, he analyzes the marketing management system as one of the numerous functional tasks of the enterprise, which must be performed in accordance with the approved plan. At the same time, at the enterprise

there is a separate organizational structure of the marketing service, which provides for the division of responsibilities between departments for the performance of such functions as: market research, product assortment planning, advertising, movement of goods and sales, and service. This functional structure is most often found in enterprises that produce a small volume of goods and have a limited range of products and markets [22].

Raiko D.V., like the previous author, singles out the marketing department as a separate link in the management system, and suggests considering it as an independent structural unit that ensures the performance of a number of marketing functions for making certain management decisions: automated information system, human resources (labor organization, motivation and control), distribution of rights and tasks in the marketing management system, planning of operational strategies of the enterprise, evaluation and control [23].

According to the type of enterprise, an organizational structure is formed, which can be:

- by horizontal interaction: formal organizational management structures (line OSU, functional OSU, headquarters OSU (or more often line-staff OSU) and divisional OSU); informal OSU (process, cross-functional (or it is also called brigade), project, matrix (or program-target), network OSU);
- by vertical interaction: hierarchical OSU and centralized OSU;
- territorial management structure formed according to the geographical location of the enterprise [24-26].

In order to better understand the above structures, we created a table of advantages and disadvantages of each of them, which will give us the opportunity to highlight the most appropriate OS for enterprises producing organic products (Appendix G).

Thus, on the basis of our research, we can determine the organizational structures of management at enterprises producing organic products.

We analyzed the activities of the leading manufacturers of organic products in Ukraine, namely in the Poltava region, dividing them into enterprises that differ in their management structure and have employees under their command who are engaged in the promotion of organic products in the relevant division (marketing, sales, sales departments). , which allowed us to divide them according to the interaction as an enterprise with a horizontal and vertical management structure (Table 2.8).

Table 2. 8

Division of enterprises producing organic products by structure  
management

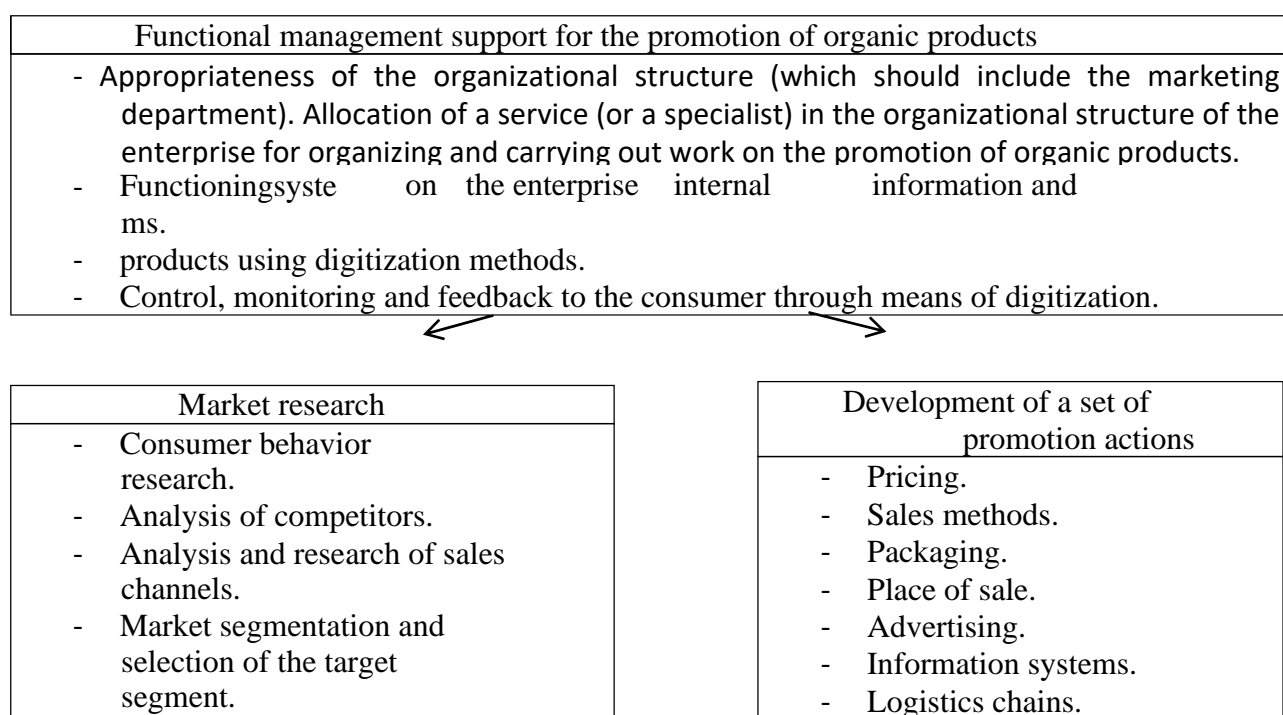
List and name of enterprises	Management structure		
	Horizontal		Vertical
	Linear	Functional	Vertically integrated
STOV "GARDENS OF GADYACHCHINA" (Poltava Region); LLC "Dikanski Yagodi" (Poltava Region); "Lyst Ruchki" LLC (Poltava Region).	PE "Agroecology" (Poltava Region); LLC "Diamant-LTD"	TM "Kozub-product organic" (Poltava region); LLC "UKROLIA" (Poltava Region); Quark LLC (Poltava region).	Agro-industrial group "Arnica" (PP "Granit-Agro", LLC "Agro-Sula", LLC "Novomoskovsk Agro", LLC "Lan Agro", LLC Agrofirma "Michurina", PE "Agrofirma named after T.G. Shevchenko", LLC "Dawn 1") (Poltava region).

Source: generated by the author

Thus, according to table 2.8, we can observe that among producers (processors) of organic products in the Poltava region, horizontal interaction, namely functional type, is the most common in the organizational structure of management. An example is PP "Agroekologiya", LLC ("Diamant-LTD" TM "Kozub-product organic"), LLC "UKROLIA", LLC "Quark". However, Arnica Agro-Industrial Group has experience in forming a vertically-integrated management system and today it includes PE Granit-Agro, Agro-Sula LLC, Novomoskovsk Agro LLC, Lan Agro LLC, Agrofirma LLC "Michurina", PE "Agrofirma named after T.G. Shevchenko", LLC "Svitanok 1". An example of the formation of such an organizational structure can be another group of

companies, namely PE "Galex-Agro", do which includes LLC "Organic Milk" (TM "O") and LLC "Organic Meat" (Zhytomyr region) [27]. Such a management system is more effective, because by combining several enterprises, such companies increase the life cycle of products and ensure rapid adaptation to market challenges, while creating new opportunities for development.

On the basis of the conducted analysis, we formed a logical and structural scheme for building a system for managing the promotion of organic products at the enterprise (Fig. 2.3).



Rice. 2.3 Logical and structural scheme of the promotion management system organic products

Thus, first of all, it is necessary to build functional support for managing the promotion of organic products at the enterprise, which, in turn, will depend on:

– compliance of the organizational structure with functioning divisions (marketing, sales or sales services);

- the functioning of the information and communication system for the establishment of interrelationships within the enterprise between all relevant divisions. For example, for the effective promotion of organic products, the appropriate specialist needs accurate product characteristics (weight, composition, period of consumption (spoilage) of products, etc.) to place them on the packaging, in advertising materials, to take into account when choosing sales markets, type of transportation, etc. ;
- defining the strategy and planning of product promotion, using digitalization methods to improve the promotion of organic products;
- control, monitoring and feedback with the consumer through means of digitization (taking into account the trends in the use of the Internet and mobile technologies, it is convenient to keep in constant contact with the consumer through appropriate digital programs).

A special place in the management system for the promotion of organic products is occupied by market research, which includes research on consumer behavior (how he feels about this product, is he ready to buy it), main competitors (both in terms of producers of organic products and producers of traditional products in accordance with name of the product), sales channels (adequacy of staffing to control the entire sales chain of products), market segmentation and selection of the target segment (will correspond to the type of product), positioning of products on the market (to which categories of goods the product will belong).

An equally important part of the management system is the formation of a complex of actions, which must take into account: pricing, sales methods, packaging, point of sale, advertising, information systems and logistics chains.

The continuous development of organic product promotion management is facilitated by the generation of new ideas and trends in this area.

## 2.2. Analysis external environment in system management promotion of organic products

Food markets, which today have significant potential for development, deserve special attention. The organic food market ranks fourth in the world in terms of retail sales, investing more than \$500 million in organic food products.

In accordance with the methodical approach developed by us to the evaluation of the management of the promotion of organic products, an analysis of the external environment was performed, which primarily involves consideration of competition on the national organic market by types of activities (Table 2.9).

Table 2. 9

Analysis of direct and indirect competitors of producers of organic products by types of activities on the national market

<b>DIRECT COMPETITORS (organic producers)</b>	<b>INDIRECT COMPETITORS (producers of traditional products)</b>
<b>QUICK COOKING GRAINS, GRAIN AND FLOUR</b>	
PE "Agroecology" PE "GALEX-AGRO" "Stary Porytsk" LLC "Kasper" LLC Agrofirma "Pole" LLC "Organic Original" LLC LLC "Firma DIAMONT LTD" LLC "Skysky Bread Products Factory" "Terra" LLC and others.	"TRAPEZA" LLC GALEX IK LLC "DOBRODIA FOODS" LLC LLC "KUK-Ukraine" PE "Gral-East" LLC "Ukr-Agro-Product" "Olympus" LLC LLC "Nadia" FOP "Kozub Product" and others.
<b>DAIRY PRODUCTS</b>	
"Stary Porytsk" LLC PJSC "Ethnoproduct" "Organic Milk" LLC LLC "BIO-PHARM AGROTRADE LTD"	"Terra Food" LLC Milk Alliance JSC "Danone Ukraine" company "Almira" LLC Komo Group of Companies PJSC "Zhytomyr Oil Plant" is a company "Rud" Lustdorf LLC SE "Milkiland Ukraine" and others.

## Continuation of the table. 2.9

<b>DIRECT COMPETITORS (organic producers)</b>	<b>INDIRECT COMPETITORS (producers of traditional products)</b>
<b>FISH PRODUCTS</b>	
ALPINA FOOD LLC	Ltd "AQUAFROST" and Ltd "RK "AQUAVIT" PRAT MANUFACTURING ASSOCIATION "ODESK CANNERY" LLC "1-A CAVIAR COMPANY" "ALPHA - ETEX" LLC and others.
<b>MEAT PRODUCTS</b>	
LLC "BIO-PHARM AGROTRADE LTD" "Organic Meat Product" LLC	PE SMK GROUP "TRADING HOUSE" PJSC PTAHOFABRIK TERNOPIL' Sumy meat company PE "Agrofirma Yednist" LLC "Imperia" and others.
<b>BERRIES AND JUICES</b>	
LLC "Kianivka" "HIPPI Uzhgorod" LLC "Living Earth" LLC LLC "VLT Flora" FOP "Tregubov O.A." "Primed" LLC LLC "Force of Nature" PJSC "Izyumske" "Dykanski Yagody" LLC "Friendsbury" LLC LLC "Lilac" Biofruit LLC LLC "SO'OK" LLC "Karpaty-Eko" "Amethyst-Ole" LLC and others.	"PepsiCo" company JV "Vitmark-Ukraine" The Coca-Cola Company SE "WimmBill-Dann Ukraine" "Neiman-Foods" LLC, "Sundance" SE JSC "Winnifruit Holding" and others.
<b>VEGETABLES AND FRUITS</b>	
FG "Kostiv Roman Pylypovych" "PFANNER BAR" LLC FOP "Tregubov O.A." Danube Agrarian LLC LLC "Force of Nature" "Dykanski Yagody" LLC SOK "Family Welfare" Biofruit LLC UP "Zhdanovychy Agricultural Combine" "AG GROUP" LLC FOP "Marchenko A.M" and others.	Ltd "Odesa PRODUCTION COMPANY" LLC "Project Invest XXI" ALTE FOODS GZ "Kherson Watermelon" and others.

Continuation of the table. 2.9

<b>DIRECT COMPETITORS (organic producers)</b>	<b>INDIRECT COMPETITORS (producers of traditional products)</b>
<b>VEGETABLE OIL</b>	
LLC "VANIK ORGANIC" LLC "UKROLIA" PE "Granit-Agro" LLC "Lan-Agro" PE "RICH OIL" LLC "BIO-PHARM AGROTRADE LTD" TDV "UKROLIAPRODUKT" Ltd "KRIVOOZERSKY OILORGANIC FACTORY" LLC "UKRINPROJECT" and others.	SE "Sun-trade" (Bunge Ltd.) CJSC "JSC Cargill" (Cargill Inc.) CJSC "Eurotek" ODO "Grain Trading Company" Holding "Kernel Group" Holding "KMT" industrial group JSC "Odesa oil and fat plant" PJSC "Pologivskiy oil extraction plant" and others.
<b>TEAS, SPICES AND HERBS</b>	
"Zhiva Zemlya" LLC "Nova-Pak" LLC "Molfar Eco" LLC "Sumiphytopharmacy" LLC and others.	Company "Ahmad Tea" VP "Orimi-Trade" Tea Tess Greenfield Company, May-Ukraine Company and others.
<b>ICE CREAM</b>	
PJSC "Zhytomyr Oil Plant" LLC "Baker-Ukraine"	PJSC "Zhytomyr Oil Plant" (TM Rud) "Lasunka" (TM Lasunka) "Lviv Refrigeration Plant" (TM Limo) "Firma Laska" (TM Laska) FM "Hladoprom" (TM Khladyk) and others.
<b>CHOCOLATE</b>	
FOP "Kolchanov D.S."	PJSC "MONDELIS UKRAINE" SE "CC "ROSHEN" "AVK CONFECTIONERY" LLC PrJSC "KHARKIVSKA BISCUITFACTORY" LLC "MALBY FOODS" and others.
<b>HONEY</b>	
LLC "Ukrainian Bee" LLC "GOLDEN NECTAR UKRAINE" "Beehive" LLC FOP "Dutchak M.Z." FOP "Cherkasov K.V." PASIKY UKRAINE LLC GOLDEN NECTAR Ukraine LLC and others.	"AMEDA-GRUP" company Physical persons What are engaged in beekeeping and others.
<b>BABY NUTRITION</b>	
JV "VITMARK-UKRAINE" LLC	LLC "REMEDIA Ukraine" FG "GADZ" "Nestle Ukraine" LLC, "HiPP-Ukraine" LLC, TD "Krokha" LLC, and others.

Source: author's own development based on [12, 15]

According to the data in Table 2.9, it can be observed that there are groups of producers of organic products that have a wide list of direct and indirect competitors, in particular for the following types of products: instant cereals, dairy, meat, fish products and vegetable oil. Producers of organic products in terms of tea, ice cream, chocolate, honey and baby food have the most indirect competitors. On the other hand, fruit and vegetable products have a small number of indirect competitors, but, in turn, the most internal competitors from organic production.

As for the main suppliers of organic products in raw form, they are enterprises that are engaged in the actual cultivation of products (organic animal husbandry and crop production) for their further processing, processing and production of ready-to-consume products. Thus, the suppliers of organic raw materials for plant and animal husbandry can include enterprises producing organic products, which are shown in table 2.6. In turn, producers of organic crop and livestock products have their own suppliers, such as fertilizers, which include: LLC "ORGANIC-GRUP UKRAINE", Leonardite-UA company, TM Ukrainian Humaty, PP "Kardash", TD "Krikkos" Organic fertilizer "Kurnyk" ", Bio-Pole and others [28].

The following representatives act as partners and intermediaries of producers of organic products in Ukraine: Organic Service (distributor of organic products in Ukraine since 2016), PE "Organika Ukraine" (distributor of organic cosmetics in Ukraine); specialized shops selling organic products: "Organic Coffee Shop" (organic coffee shop in Kyiv), "Lavande"  
 – "Queen of beauty" (a national boutique of organic products), "Natur Boutique" (Kyiv), "Natura Organica" (Kyiv), "Komora" (Kyiv), "Organic Era", "EkoKramnytsia" (online store), "Eco Club".

However, no matter what the level of competition, not every consumer will be able to afford to buy organic products, the most important reason for this is the rather high price of such products. Thus, we conducted

comparative analysis of the average price of organic and traditional products in Ukraine (Table C.1, Appendix C). For this purpose, we have identified twenty main items of organic products in five groups, namely: dairy products, meat products, vegetables and fruits, flour and cereals, and others.

So, according to the data in Appendix C, we can observe that the price difference between organic and conventional products ranges from 20% to 80%, but there are also products that have crossed this line, namely, the price of organic flour, oil and buckwheat compared to traditional products exceeds 80% (85, 100 and 125%, respectively).

Such a difference in price can be explained by several factors. First, the transition of agricultural enterprises to organic production is a long-term process; only in order to grow products of plant origin, the land must not be treated with chemical preparations for 3 to 5 years, such a simple procedure entails corresponding losses. Secondly, confirming the quality of products in accordance with the "organic" standard and passing the corresponding certification are also very expensive processes (passing the certification of only 1 product item in Ukraine today is about 1 thousand US dollars [14]). Thirdly, the yield of organic products is significantly lower, because it involves the complete rejection of chemical fertilizers and the need for constant crop rotation, which is not possible for every enterprise. The fourth factor is a high level of competition, especially indirect competition, which causes the need to find effective sales channels and product promotion.

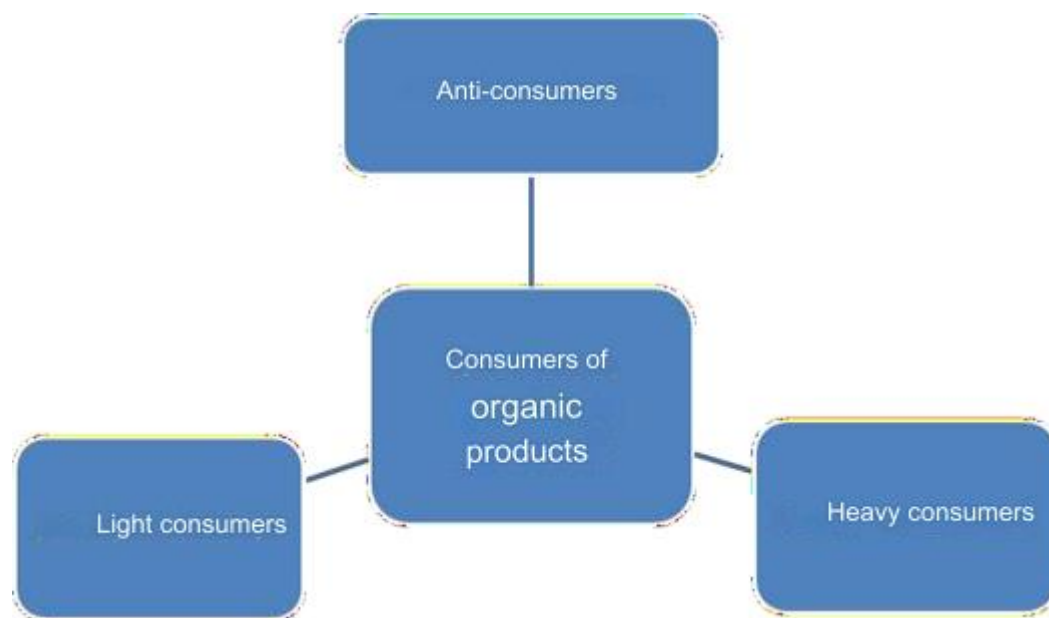
It is important to note that the main driving force behind the development of the world market of organic products is the target audience - a group of consumers with a clearly formed environmental orientation, represented mainly by young people (aged 25–35), who have a higher education and an average or above average level of income [29] . So, for example, in different countries of Europe, it is possible to distinguish certain types of consumers of organic products (Table 2.10).

Table 2.10

Types of consumers of organic products in Denmark, Poland and Spain [30]

Type	Country	Type of consumer
1	Denmark	<i>3 types of consumers:</i>
		"anti-consumer"; "light consumer"; "heavy consumer".
2	Poland	<i>5 types of consumers:</i>
		"unshakable"; "traditional"; "careless"; "conscious" and "pragmatists".
3	Spain	<i>3 types of consumers:</i>
		"anti-consumers"; "regular" and "random"

Yes, according to J. Bartels and M.J. Reynders [31], consumers of organic products, depending on the frequency of their purchase, can be divided into three groups (Fig. 2.4).



R

Is. 2.4. Groups of consumers of organic products according to J. Bartels and M.J. by Reynders

Source: built by the author based on [31]

To the group of "anti-consumers", the authors include those consumers who are interested in the product, but never consume it. "Light consumers" are those who constantly consume organic products. "Heavy consumers" prefer organic products, but are not ready for constant consumption of products due to individual reasons (for example, financial) this type is typical for residents of Denmark.

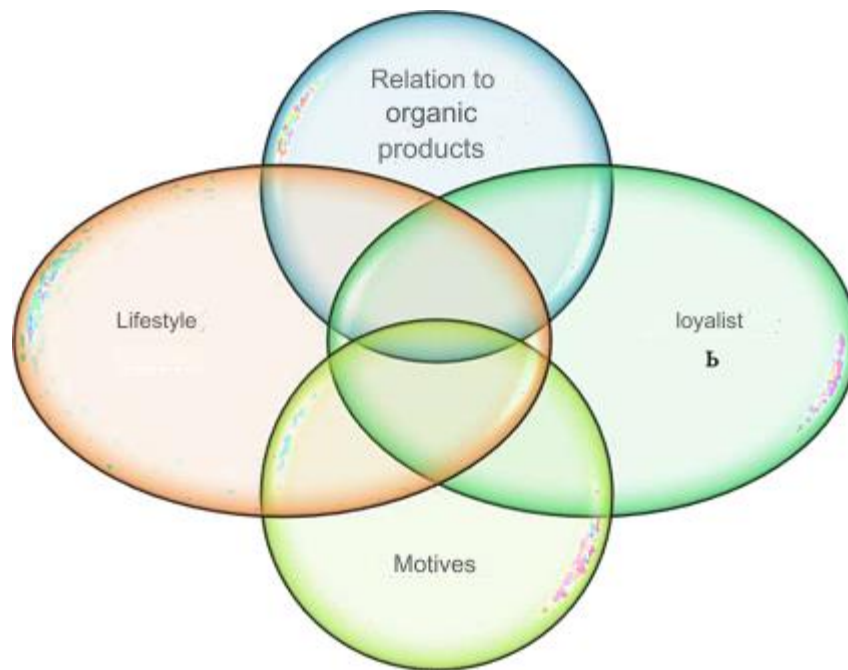
Zakovska-Bimans F. and others classified consumers, according to their consumer preferences and lifestyle, into five main groups:

"stalwart" or disinterested, "traditional", "careless", "conscious" and "pragmatic" - as a rule, this characteristic is natural for the inhabitants of Poland [32].

Berlin L., Lokkertz W., Bell R. [33] divide consumers according to their level of awareness and consumption of organic products: "anti-consumers" or "non-consumers", "usual" and "occasional" consumers (who sometimes buy organic products) is characteristic of Spain.

Thus, based on the generalization and analysis of the works of the above authors, consumers of organic products can be classified according to the following criteria (Fig. 2.5): attitude to organic production (conservative, loyal or pro-organic consumer), loyalty (to a trademark or organic certificate), motives (environmentalists, organicists and skeptics) and lifestyle (active and passive).

Based on the analysis of the organic products market leaders (General Mills, Whole Foods Market (Amazon), Danone, Hain Celestial Group, United Natural Foods, Newman's Own, Aldi Einkauf and Co and REWE Markt) [34], their sales channels were identified, respectively: regional presence, assortment of goods and presentation of products on the Internet. Accordingly, the companies were divided into four groups:



Rice. 2.5. Classification criteria of potential consumers of organic products

- leaders capable of meeting the growing demand of the world's population, which are large manufacturers with a range of diverse products, which allows them to meet the needs of industries (General Mills, Whole Foods Market, Hain Celestial Group and Newman's Own);
- visionary players who count on potential consumers, which implies their increase (Danone and United Natural Foods);
- niche players that successfully focus on one segment and are companies for a potential merger or acquisition (Danone);
- followers, competitors of the organic market leaders, who have a diverse range of products and have a relatively strong position in the organic market (Aldi Einkauf and Co and REWE Markt).

The aforementioned companies are initiating mergers and acquisitions, creating their own delivery systems, implementing the latest innovations, and using aggressive marketing on social networking sites. It is important to note that the trend of diversification of the product structure of organic products dominates the market; thus, the share of gluten-free, protein, hypoallergenic and

of vegan products is increasing, which is determined by leading a healthy lifestyle and the emergence of new products (environmentally friendly, lactose-free and non-dairy) and related services (U-pick, organic agritourism and delivery in a box). A feature of such dynamic development in the organic sectors of the world is the development and implementation of developed programs at all levels.

Subsidies (Paramparagat Krishi Vikas Yojana), specific initiatives to support the development of the organic market [35, 36] are effective among the tools for supporting the organic sector in the world.

- 1) European Network for Rural Development (ENRD),
- 2) investments in research and technological development (Organic Sciences Cluster),
- 3) technical support (League of Municipalities and Cities of Organic Agriculture (LOAMC)),
- 4) public procurement (Sweden □ Policy for sustainable development and food, Spain □ organic products for social consumption, Brazil □ National program of feeding in school canteens (PNAE)),
- 5) national / regional development plans (National Organic Action Plan (NOAP) and Organic Action Plan for Ireland (2019-2025)),
- 6) insurance (US Farm Bill),
- 7) partial coverage of certification costs (American Farm Bill),
- 8) institutional support (League of USA) Organic Agriculture Municipalities and Cities (LOAMC).

The world market of organic products is characterized by a disparity of development caused by different levels of social and economic development of countries, the availability of natural and productive resources, state programs to promote organic production, and the intensity of activities of organic movements and pro-organic organizations.

The largest single market for organic products in the world is the USA - 40.6 billion euros, followed by the EU - 37.4 billion euros. [36-38]. In the regional

the leaders are: North America - 43.7 billion euros, Europe - 40.7 billion euros, and Asia. The capacity of the Ukrainian organic market is about 20 million euros. To date, we can single out the top 10 countries - leaders in the consumption of organic products, and this tells us not only about the sufficient level of financial stability of the population of these countries, but also about the effective promotion of organic products by manufacturing enterprises. So, the following can be included in the top 10: USA, Germany, France, China, Canada, Italy, Great Britain, Switzerland, Sweden and Spain (Table 2.11).

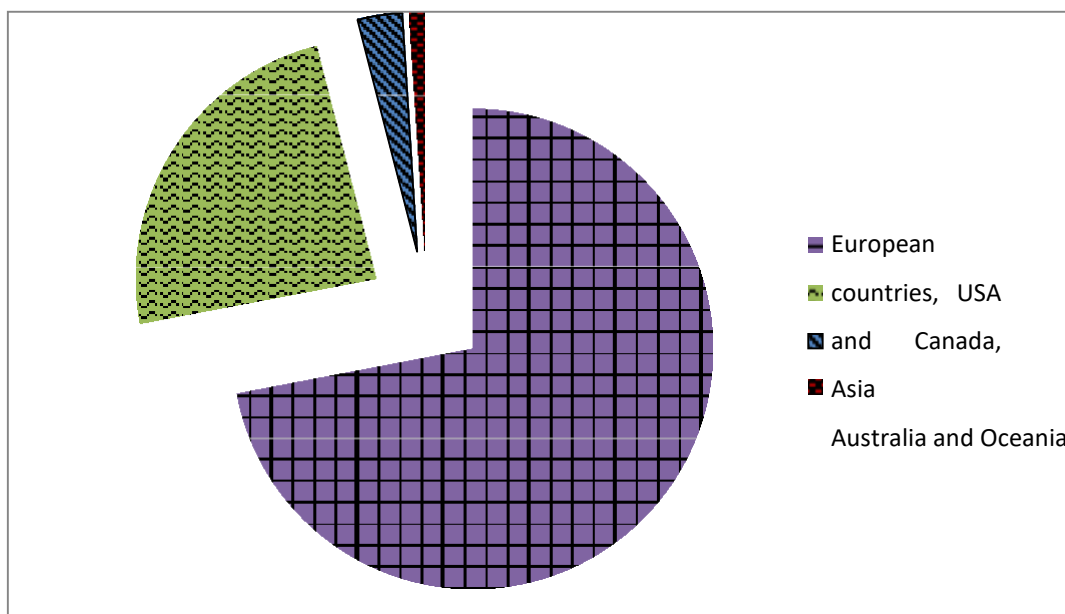
Table 2.11

Top 10 countries in consumption of organic products per capita  
2019 year

Item No	Country	Million euro
1	USA	38938
2	Germany	9478
3	France	6736
4	China	5900
5	Canada	3002
6	Italy	2644
7	Great Britain	2460
8	Switzerland	2298
9	Sweden	1944
10	Spain	1686

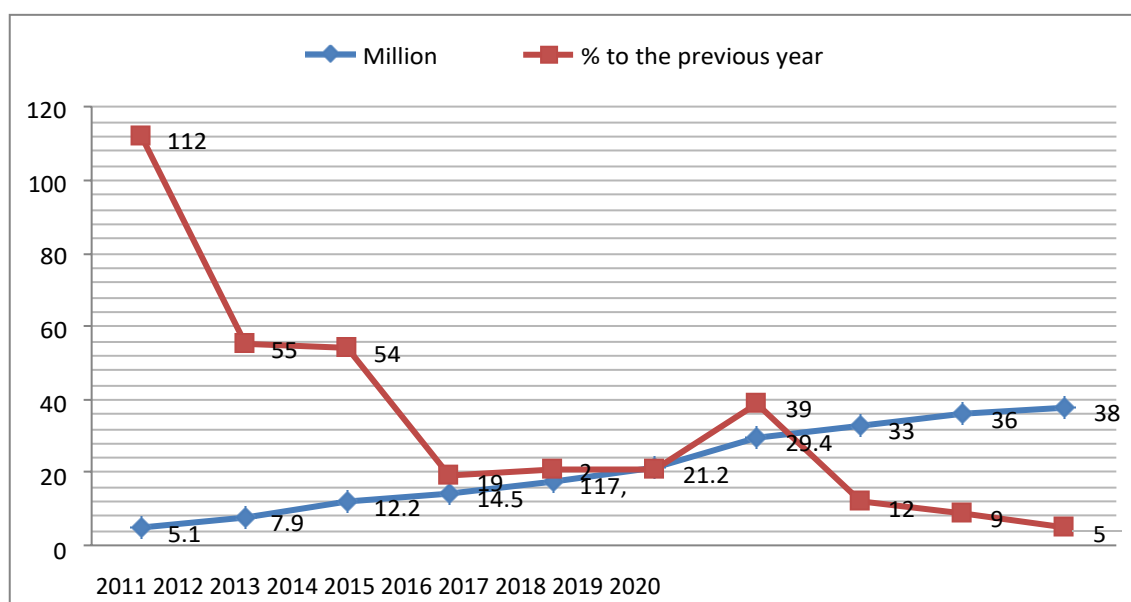
Source: created by the author based on [36-38]

In Ukraine, the situation is somewhat different - today organic products of the domestic producer are more popular abroad. To 72% of products are supplied to European countries, 24% to the USA and Canada, 3% to Asia, and less than 1% to Australia and Oceania (Fig. 2.6).



Rice. 2.6. Distribution of countries consuming organic products of Ukrainian production for 2020 [37]

The largest consumer countries of domestic organic products are the Netherlands, USA, Germany, Lithuania, Austria, Great Britain, Poland, Canada, Italy, Switzerland [37].



Rice. 2.7. Market volumes of organic products in Ukraine [36-38]

The volume of the market for organic products in Ukraine amounted to 38 million euros in 2020, and it has 462 thousand hectares of land occupied for organic production, which is equal to approximately 1% of the country's agricultural land (Fig. 2.7) [36-38].

Ukraine demonstrates a steady positive growth in the area of agricultural land on which certified organic production is carried out in recent years, in addition, there is a steady increase in both the number of organic market operators and the level of consumption of organic products in Ukraine (Fig. 2.8), which is facilitated by the trend of active filling domestic market with own organic products due to establishment of processing of organic raw materials. The most common organic products on the domestic market today are cereals, flour, dairy and meat products, juices, honey, oils, teas, medicinal herbs.

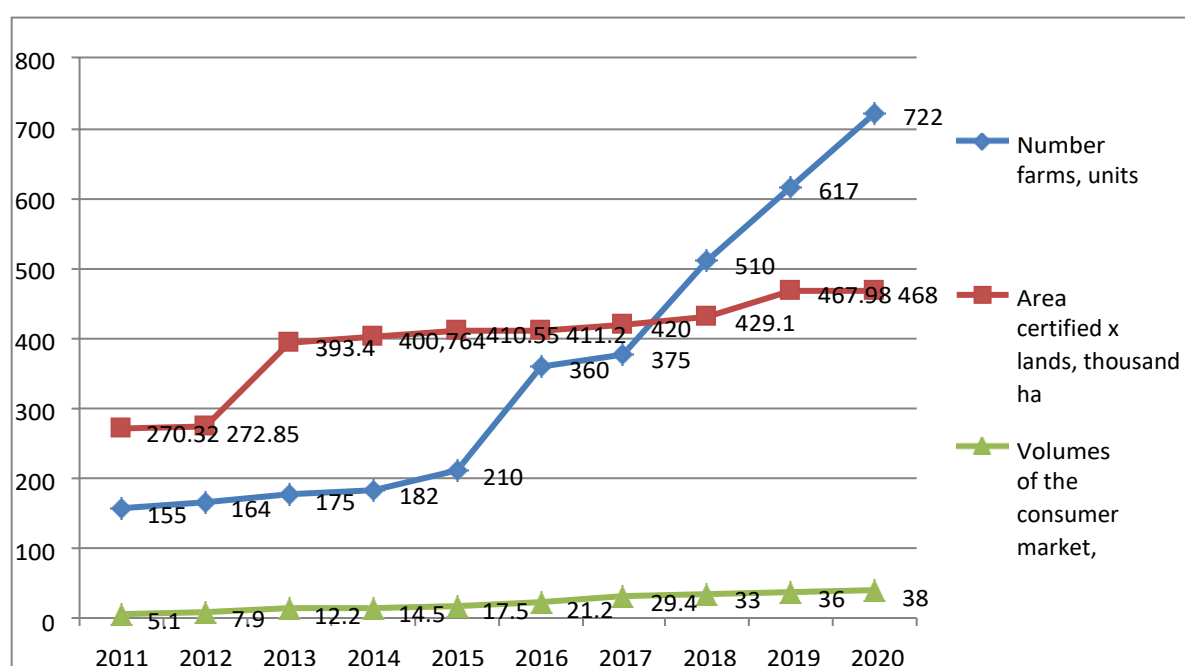


Figure 2.8. Dynamics of changes in the organic market in Ukraine [36-38]

Thus, the results of the analysis showed that the market of organic products in Ukraine today is generally formed, but the volume of its sales in the domestic market is much smaller than that of exports abroad. Ago

we consider it expedient to conduct a marketing research on the demand on the Ukrainian organic market, to clarify a number of important issues, in particular, regarding the priorities of the choice of domestic potential consumers of organic products, their purchasing power, etc. to improve the management of the process of promotion of organic products.

Before starting marketing research using consumer surveys (questionnaires), it is necessary to calculate the sample size needed if we want to be 95% sure of the results (Appendix K, table K.1.).

To determine the minimum number of respondents who should be involved in marketing research, we will use the formula:

$$N = \frac{z^2 q^2}{\Delta^2}, \text{ where} \quad (2.1)$$

$\Delta$  – degree of research accuracy (error), monetary units;

$z$  – normalized deviation associated with the level of reliability of the study;

$q$  - is the root mean square deviation of the characteristic under study in the general one totality

This formula was chosen because the purpose of the survey is to determine exactly how consumers choose organic products and how much they spend (willing to spend) on average per purchase; for this, we have calculated the required minimum number of respondents in Appendix I.

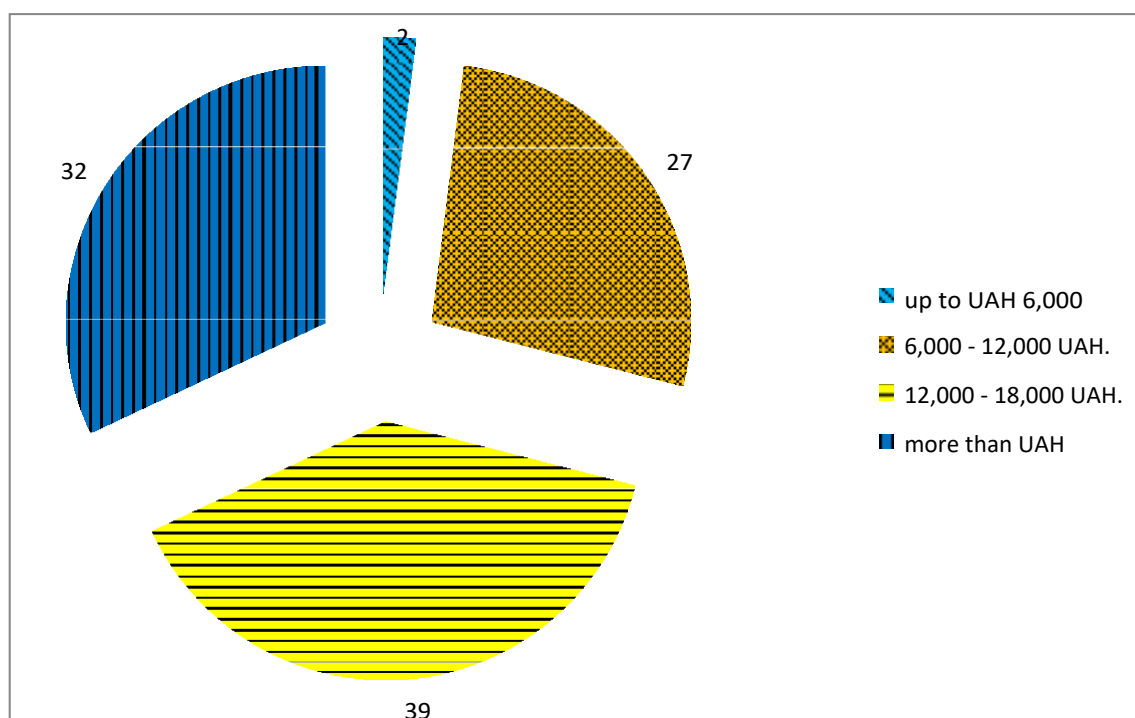
First of all, we developed a questionnaire consisting of 18 closed and open questions (Appendix K). The questionnaire was distributed both through personal contacts and via the Internet.

103 respondents from different parts of Ukraine took part in the survey. The number of recruited respondents is sufficient to ensure the veracity of the information (since the minimum sample should be the processing of at least 88 questionnaires).

Among the respondents, persons aged 19 to 80 took part in the survey, in particular: women - 77.7% and men - 22.3%; 65% of them are employed, 15.5% are unemployed, 13.6% are students, and 5.8% are pensioners.

One hundred respondents indicated the level of their income, which is summarized in fig. 2.9. According to it, only 2% have an income lower than the minimum wage in Ukraine (6 thousand UAH), 27% of respondents indicated an income level of 6 to 12 thousand UAH. (within the average income across Ukraine), 32% indicated an income from 12 to 18 thousand UAH, and 39% have an income of more than 18 thousand UAH, which tells us about the rather high purchasing power of the respondents.

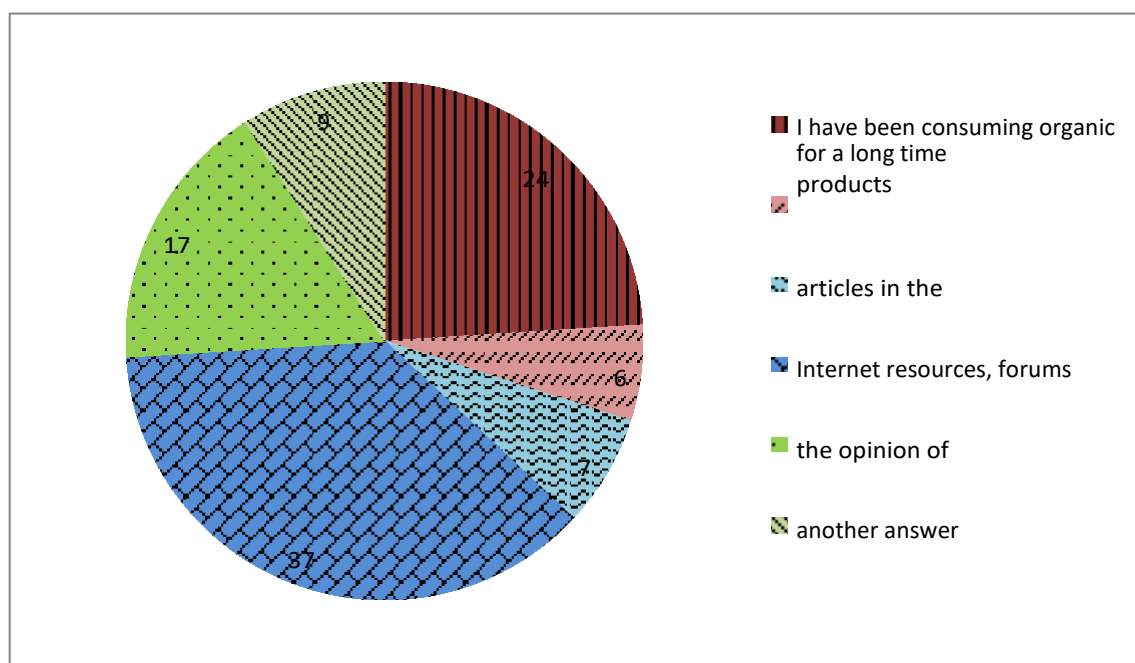
The answer to the question, what do you know about organic products? 102 respondents. In particular, 50 people indicated that this product is useful for health, of which  $\square$  28 people noted that it is nutritious and rich in vitamins; 76 respondents indicated that this is a product that is produced without the use of chemical fertilizers, harmful substances and GMOs, the same respondents also noted other answer options.



Rice. 2.9. Distribution of respondents by income level, %

To the question "From what sources do you know about organic products?", the answer options were divided: the largest percentage fell on Internet resources and forums 37%, a significant percentage already consume organic products 24%, the answer "opinion of acquaintances" indicated 17%, option "advertising", "articles in the press", "other answer" were indicated by 6%, 7% and 9%, respectively (Fig. 2.10).

To the question "Do you consume organic products?", 70.3% of respondents answered - "Yes", and 29.7% gave the answer - "No". Respondents who answered "No" to the previous question could indicate the reason for refusing organic products. The answers were divided, but the majority indicated an option "due to the high cost of products" 36.4%; 16.9% - chose the option "due to the lack of organic products in the shops of their locality", while some respondents refrained from answering.

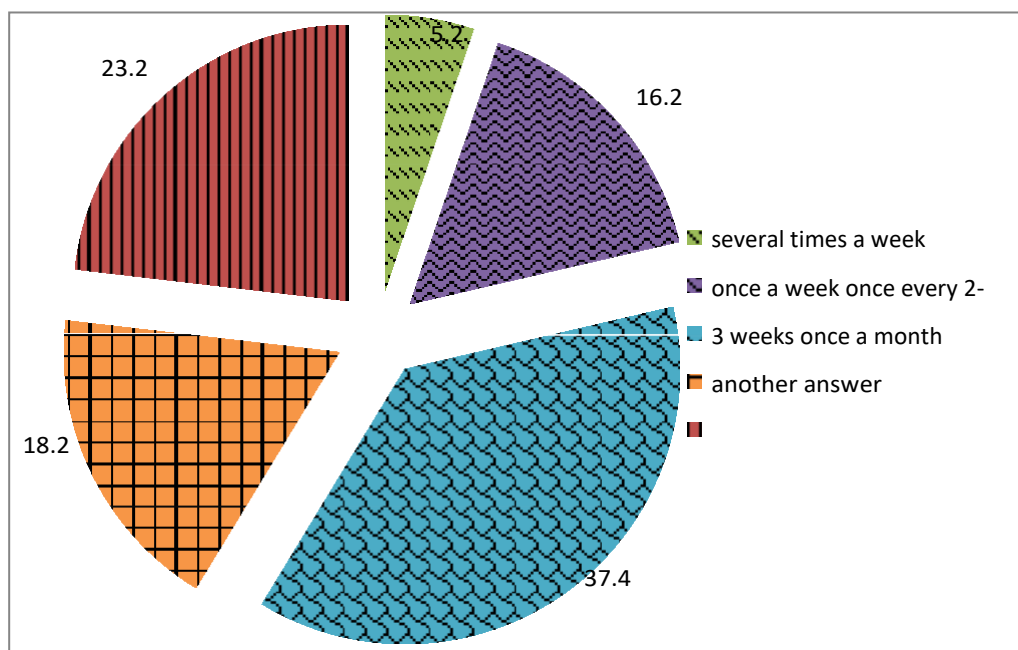


Rice. 2.10. Distribution of respondents by sources of information about organic products, %

Tim the same respondents, What buy organic products, we offered to note exactly which products they consume. Such

in this way, we saw which products are in the greatest demand. Therefore, it includes the following organic products: dairy products, honey, berries and juices, baby food.

99 respondents answered the question, how often do you buy organic products, and their answers were divided as follows: 37.4% of respondents answered that they buy organic products once every 2-3 weeks, 16.2% buy once a week respondents, and only 5.2% buy organic products several times a week (Fig. 2.11).

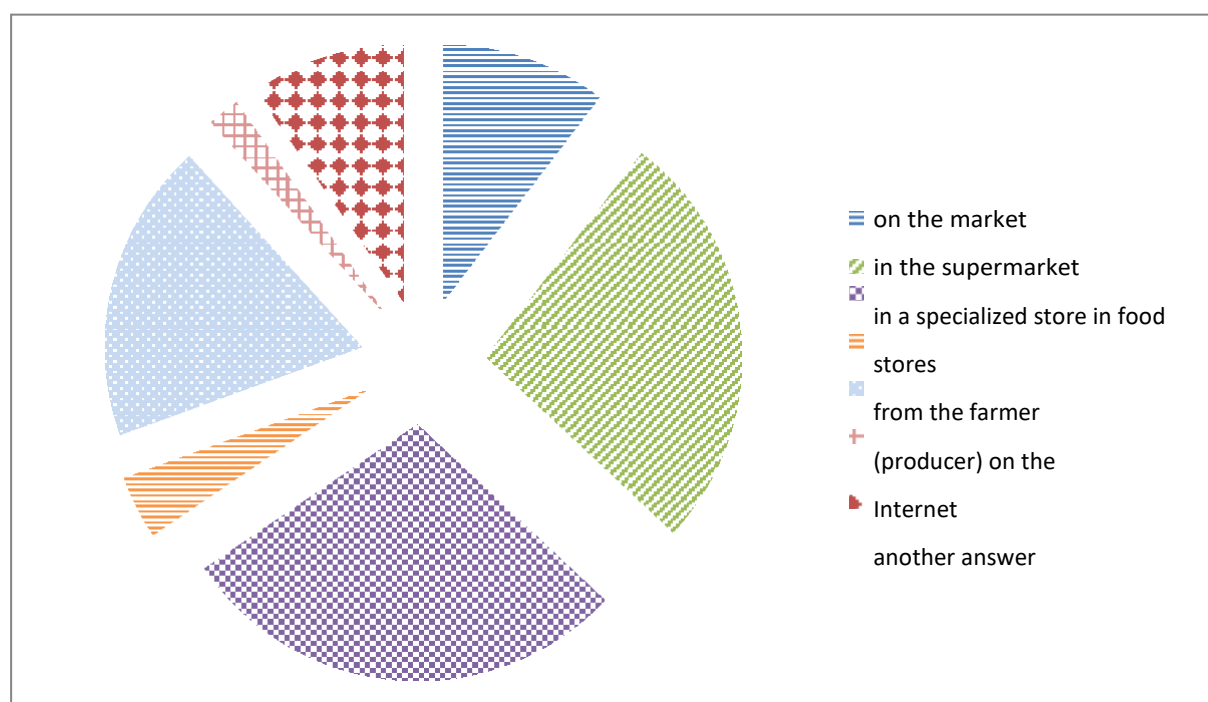


Rice. 2.11. Frequency of purchasing organic products

On the question "Where do you usually buy organic products?", respondents' opinions were divided (Fig. 2.12). In the first place were specialized stores, in the second - supermarkets, in the third place - purchases from the farmer; markets and Internet shopping are not particularly popular among Ukrainian respondents. 94 respondents buy domestic products, but among them there are also those who use foreign organic products (16 people), and only 5 people buy only foreign products.

We also asked the respondents to answer the question whether they know such trademarks and brands of organic products as: TM "Kozub", TM "Organic Milk", TM "Organic meat product", TM "Pan Eco", TM "Rud", TM "Terra", TM "Petrov VP", TM "BeBio", TM "Liqberry", brand

"Who"? And only 12% indicated that they know such manufacturers; 80.6% answered that they know only a few of them, and 6% of respondents indicated that they had not heard of such manufacturers at all.



Rice. 2.12. Consumers' choice of place to buy organic products

So, it can be concluded that Ukrainian consumers are not sufficiently informed about domestic producers of organic products and most likely buy the products of only those companies that have been on the market for a long time. But from the analysis of trends in the development of the organic products market, we know that the number of producers is only increasing every year, so the supply is also increasing.

## **SECTION 3**

### **DIRECTIONS OF IMPROVING ORGANIC PRODUCT PROMOTION MANAGEMENT**

#### **3.1. A conceptual approach to the formation of a strategy for the promotion of organic products on domestic and foreign markets**

A strategic analysis of the internal and external environment allows to determine the possibilities of the enterprise's functioning on the domestic organic market and the prospects of its entry into the relevant foreign market. This analysis is carried out using the methods of strategic analysis, which are given by us in the first chapter of the dissertation.

Agricultural enterprises engaged in the production, processing and sale of organic products, like any other, have their strengths and weaknesses. Accordingly, in the process of promoting organic products to the domestic and foreign markets, it is important for them to take into account external factors, market threats and the opportunities and potential of domestic producers of organic products, which will become the basis for the formation of a strategy for the promotion of organic products.

In our opinion, it is advisable to conduct a SWOT analysis and a PEST analysis of market opportunities and the potential of producers of domestic organic products when entering the domestic and foreign markets.

Business does not exist in a vacuum, for its development you need to take into account the strengths of the company, market risks and even the situation in the country. This is exactly what the SWOT analysis is for: to assess opportunities for growth on the one hand, and obstacles on the other. Thanks to the SWOT analysis, you can make products more useful for customers and determine their competitive advantages. We conducted a SWOT analysis of the activities of enterprises on the market of organic products in Ukraine (Table 3.1).

Table 3.1

Matrix of SWOT analysis of the activities of enterprises on the market of organic products in

Ukraine

<b>INTERNAL ENVIRONMENT</b>		<b>STRENGTHS - S</b>	<b>WEAKNESSES - W</b>
<b>INTERNAL ENVIRONMENT</b>	1. Convenient geographical location and favorable climatic conditions in the territory of Ukraine.	5	1. Mandatory certification of the entire production process. 3
	2. Positive growth trend of the organic products market (number of certified lands and number of operators on the market).	4	2. A long period of transition to organic agricultural production and large financial costs for product certification. 4
	3. Growth of the production potential of enterprises and production volumes of organic and useful for consumers of products.	5	3. Low level of demand for organic products. 2
	4. Reducing the negative impact on the environment.	3	4. Insufficiently developed information and communication environment of the organic market. 2
	5. Increasing the number of jobs.	3	
<b>EXTERNAL ENVIRONMENT</b>		<b>OPPORTUNITIES - O</b>	<b>THREATS - Vol</b>
<b>EXTERNAL ENVIRONMENT</b>	1. Raising the level of awareness of domestic consumers, which will contribute increasing demand for organic products.	5	1. Low level of purchasing power of domestic consumers. 5
	2. A small number of competitors in the domestic market.	3	2. Availability of similar products made in the traditional way. 3
	3. Saturation of the market with ecologically clean products, which contributes improving the health of the population of Ukraine.	5	3. Dishonesty of manufacturers of traditional products using "eco" logos "bio" and others. 4
	4. The infrastructure of the organic market is mostly formed and the sale of products is expanding.	4	4. Changes in the land reform of Ukraine. 4
	5. Spread of socially responsible production.	3	5. Lack of sufficient statistical data. 2
	6. In general, the formed institutional environment.	3	6. Reduction of population in rural areas. 1

When conducting a SWOT analysis, we used the method of expert evaluations (determining the quantitative characteristics of qualities by interviewing specialists engaged in the promotion, marketing or sale of organic products). The expert survey included the opinions of 20 experts on the promotion and sale of organic products on the domestic market. According to the score of the SWOT analysis, it can be concluded that the domestic market of organic products has strengths (S) and opportunities (O)

- 43 points, have an advantage over weaknesses (W) and threats (T) - 30 points.

The most favorable directions for the development of the organic products market are (S+O): a convenient geographical position and favorable climatic conditions in the territory of Ukraine, which makes it possible to expand land for organic production, and this, in turn, will contribute to an increase in the amount of ecologically clean and useful for consumption the population of products; saturation of the market with ecologically clean products, increasing public awareness of the advantages of organic products over traditional products, and will improve the health of the population.

As for the negative sides of the organic products market, we include (W+T): first of all, the low level of purchasing power of domestic consumers, since organic products are more expensive than traditional products, not all the population can afford to buy them only due to insufficient funds; changes in the land reform in Ukraine (permit to sell land) and the long-term transition to the production of organic products in agriculture restrain the development of the organic products market, as it is difficult for enterprises to predict the future situation on the market and their income from the production of these products in the future; another, no less important, direction is the dishonesty of some producers of both organic products (after all, the entire production process cannot be controlled) and producers of traditional products, who very often use the logos "eco", "bio", etc. on product packaging, by which consumers are misled.

The above results of the SWOT analysis are very important for producers, processors, and companies selling organic products to consider in the process of forming strategies for entering the domestic market or bringing new organic products to it.

To take into account favorable and unfavorable conditions of the external environment, especially when introducing organic products to the foreign market, we will use the PEST analysis. This method allows you to evaluate key trends in the industry when entering foreign markets, the impact on business of factors independent of production processes.

According to the PEST-analysis method, we created a matrix for determining the impact of the external environment on enterprises that are producers, processors and enterprises selling organic products (Table 3.2).

Table 3.2

PEST-analysis matrix of the influence of the external environment on output organic enterprise to the market

<b>POLITICAL</b>	<b>ECONOMICAL</b>
<p><b><i>Positive factors:</i></b></p> <ol style="list-style-type: none"> <li>1. Decentralization.</li> <li>2. Support of international organizations and partner countries.</li> <li>3. Changes in the legislation, which contribute to strengthening the fight against corruption, reducing bureaucracy.</li> <li>4. Europeandevlopment vector.</li> </ol>	<p><b><i>Positive factors:</i></b></p> <ol style="list-style-type: none"> <li>1. Expansion of foreign trade relations and access to new sales markets of organic products, in accordance with the terms of free trade agreements.</li> <li>2. Development of international cross-border relations.</li> <li>3. Gradual exit from the economic crisis, slight but stable GDP growth.</li> <li>4. Development and implementation of state and regional programs for the development of the agricultural sector of the regions.</li> </ol>
<p><b><i>Negative factors:</i></b></p> <ol style="list-style-type: none"> <li>1. Political instability.</li> <li>2. The annexation of Crimea and the military conflict in eastern Ukraine.</li> <li>3. Instability of the legislative framework.</li> </ol>	<p><b><i>Negative factors:</i></b></p> <ol style="list-style-type: none"> <li>1. Fluctuations in the exchange rate of the national currency and inflation.</li> <li>2. Predominance export raw materials andimport of finished products.</li> </ol>

## Continuation of the table. 3.2

<b>SOCIAL</b>	<b>TECHNOLOGICAL</b>
<p><b><i>Positive factors:</i></b></p> <ol style="list-style-type: none"> <li>1. Growth population in the world What increases the demand for organic products.</li> <li>2. Availability of relatively cheap labor.</li> </ol>	<p><b><i>Positive factors:</i></b></p> <ol style="list-style-type: none"> <li>1. Establishing a connection between the educational, scientific and technological spheres.</li> <li>2. Automation and mechanization of all production processes in agriculture.</li> <li>3. Rapid pace of development of scientific and technical progress.</li> <li>4. Taking advantage of digital technologies for the development of the organic sector in the regions.</li> </ol>
<p><b><i>Negative factors:</i></b></p> <ol style="list-style-type: none"> <li>1. The aging of the nation, the increase in the number of elderly people.</li> <li>2. Constant migration processes in Ukraine, departure of the able-bodied population and young people abroad.</li> <li>3. Problems of job search and infrastructure development in rural areas.</li> <li>5. Low level of income and purchasing power capabilities</li> </ol>	<p><b><i>Negative factors:</i></b></p> <ol style="list-style-type: none"> <li>1. Insufficient attention and support of the state regarding the development and renewal of the technical base in agriculture.</li> </ol>

According to the results of the PEST analysis, it can be concluded that for producers, processors and companies selling organic products that enter foreign markets, it is first of all important to consider the following factors: political - support of international organizations and partner countries; the European vector of development; economic □ predominance of export of raw materials and import of finished products; expansion of foreign trade relations and access to new sales markets of organic products in accordance with the terms of free trade agreements; development of international cross-border relations; technological □ automation and mechanization of all production processes in agriculture; using the advantages of digital technologies for the development of the organic sector in the regions (these areas will contribute not only to production and processing

products, but also promoting them to the market due to digital tools of communication with the consumer); social □ for enterprises planning to expand, labor is needed (especially this applies to the process of growing organic products).

According to the results of SWOT analysis and PEST analysis (adapted to more specific conditions), enterprises engaged in the production, processing and sale of organic products can form effective strategies for promoting products to domestic and foreign markets.

It is also necessary to conduct not only a qualitative, but also a quantitative analysis of the market of organic products. An important stage in evaluating the management of the promotion of organic products is the assessment and forecasting of the market potential of organic products. Although, according to the analysis of the activities of producers of organic products in Ukraine, which was given in the second chapter of the dissertation, it is possible to observe the growth trend of the domestic market of organic products, but for greater reliability of this information, we conducted an integral assessment and forecasted the market of organic products in Ukraine based on the data Appendix N.

To evaluate the development of the organic market in Ukraine, the following indicators were chosen:

- X1 – the total number of operators of organic products (units), X2 – the area of certified land (thousand hectares),
- X3 – volume of the consumer market of organic products of Ukraine (million euros), X4 – volume of export of organic products (million USD).

To determine the dynamics of these indicators, we chose the retrospective period of 2011-2020. We denoted the data given in Appendix L by  $x_i(t)$  - the value of the indicator  $X_i$  in the  $t$ th year of the given period.

We have forecasted the values of the  $X_i$  indicators for 2021 and 2022 and 2023. Since the duration of the retrospective period is 10 years, the year 2020 corresponds to the value  $t=10$ , and we will denote the forecasts of the  $X_i$  indicators for 2021, 2022 and 2023 by  $x_i(11)$ ,  $x_i(12)$  and  $x_i(13)$ , respectively. Methods

forecasting is chosen depending on the specifics of the dynamics of the relevant indicators. The values of  $X_i$  indicators in 2011-2020 are given in table 3.3.

Table 3.3

## Indicators of the development of organic production in Ukraine

Years	X1 - total number of operators of organic products (units)	X2 - area of certified land (thousand hectares)	X3 - volumes of the consumer market of organic products of Ukraine (million Euros)	X4 – export volumes of organic products (million US dollars)
2011	155	270.32	5.1	7.19
2012	164	272.85	7.9	11.7
2013	175	393.4	12.2	19.6
2014	182	400,764	14.5	57
2015	210	410.55	17.5	48
2016	360	411.2	21.2	65
2017	375	420	29.4	90
2018	510	429.1	33	157
2019	617	467.98	36	189
2020	722	468	38	204

For the  $X_4$  indicator, there is a clearly expressed growth trend. The coefficient of linear correlation  $r(X_4, t)$  between this indicator and the value of  $t$ , which reflects the year number in the retrospective period, is equal to 0.95. Therefore, the equation can also be used to model the dynamics of this indicator

linear regression  $x_4(t) = \alpha_4 t + \beta_4$ .

To determine the coefficients of this equation, we will solve the system:

$$\begin{cases} a_4 \sum_{t=1}^{10} t^2 + 10\beta_4 \sum_{t=1}^{10} t = \sum_{t=1}^{10} t x_4(t) \\ a_4 \sum_{t=1}^{10} t + 10\beta_4 = \sum_{t=1}^{10} x_4(t) \end{cases}, \quad (3.1)$$

which, after substitution of numerical values, takes the form:

$$\begin{cases} 385a_4 + 55\beta_4 = 6574.39 \\ 55a_4 + 10\beta_4 = 848.49 \end{cases}$$

Such way equation linear regressions has appearance

$$x_4(t) = 23,124t - 42,331. \text{ Solution of this system } a_4 = 23,124, \beta_4 = -42,331.$$

To check the adequacy of the obtained regression equation with the initial data, we define Fisher's coefficient of  $R_4^2 = 0.91$  and the actual value of the criterion determination:

$$F_4 = \frac{R_4^2}{1 - R_4^2} (10 - 2) = 81,4924 \quad (3.2).$$

Since the obtained value exceeds the critical value of the criterion Fisher  $F(0.95; 1.8) = 5.3177$ , then equation regressions there are adequate, and for

forecasting the values of the X4 indicator for 2021, 2022 and 2023 can be

The following forecast values were obtained: for 2021  $x_4(11) = 212.033$  million dollars. USA, for 2022  $x_3(12) = 235.157$  million dollars. USA, for 2023  $x_3(13) = 258.28$  million dollars. USA.

For the X3 indicator, there is a clearly expressed growth trend. The coefficient of linear correlation  $r(X_3, t)$  between this indicator and the value of  $t$ , which reflects the year number in the retrospective period, is equal to 0.99. This means that for modeling the dynamics of this indicator, it is necessary to use it

the linear regression  $x_3(t) = a_3 t + b_3$ , where the coefficients  $a_3$  and  $b_3$  are equation of the system of determined from

equations:

$$\begin{cases} a_3 \sum_{t=1}^{10} t^2 + b_3 \sum_{t=1}^{10} t = \sum_{t=1}^{10} t x_3(t) \\ a_3 \sum_{t=1}^{10} t + 10 b_3 = \sum_{t=1}^{10} x_3(t) \end{cases}, \quad (3.3)$$

By substituting numerical values, we get:

$$\begin{cases} 385 a_3 + 55 b_3 = 1504. \\ 55 a_3 + 10 b_3 = 214.8 \end{cases}$$

The solution of this system is  $a_3 = 3.9103$ ,  $b_3 = -0.0267$ . Thus, Eq linear regression has the form  $x_3(t) = 3.9103t - 0.0267$ .

To check the adequacy of the obtained regression equation with the initial data, we determine the coefficient of determination:

$$R_3^2 = 1 - \frac{\sum_{t=1}^{10} (x_3(t) - a_3t - b_3)^2}{\sum_{t=1}^{10} (x_3(t) - \bar{x}_3)^2}, \quad (3.4)$$

where  $\bar{x}_3$  - the average value of the indicator  $x_3$  during the retrospective period. For

our initial data this coefficient  $R_3^2 = 0.9835$ . On basis this coefficient, we determine the actual value of the Fisher criterion for the  $X_3$  indicator using the formula:

$$F_3 = \frac{R_3^2}{1 - R_3^2} (10 - 2) = 476,2,$$

Received value we compare from critical value criterion

Fisher  $F(\alpha, k_1, k_2)$ , where  $\alpha$  is the confidence probability,  $k_1 = 1$  and  $k_2 = 10 - 2 = 8$  are degrees

freedom We take the probability  $\alpha$  equal to 0.95. This value is equal to 5.3177.

Because  $F_3 > \Phi(\alpha, k_1, k_2)$ , then equation regressions there are adequate, and for

forecasting the values of the  $X_3$  indicator for 2021, 2022 and 2023 can be

use a linear function  $x_3(t) = 3.9103t - 0.0267$ ,  $\sigma\upsilon\beta\sigma\tau\iota\upsilon\tau\iota\nu\gamma\iota\nu\sigma\tau\epsilon\alpha\delta\ \omicron\phi\ \tau$

values of  $t = 11$ ,  $t = 12$  and  $t = 13$ , respectively.

We will obtain forecast values: for 2021, where  $x_3(11) = 43$  million euros; for 2022, where  $x_3(12) = 47$  million euros, and for 2023, where  $x_3(13) = 50.8$  million euros.

There is also a growth trend for the  $X_2$  indicator, but the growth rates of the indicator differ significantly in different years, and the lowest growth rate is observed in 2020. To predict the values of this indicator

use the logarithmic function and  $x_2(t) = a_2 \lambda^{\nu(\tau)} + \beta_2$  (3.5), where the coefficients determine  $\beta_2$  from the system of

equations: 
$$\begin{cases} a_2 \sum_{t=1}^{10} \ln^2(t) + \beta_2 \sum_{t=1}^{10} \ln(t) = \sum_{t=1}^{10} \ln(t) x_2(t) \\ a_2 \sum_{t=1}^{10} \ln(t) + 10\beta_2 = \sum_{t=1}^{10} x_2(t) \end{cases} \quad (3.6)$$

By substituting numerical values, we get:

$$\begin{cases} 27.65024a_2 + 15.1044\beta_2 = 6389.86. \\ 15.1044a_2 + 10\beta_2 = 3944.164 \end{cases}$$

The solution of this system is  $a_2 = 89.421$ ,  $b_2 = 259.35$ . Thus, Eq

linear regression has the form  $x_2(t) = 89.421 \ln(\tau) + 259.35$ .

To check the adequacy of the obtained regression equation with the initial data, we determine the coefficient of determination:

$$R_2^2 = 1 - \frac{\sum_{t=1}^{10} (x_2(t) - a_2 \ln(t) - b_2)^2}{\sum_{t=1}^{10} (x_2(t) - \bar{x}_2)^2}, \quad (3.7)$$

where  $\bar{x}_2$  - the average value of the indicator  $x_2$  during the retrospective period. For

our initial data, this coefficient  $R_2^2 = 0.89$ . Based on this ratio

we define actual value criterion Fisher for indicator  $X_2$  by the formula:

$$F_2 = \frac{R_2^2}{1 - R_2^2} (10 - 2) = 64.76.$$

received value we compare from critical value criterion

Fisher, which is 5.3177. Because  $F_2 > \Phi(\alpha, k_1, k_2)$ , then the regression equation is

adequate, and for forecasting the values of the  $X_2$  indicator for 2021, 2022 and 2023

years, you can use the logarithmic function  $x_2(t) = 89.421 \ln(\tau) + 259.35$ ,

substituting the values  $t=11$ ,  $t=12$  and  $t=13$  instead of  $t$ , respectively. We will obtain forecast values: for 2021  $x_2(11)= 473.77$  thousand ha, for 2022  $x_3(12)= 481.55$  thousand ha, and for 2023  $x_3(13)= 488.72$  thousand ha.

There is also a growth trend for the X1 indicator, but the growth rate of the indicator at the end of the retrospective period significantly exceeds the growth rate at its beginning. To determine the forecast values of this indicator for 2021, 2022, and 2023, we will use the exponential forecasting method. When applying this method, more weight is given to data obtained in recent periods to determine the forecast values. At the same time the series of dynamics is aligned on the basis of a weighted moving average, where the weights of the levels are distributed according to the exponential law.

We forecast the X1 indicator according to the following algorithm:

1) We choose the value of  $\alpha$  belonging to the interval  $[0,2; 0.6]$ . The value of  $\alpha$  shows how much more recent values of the indicator are considered more important. The value  $\alpha=0.23$  was chosen for forecasting the X1 indicator.

2) We define polynomial  $Q_t = \varepsilon_0 + \varepsilon_1 t + \varepsilon_2 \frac{t^2}{2!}$ . What best approaches the value of the predicted indicator. Least squares coefficients  $\varepsilon_0, \varepsilon_1, \varepsilon_2$  determined by the method

3) For  $t = 1$ , we determine the value of the aligned series by equalities:

$$\begin{cases} Q_t^1 = \alpha \frac{1-\alpha}{\alpha} \cdot \varepsilon_1 + \frac{(1-\alpha) \cdot (2-\alpha)}{2 \cdot \alpha^2} \varepsilon_2; \\ Q_t^2 = \alpha \frac{2(1-\alpha)}{3(1-\alpha)} \cdot \varepsilon_1 + \frac{2(1-\alpha) \cdot (3-2\alpha)}{3(1-\alpha) \cdot (4-3\alpha)} \varepsilon_2; \\ Q_t^3 = \alpha \frac{3(1-\alpha)}{\varepsilon_2} \cdot \varepsilon_1 + \frac{2 \cdot \alpha^2}{3(1-\alpha) \cdot (4-3\alpha)} \varepsilon_2 \end{cases} \quad (3.8)$$

4) For others values  $t$  value aligned rows we define by equalities:

$$\begin{aligned} Q^1 &= (1-\alpha)Q^1 + \alpha Q \\ Q^2 &= (1-\alpha)Q^2 + \alpha Q^{t-1} \\ Q^3 &= (1-\alpha)Q^3 + \alpha Q^2, \end{aligned} \quad (3.9)$$

5) For the obtained values  $Q^1, Q^2, Q^3$  we calculate values  $\varepsilon_0, \varepsilon_1, \varepsilon_2$  from equalities:

{

$$\begin{aligned}
 &= \frac{3Q_1 - 3Q_2}{\varepsilon} \\
 &= \frac{1}{\varepsilon} \left[ (6 - 5\alpha)Q_1 - 2(5 - 4\alpha)Q_2 + (4 - 3\alpha)Q_3 \right] \quad (3.10) \\
 &= \frac{2(1 - \alpha)^2}{(1 - \alpha)^2} (Q^t - 2Q_t + Q_t)
 \end{aligned}$$

The values  $\varepsilon_0, \varepsilon_1, \varepsilon_2$  obtained for  $t = 10$  are used to determine the predicted value of the indicator X1. This value is calculated by equality

$$x_1(t) = \varepsilon_0 + \varepsilon_1 T + \varepsilon_2 \frac{T^2}{2}. \text{ As the lookback period ends in 2020}$$

year, then for forecasting for the year 2021 in this equality we take  $T = 1$ , for the year 2022  $T = 2$ . So, the forecasted value for the year 2021 is determined by the equality

$$x_1(11) = \varepsilon_0 + \varepsilon_1 + \varepsilon_2 \frac{2^2}{2}, \text{ for 2022 - equality } x_1(12) = \varepsilon_0 + 2\varepsilon_1 + 2\varepsilon_2, \text{ and for 2023 -}$$

$$\text{equality } x_1(13) = \varepsilon_0 + 2\varepsilon_1 + 9\varepsilon_2 \frac{2^2}{2}.$$

The predicted values  $x(11) = 828$  units,  $x(12) = 955$  units,  $x(13) = 1092$  units were obtained.

For a comprehensive assessment of the development of the organic market in Ukraine, we will define an integral assessment of this development. The informational basis of such an assessment is the indicators X1, X2, X3 and X4 defined above.

In order to obtain an integral assessment, these indicators need to be normalized. Since all these indicators are stimulants, their normalization is carried out using equality:

$$y_i(t) = \frac{x_i(t) - \xi_i^{\min}}{x_i^{\max} - \xi_i^{\min}}, \quad (3.11)$$

where  $x_i^{\max}$  - the smallest and largest value of the  $i$ -th, respectively  
 $x_i^{\min}$   
 $n$ ,

indicators determined by a set of values in the retrospective period.

Integral rating development organic production in Ukraine calculated by the formula:

$$W(t) = \sum_{i=1}^4 \alpha_i y_i(t) \quad (3.12),$$

where  $W(t)$  - the value of the integral assessment in the  $t$ -th year,  
 $y_i(t)$  - normalized

the value of the  $X_i$  indicator in the  $t$ th year, the weight coefficient of the indicator  $X_i$  in

integral assessment.

For definition of weight coefficients  $\alpha_i$

the covariance matrix  $K$  is determined, the elements of which are the covariance coefficients between the normalized indicators  $Y_i$ . This matrix has the form:

$$K = \begin{pmatrix} 0.04379 & 0.03831 & 0.04577 & 0.05528 \\ 0.03831 & 0.06134 & 0.04684 & 0.05237 \\ 0.04577 & 0.04684 & 0.05238 & 0.05962 \\ 0.05528 & 0.05237 & 0.05962 & 0.07357 \end{pmatrix}$$

For matrices  $K$  we define the maximum actually value  $\lambda^{\max}$  and appropriate this value own vector  $A$ . For this let's solve characteristic equation  $\det(K - \lambda E) = 0$ , i.e.:

$$\begin{vmatrix} 0.04379 - \lambda & 0.03831 & 0.04577 & 0.05528 \\ 0.03831 & 0.06134 - \lambda & 0.04684 & 0.05237 \\ 0.04577 & 0.04684 & 0.05238 - \lambda & 0.05962 \\ 0.05528 & 0.05237 & 0.05962 & 0.07357 - \lambda \end{vmatrix} = 0$$

The solutions of this equation are  $\lambda_1 = 0.0012$ ,  $\lambda_2 = 0.0021$ ,  $\lambda_3 = 0.0186$ ,

$\lambda_4 = 0.209$ .  $\lambda_{\max} = 0.209$ . Τηε εἰγενοπεχτορ  $A$  ἰσ δεφινεδequality  
Therefore

$KA = \lambda_{\max} A$ . It looks like this:

$$A = \begin{pmatrix} 0.4408 \\ 0.4762 \\ 0.492 \\ 0.5804 \end{pmatrix}$$

Weighting coefficients in integral assessment  $V$  proportional  
squares  
component vector  $A$ . We will get it equality  $\alpha_1 = 0.1943$ ,  
 $\alpha_2 = 0.2268$ ,  $\alpha_3 = 0.2421$ ,  $\alpha_4 = 0.3369$ . Such way integral rating

the development of organic production in Ukraine is determined by the equality of:

$$W(t) = 0.1943y_1(t) + 0.2268y_2(t) + 0.2421y_3(t) + 0.3369y_4(t) \quad (3.13)$$

Integral assessments of the development of the organic market in Ukraine for 2011-2020 are given in Table 3.4.

Table 3. 4

Integrated assessments of the development of the organic market in  
Ukraine

Years	Integral assessment
2011 (baseline)	0.00000
2012	0.02537
2013	0.18620
2014	0.25766
2015	0.27744
2016	0.35162
2017	0.44085
2018	0.58725
2019	0.70863
2020	0.76114

We will determine the forecasts of the integrated assessment of the development of organic production in Ukraine for 2021-2022. To do this, we determine the values of  $y_i(t)$  at  $t=11$  (for 2021) and  $t=12$  (for 2022) and substitute the obtained values into equality (3.13). The results of calculations are given in table 3.5.

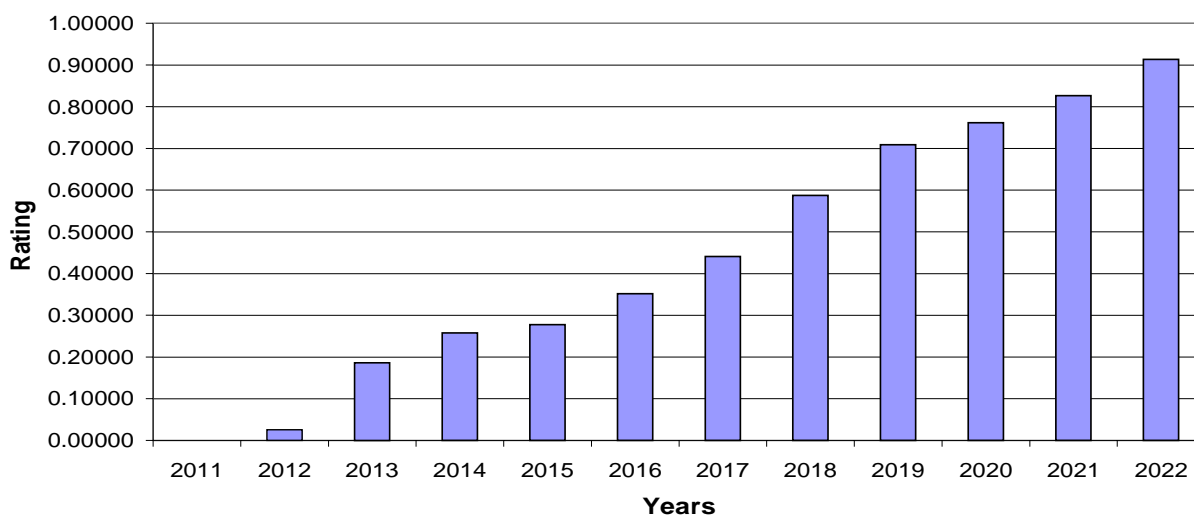
Table 3.5

Forecast of the integral assessment of the development of the organic market  
in Ukraine

Years	t	y1(t)	y2(t)	y3(t)	y4(t)	Integral rating
2021	1	0.71825	0.93155	0.82932	0.81582	0.82637
	1					
2022	1	0.85379	0.96717	0.91685	0.90791	0.91300
	2					

The dynamics of this integrated assessment with the forecast is shown in Figure 3.1.

Accordingly, in fig. 3.1. it is possible to observe the positive dynamics of the integrated assessment of the development of organic production, which especially began to grow from 2013 and in 2020 it increased three times compared to 2013. Also, the completed forecast for 2021-2022 showed that the growth trend will continue, which can assure us of the constant need for the saturation of the market with organic products and the growth of sales volumes.



Rice. 3.1. Dynamics of integrated assessment and forecast of organic development market in Ukraine

We propose to determine the impact on the obtained integral assessment of the development of organic production in Ukraine of labor productivity in the fields of plant and animal husbandry at enterprises (factor 1), which carried out agricultural activities. The values of these indicators are given in table 3.6.

Let's mark productivity labor in crop production through  $p_1(t)$ , and in animal husbandry – through  $p_2(t)$ . We add equation linear regressions

$W(t) = \beta_{11}p_1(t) + \beta_{10}$  and  $W(t) = \beta_{21}p_2(t) + \beta_{20}$ . Coefficients  $b_{11}$ ,  $b_{10}$ ,  $b_{21}$ ,  $b_{20}$  determined by the method of least squares. We check the adequacy of the equations according to Fisher's test. The equation is  $W(t) \approx 0.001624p_1(t) - 0.82592$  and obtained

$W(t) \approx 0.001362p_2(t) - 0.42638$ .

Let's denote the average monthly food costs per household by  $p_3(t)$ . We compose the linear equation

regression  $W(t) = \beta_{31}p_3(t) + \beta_{30}$ . Coefficients  $b_{31}$  and  $b_{30}$  we define method

least squares. The adequacy of the equations is checked by Fisher's test. The equation  $W(t) \approx 0.000235p_3(t) - 0.33349$  was obtained.

Table 3.6

Labor productivity at enterprises that carried out  
agricultural activity

Years	Per 1 person employed in agricultural production at constant prices of 2016, thousand UAH.	
	crop production	animal husbandry
2011	532.3	310.3
2012	491.6	361.6
2013	636.5	424.9
2014	688.7	472.7
2015	660.0	503.9
2016	804.0	614.6
2017	777.4	664.8
2018	900.1	730.4
2019	954.4	815.2
2020	853.7	872.8

We will also take into account the impact on the integral assessment of the development of the organic market in Ukraine of food costs per month on average per household (factor 2). The values of these costs are given in table 3.7.

Table 3.7

Food expenses on average per month in the calculation of one household

Years	Food costs
2011	1773.95
2012	1799.64
2013	1913.97
2014	2101.38
2015	2629.51
2016	2848.76
2017	3419.78
2018	3963.21
2019	4506.31
2020	4580.84

According to our integrated assessment of the development of the organic market in Ukraine, we can observe a positive trend towards growth, and

taking into account the factors affecting it (labor productivity by crop and animal husbandry activities (factor 1) and average monthly food costs per household (factor 2)), we can say that factor 1 has a greater influence. This can be to argue that it is labor productivity that contributes to the increase in production.

From the above analysis of the market of organic products, it follows that for producers an important stage in their economic activity is to consolidate their positions and have their own potential consumers for finished products.

Given the ecological nature of organic products and the complex, and moreover costly, process of its certification, it is often necessary to increase its final value in order to achieve the efficiency of the activities of sales enterprises. Setting a significantly higher price compared to products produced in a traditional way, in turn, encourages producers to master modern management methods, especially if they want to sell organic products not as raw materials, but as finished products. It makes sense to sell an expensive product on a materially developed market, where the per capita income level is higher. Of course, this is a simplified view, there are exceptions everywhere (for example, countries with high levels of corruption but low levels of purchasing power traditionally have high volumes of sales of premium consumer goods).

It can be said that the difference in the approach to the development of a complex process of promotion in the domestic and foreign markets is that in the latter external factors are more unpredictable, and the rules of the game are more ambiguous and sometimes contradictory. What is very important for enterprises to consider when selling organic products, especially not in raw materials, but in finished form.

Promotion of products to the foreign market, as a rule, is much more expensive and more risky. The main thing that is important for any exporter to understand:

promotion of products to the foreign market requires a much greater level of attention than to the domestic market.

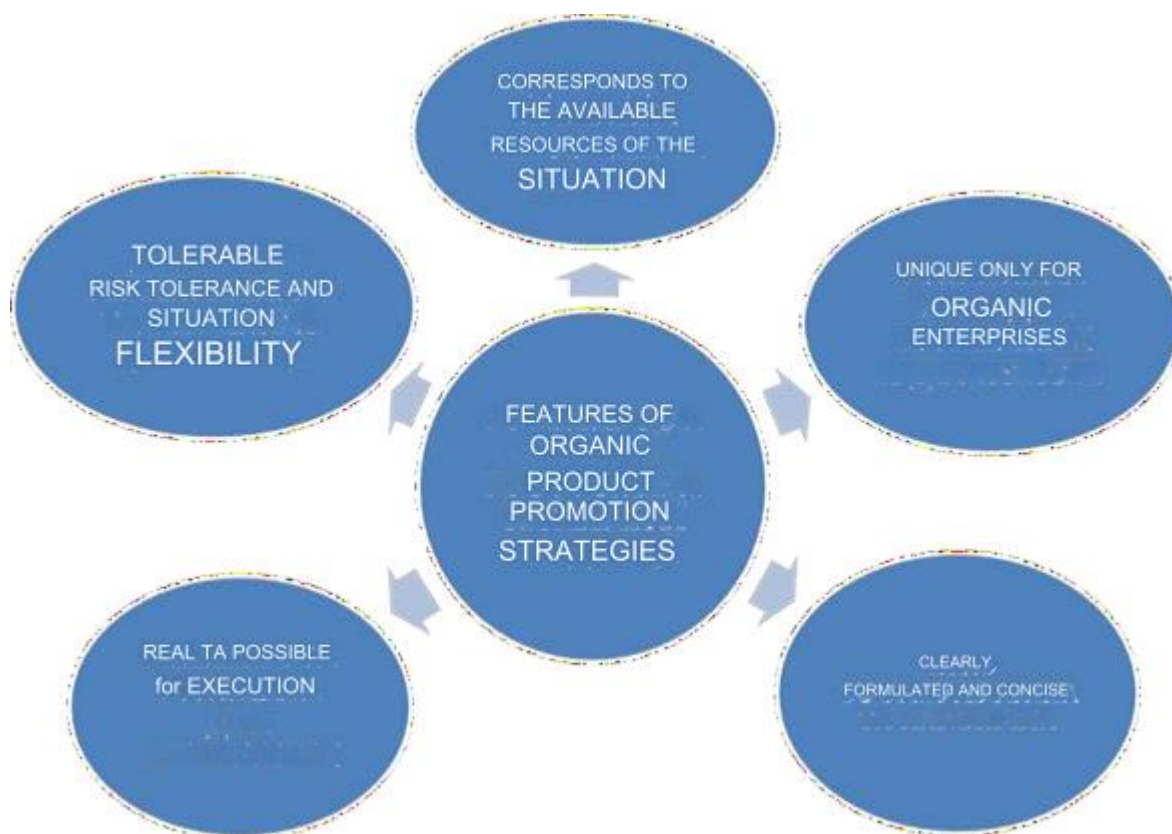
Producers of organic products carry out certain activities for the promotion of products aimed at meeting the needs of consumers. But most enterprises lack a clearly defined promotion strategy. That is why today the demand for organic products is not fully formed, even if there are potential consumers who know about the beneficial properties of organic products.

In our opinion, the main strategic goals in managing the promotion of organic products are: satisfaction of consumer needs in existing markets; conquest of new markets and expansion of market niches; improving the image of the enterprise in terms of sustainable development; digitization of the enterprise (implementation of Digital technologies) [3,4].

Before proceeding to the development of the concept of forming a strategy for the promotion of organic products through the prism of digitalization, we have highlighted the main features that should be taken into account during its construction (Fig. 3.2).

Accordingly, first of all, when developing a strategy for the promotion of organic products, it is necessary to take into account such a feature as compliance with available resources and the situation, that is, it is necessary to find out whether the enterprise is able to implement and finance all the planned actions for the promotion of products and to implement the plan of measures. The next feature is uniqueness, i.e. intended specifically for specific organic products, taking into account their advantages, peculiarities of cultivation and storage, which provides consumers with high-quality ecological products.

This promotion strategy should be clearly formulated and concise. And accordingly, the company that plans to enter the market with new products or with existing organic products to a new foreign market must first of all take into account the risks and create all the necessary conditions for solving any unplanned and emergency situations.



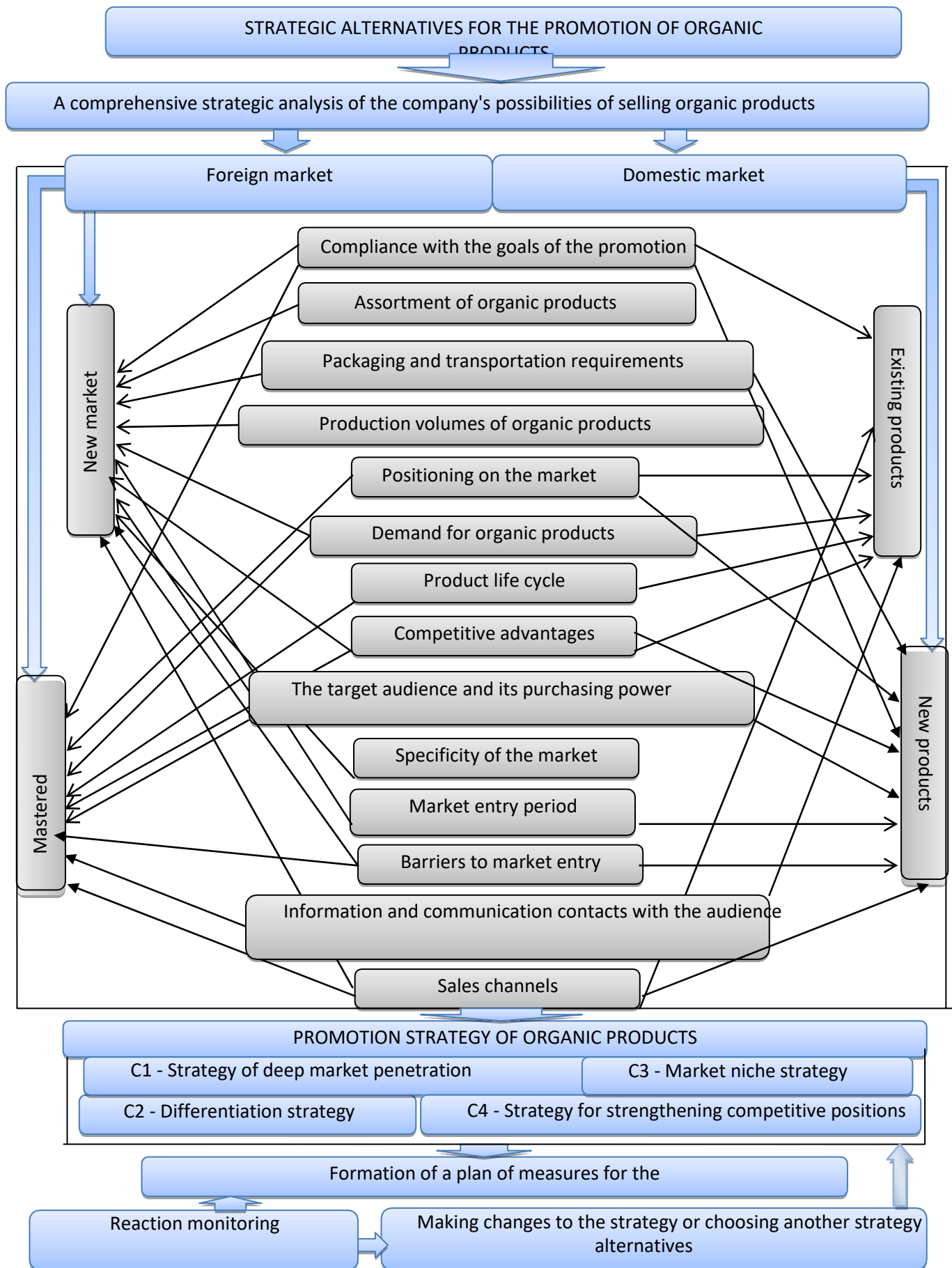
Rice. 3.2. Peculiarities of forming a strategy for the promotion of organic products

As for the factors that influence the formation of a strategy for the promotion of organic products, the following can be distinguished:

1. The market position of the producer of organic products and its main competitors.
2. Barriers to entering the target market.
3. Product life cycle.
4. Competitive advantages.
5. Existing information and communication contacts with the audience.
6. Enterprise image.

Only after taking into account the peculiarities of the organic market can one proceed to the formation of a conceptual approach to choosing a strategy for the promotion of organic products that will be effective for the enterprise.

A conceptual approach to forming a strategy for the promotion of organic products can be developed after conducting a strategic analysis. It is primarily aimed at choosing one of the strategic alternatives that



Rice. 3.3. A conceptual approach to the formation of a strategy for the promotion of organic products

Source: author's own development

to the greatest extent corresponds to the conditions of the external and internal environment of the enterprise, as well as the chosen goals of its activity in terms of entering a new foreign market, or introducing organic products new for the enterprise to the market (Fig. 3.3).

The proposed approach corresponds to the Decree of the President of Ukraine on ensuring compliance with the requirements for the implementation of the Sustainable Development Goals of Ukraine 2030, namely Goal 12 "Responsible consumption and production" and Goal 15 "Preservation of the ecosystem".

The preliminary analysis of the market of organic products in Ukraine contributed to the systematic identification of all circumstances related to real and potential partners of enterprises. It was based on market research and aimed at obtaining comprehensive information about its elements. At the center of all market research is the consumer with his needs and requests. In special cases, increased attention can be paid to other elements of the market - suppliers or intermediaries.

Emphasizing the attention of producers of organic products on the organization of marketing and sales activities based on the principles of digitalization should be accompanied by changes in the management structure, the nature of work and the thinking style of the staff.

At the moment, the following factors contribute to the implementation of digital technologies in the process of promoting organic products:

- a wide audience (the number of users of Internet technologies, mobile technologies, blockchain technology is only growing every day);
- low maintenance cost compared to other traditional methods of product promotion;
- active development of digitization in general;
- ensuring monitoring and control.

In the current situation, the process of promotion and sale of organic products, the choice of its methods and tools largely determines the efficiency and competitiveness of the producer, processor or

enterprises engaged in the sale of products. For a more successful promotion of organic products when entering new sales markets or intensifying the subsequent capture of market niches, it is important to consider: the range of products with which market entry occurs; conditions of transportation, in order to ensure appropriate packaging of products; the specifics of the market and the presence of demand for this product. If this is a new foreign market, then technical barriers must be taken into account and appropriate effective sales channels should be used. For such options, we suggest choosing a strategy of deep penetration into the market (table 3.7) or a strategy of a market niche (table 3.8).

Table 3.7

## Strategic alternative to deep market penetration

DEEP MARKET PENETRATION STRATEGY		
What are the goals of the strategy the promotion of organic products is responsible	Satisfying consumer needs and expanding market niches. Digitization (implementation of Digital technologies)	
Mission	To act quickly and flexibly, trying to anticipate the needs of tomorrow, producing high-quality organic products that provide the population with good health products and contributes to the growth of the company's value.	
Operational goals	Increase in sales volume organic products for existing (available) consumers.	Motivation and encouragement consumer to increase volume of consumption organic products (for example, every morning it is useful to consume oats porridge with dried fruits).
	Involvement in buying organic products of new consumers who use the products competitors	<ul style="list-style-type: none"> <li>– conducting an advertising campaign by an enterprise selling organic products;</li> <li>– use of sales promotion tools;</li> <li>– activation of the use of digital technologies in the enterprise's communication activities;</li> <li>– development of the sales network and establishment of logistics chains for the promotion of organic products.</li> </ul>

Table 3.8

## A strategic alternative to a market niche

MARKET NICHE STRATEGY		
What are the goals of the strategy the promotion of organic products is responsible	Satisfying consumer needs and expanding market niches.	
Mission	To act quickly and flexibly, trying to anticipate the needs of tomorrow, producing high-quality organic products that provide the population with good health products and contributes to the growth of the company's value.	
Operational Objectives	New sales channels	– promotion offer organic products through new sales channels.
	New sales markets	– offers to enter new ones territorial sales markets.
	New market segments	– offers to enter new ones market segments through product repositioning.

If the company has been on the market for a long time and consumers already know about its assortment group, then, first of all, it is important to strengthen its competitive position and establish a communication link with the consumer, for this we suggest using a differentiation strategy (Table 3.9) or the strategy of strengthening competitive positions (Table 3.10).

It should be noted that the use of strategic alternatives in the formation of the basic strategy for the promotion of organic products does not need to be perceived as unchanged: they can be "combined" and supplemented with new ones. Such combinations will create many alternative implementation options for the promotion strategy. After all, the presented strategic alternatives have their own specificity and are implemented in separate directions through a set of measures. According to each strategic alternative and in general for the chosen strategic direction, it is advisable to form a set of the most effective tools for further implementation, to determine the costs and the expected economic effect.

Table 3.9

## A strategic alternative to differentiation

DIFFERENTIATION STRATEGY		
	Domestic market	Foreign market
What are the goals of organic promotion strategy products corresponds	Satisfying consumer needs and expanding market niches. Improving the image of the enterprise in terms of sustainable development. Activation of the use of digital technologies.	
Mission	Act promptly and flexibly, trying to anticipate the needs of tomorrow, producing high-quality organic products that provide the population with products useful for health and contribute to the growth of the company's value.	
Operational Objectives	Price differentiation	<ul style="list-style-type: none"> <li>- studying the needs of consumers in the relevant region and establishing loyal prices;</li> <li>- emphasize the value of organic products.</li> </ul>
	Product differentiation	<ul style="list-style-type: none"> <li>- creation and introduction of new products to the market;</li> <li>- possibility of reuse and composting organic products.</li> </ul>
	Communication differentiation	<ul style="list-style-type: none"> <li>- when introducing a new product to the market, it is necessary to explain to the consumer the novelty and value of the products and emphasize the advantages of consuming such products;</li> <li>- establishment of emotional connection and social attachment (convince the consumer that the products of the trademark or brand is useful).</li> </ul>

A different strategic alternative can be applied to different markets, therefore the totality of all strategic alternatives implemented by the enterprise are agreed upon and the general strategy of the enterprise for the promotion of organic products on domestic and foreign markets is formed.

Table 3.10

## Strategic alternative of strengthening competitive positions

STRATEGY FOR STRENGTHENING COMPETITIVE POSITIONS		
What are the goals of the strategy the promotion of organic products is responsible	Improving the image of the enterprise in terms of sustainable development. Activation of the use of digital technologies.	
Mission	To act quickly and flexibly, trying to anticipate the needs of tomorrow, producing high-quality organic products that provide the population with good health products and contributes to the growth of the company's value.	
Operational Objectives	Protecting your market share	– constant monitoring of consumer priorities and purchasing power of buyers and introduction of corrective measures to promotion management organic products.
	Increasing the efficiency of promotion of organic products	– use of new tools for promotion of organic products according to sales channels.

Thus, the conceptual approach proposed by us to the formation of a strategy for the promotion of organic products will allow choosing a strategic alternative for the enterprise's entry into the domestic market, taking into account the enterprise's production capabilities, competitive advantages, sales channels, etc. Or, in accordance with the demand for organic products, the target audience and its purchasing power, the specifics of the market and technical barriers, justify the possibility of entering a specific foreign market, taking into account its features and prospects.

In practice, such an approach will allow to form a positive image of the company producing organic products and its trademark among consumers and is aimed at supporting constant information and communication links with potential consumers through digital platforms, implementation of strategic decisions regarding the promotion of organic products. We offer a conceptual approach to the formation of a strategy for the promotion of organic products and the right tools

promotions corresponding to the sales channels of organic products will provide producers, processors and sales enterprises with high-quality and timely sales of products, conquest of a new market niche, satisfaction of consumer needs.

### **3.2. The model of the integrated management system for the promotion of organic products**

The production of organic products plays an important role in the formation of positive dynamics of quantitative and qualitative indicators of the development of the agro-industrial sector and other types of economic activity, for example, processing industry, wholesale and retail trade, transport, warehousing and others.

From the analysis carried out by us in the previous sections, we can observe that the situation with the development of the organic market in Ukraine is significantly inferior to international trends.

The problem of many small producers of organic products (small farmers who have decided to engage in the production (growing) of organic products) is that most of them are focused only on increasing production at their enterprise, and do not consider new opportunities, for example, the creation of a chain of economic units.

An integrated structured approach to management, planning and control is characteristic of modern business. In this case, integration involves the possibility of uniting management subjects to strengthen the interaction of all elements of its system. This approach creates stronger connections between individual subsystems. And the integration process itself ensures deepening of cooperation, interaction and relationship between all the main components, specification of relationships between individual subsystems, their density.

The main characteristic features of this method of interaction are: concept "total integration" with an emphasis on personal reporting and responsibility; the concept of project structuring; use of a hierarchical, multi-level approach; performance analysis based on the adjusted budget concept; use of modern computer programs for project control, integrated with project management systems into a single information system [5].

Integrated systems are divided into several types: vertical integration (between management levels), horizontal integration (between production units) and information integration (at the level of databases and knowledge bases). First, we suggest dealing with each type of integration separately:

- vertical integration □ implies, in accordance with the organizational structure of the enterprise, the formation of coordinated systems and various strategic plans of measures by management levels. At the operational level, information is entered in structural subdivisions (warehouses, farms, processing enterprises, crop production teams). At the tactical level (personnel department, marketing department, logistics department, finance department, managers, accounting department) – plans are formed, information of departments is summarized and analyzed, reports are drawn up, etc. The strategic level (senior management) focuses on tracking general information, working with decision support systems, etc.;

- horizontal integration □ allows you to combine functional subsystems, such as accounting, marketing, management, logistics, finance and others, in order to improve information exchange and coordination of functions in the activities of divisions;

- information integration - allows you to solve the problems of integration of various specialized enterprise management programs. This is usually done by system integrators, that is, specialists and firms that analyze the software in use, evaluate the software available on the market and, based on tasks and financial

capabilities of the client, offer a complex of technical and software, configure programs and transition modules, train employees [6-9].

Integration processes are one of the options for streamlining, which will open up new opportunities and prospects for activity in the organic market.

Thus, small and micro enterprises producing (growing), processing or selling organic products will have greater economic advantages if they establish a close relationship with other market subjects, such as state and regional authorities, public organizations and others. Integration links will allow organic enterprises to strengthen their not only ecological, but also socio-economic orientations.

The formation of a single integration structure for the management of the promotion of organic products will not only increase the efficiency of activities and facilitate the coordination of the actions of all participants in this process, but will also become the main reference point for the development of the agro-industrial complex and the national economy as a whole [11]. This system, due to effective mechanisms and modern tools, promoting organic products at all levels of management, will allow the main participants to ensure sustainable functioning in the face of dynamic changes in the external environment, optimize the main areas of their activity and increase the level of profitability, as well as contribute to the formation of a positive image of the enterprise not only at the regional level, but also at the state and international levels, which is due to the improvement of the health and quality of life of the population [12].

In view of this, an important task of the state in the field of development of the agro-industrial complex should be socio-ecological orientation, which can be ensured today only by organic production.

We have proposed a model of a three-level integrated system for managing the promotion of organic products. Such an integrated management system involves the formation of a close relationship between state and regional

authorities, public organizations, regional chambers of commerce and industry and enterprises with the aim of adopting high-quality regulatory and program documents that should contribute to the support of producers of organic products and the development of the infrastructure of the domestic organic market, and the implementation of effective management activities at the micro, meso and macro levels. The developed approach will have a positive impact on the development of the domestic market of organic products and will facilitate the entry of enterprises into new foreign markets.

When creating a three-level integrated management system for the promotion of organic products, it should be taken into account that there is already a management system at existing enterprises, so usually only certain minor changes are possible. That is why the design of the structure of the three-level integrated management system for the promotion of organic products must be started from the macro level to the micro level according to the principle "from what is available", adding appropriate connections taking into account digital development. This is not an ideal approach to the creation of a three-level integrated system of managing the promotion of an organic system, but it allows you to significantly shorten the design and launch of such a model. The development of such a model is the network organization of connections on one or more levels while preserving the hierarchy of levels.

The advantages of the model are compliance with the hierarchy of informativeness of the most three-level integrated management system for the promotion of organic products, in most situations highly efficient use of system resources. The disadvantages of this model are the partial duplication of information on different branches of the structural tree and their simultaneous updating.

In order to shorten the terms and improve the quality of management activities at three levels (state, region, enterprise), it is desirable to automate the processes of collecting and processing information and, in part, the process of managing the promotion of organic products. Such automation is impossible without establishing functional dependencies between all levels of the integrated system, taking into account the parameters and conditions of digital development.

So, first of all, we propose to consider in detail the adequacy of the legal framework and directions of state support for the development of organic production in Ukraine. In point 2.2, we analyzed the existing legislative acts and development programs for the production of organic products, so now we consider it necessary to consider the issue of state support for enterprises engaged in the production (growing) of organic products, because, taking into account its specifics, the process of transition to organic production is costly and provides for certification and compliance with certain conditions when entering the market (especially the export of finished products).

In the context of the implementation of the "Ukraine-2030 Development Strategy", the state has established a vector for the implementation of the Global Sustainable Development Goals, in particular, taking into account the development of organic production. World experience shows that state support and stimulation of the development of organic production are most important in the initial stages and during the transition period, state support should give a strong impetus to increase the number of domestic producers of such products, increase the land used for organic cultivation, and the general development of the domestic market organic products, which, in turn, will ensure the creation of the country's image as socially and ecologically oriented.

During the entire period of operation of the organic market in Ukraine, international support programs, which were considered by us in point 2.2, made a significant contribution to the development of organic production. In particular, funding and support from the "German-Ukrainian cooperation in the field of organic agriculture and production" project is aimed at increasing the opportunities of Ukrainian producers of organic products on the domestic and international markets. The project involves a close combination of theoretical and practical training, which is characteristic of the German system of secondary special education. Educational events will be held on a wide range of topics, which relate not only to the specifics of organic production, but also to aspects

processing and sales. In particular, the most important of them are control, certification, audit and accreditation [13]. The project is being implemented from 2016 to 2023.

Another project that began its active implementation in Ukraine in 2016 is the EU Project "Supporting the Implementation of Agricultural and Food Policy in Ukraine" (this project involves strategic planning, programming, management and implementation of works in the field of agriculture and rural areas; formation financial management and budget, audit and control; development, assessment of regulatory impact of legislation; support of other interdisciplinary initiatives and initiatives regarding potential development) [14].

The Swiss-Ukrainian project "Development of the organic market in Ukraine" aims to create new opportunities and present Ukrainian companies and Ukrainian organic products on the international market, familiarize business-oriented people with the level of development of the world organic market, exchange experience, and establish international contacts for further spread of the organic idea and development of the organic sector in Ukraine [15].

The implementation of the Swiss-Ukrainian program "Development of trade with higher added value in the organic and dairy sectors of Ukraine" is planned for the period from 2019 to 2023; the goal of the project is to increase trade with higher added value in the organic and dairy sectors in the domestic and export markets in order to contribute to the overall goal of sustainable and comprehensive growth in Ukraine, etc. [16].

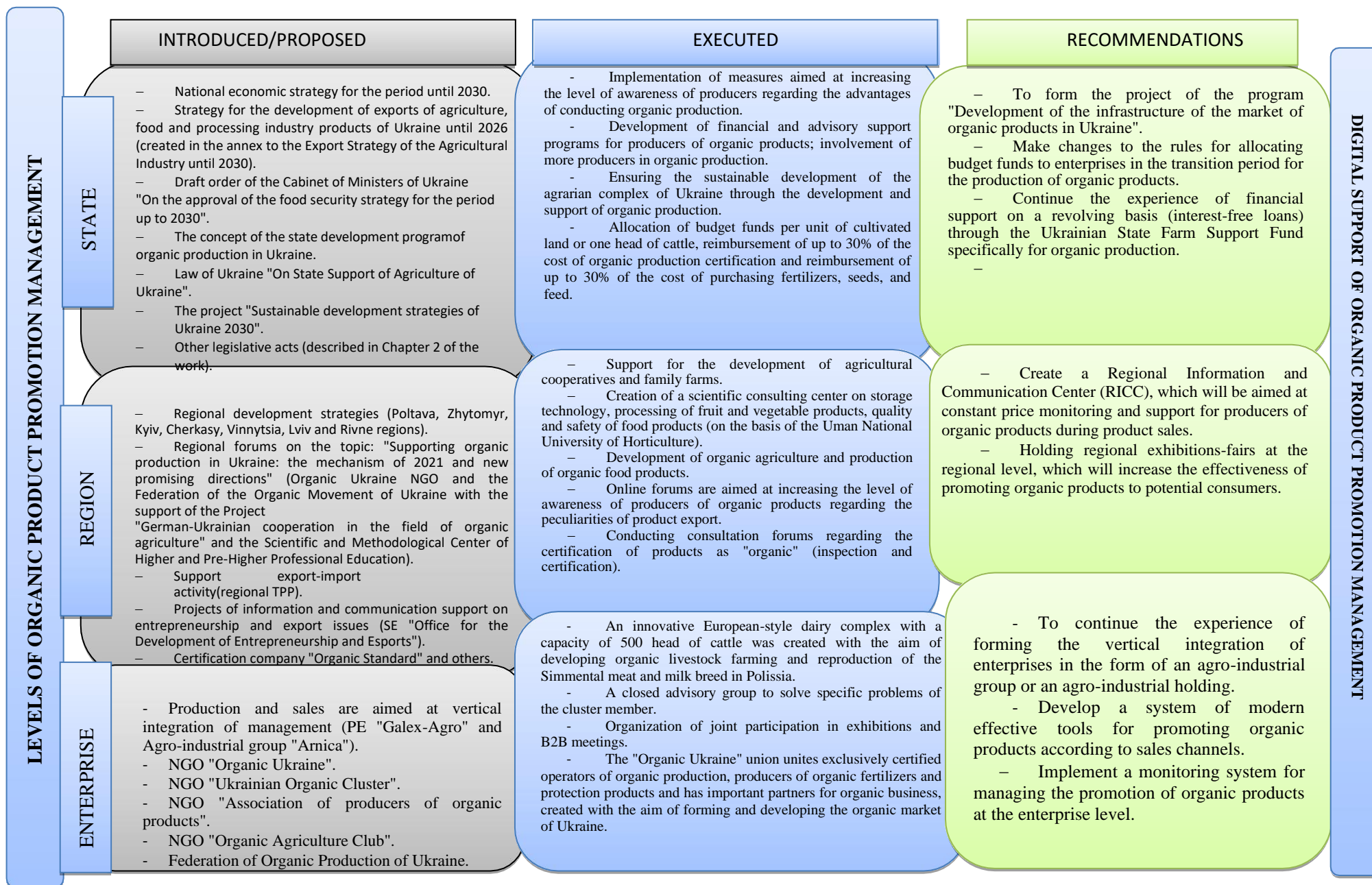
Also, the necessary support for organic enterprises is provided by public organizations, namely: the Union of Certified Organic Products Producers "Organic Ukraine", the Information Center "Green Dossier", the Association of Bioproduction Participants "BIOLan Ukraine" and especially the Federation of the Organic Movement of Ukraine. As for support, consultations and certification, an independent accreditation body operates in Ukraine "Organic Standard".

In order to stimulate the development of organic production and the implementation of the above programs, Law No. 552-IX "On Amendments to Certain Legislative Acts of Ukraine on the Conditions of Transfer of Agricultural Land" dated March 31, 2020, which provides financial support to physical and legal entities, is currently in force in Ukraine persons for the purchase of land plots for agricultural purposes, provided that the size of land areas is up to 20 hectares, subject to the payment of 1.5% of the NBU accounting rate up to the amount of the loan [17]. Regarding compensation for the transition to organic production, for the period 2021-2023 in Ukraine, it is planned to provide it to organic producers cultivating about 1,000 hectares of agricultural land used for organic production from the regional budget in the amount of 50% of the costs incurred for obtaining a confirming certificate of organic production and about 20% for reimbursement of the cost of purchased organic seeds [18].

In addition, on the basis of current legal acts and state programs, projects to support organic production in Ukraine at the regional level, own strategies, programs and other relevant documents are being formed regarding the management of the promotion of organic products and the development of the organic market as a whole.

A qualitatively prepared process of promotion of organic products does not yet guarantee the effectiveness of the measures taken and the achievement of the main goals. The approach to promotion as an object of management implies the need to pay significant attention to the organization of the management process at the micro-, meso-, and macro-levels for the formation of coordinated information and communication work not only of enterprises, but also of all other market subjects.

Thus, a three-level integrated management system for the promotion of organic products, built according to the vertical principle, can become the basis for the formation of an effective management structure for the promotion of organic products as a whole.



Rice. 3.4. The model of the three-level integrated management system for the promotion of organic products Source: the author's own development

In order to improve the process of managing the promotion of organic products and to form the proper infrastructure of the organic products market in Ukraine, we have developed a model of a three-level integrated management system for the promotion of organic products, which is based on the interaction of micro-, meso- and macro-level subjects, aimed at adopting high-quality program documents, implementation of effective management activities by state and regional authorities, enterprises, public organizations to achieve a synergistic (economic, social and environmental) effect (Fig. 3.4.)

In view of the three-level integrated management system for the promotion of organic products proposed by us, the main tasks in the direction of the development of domestic organic production should be the following.

1. At the state level:

- 1.1. To improve the main principles of state policy regarding the formation and development of the infrastructure of the organic market in Ukraine, which are laid down in a number of legislative acts and programs that we have listed above. However, the formation of an effective infrastructure of the organic market and provision of expanded access of producers of organic products to organized sales channels and effective promotion of products did not take place.

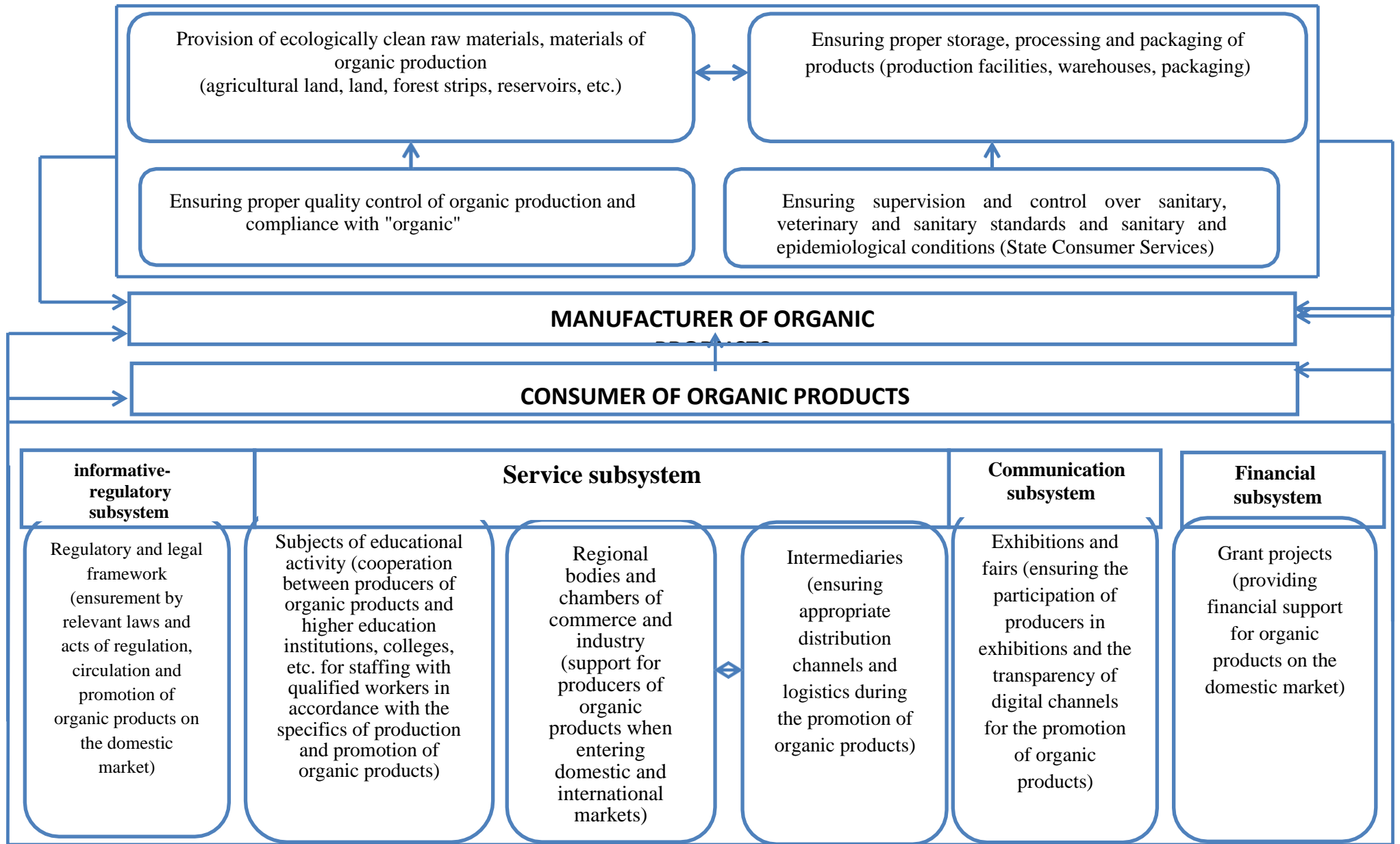
And the lack of free movement of organic products according to the "producer-intermediary-consumer" scheme, in turn, leads to the creation of additional price premiums, which negatively affects the level of demand. The formation of a perfect infrastructure of the market of organic products will contribute to the expansion of the opportunities of producers of organic products to gain a foothold in the market, and will also allow creating additional contact with the consumer and forming a positive image of the enterprise. First, we offer to understand in more detail which market subjects are already involved in the formation of the infrastructure of the organic market, which will allow us to formulate directions for its improvement (Fig. 3.5).

So, to date, five main subsystems interact with the producer of organic products on the market:

- the first includes certification bodies and the State Production and Consumer Service, which ensure proper and timely inspection of product quality and conditions of its storage (transportation) in accordance with established requirements;
- the second subsystem is the information-regulatory one, which includes state and regional authorities (they ensure the timeliness of approval of regulatory documents and support and development programs);
- the third service subsystem is regional authorities, chambers of commerce and educational entities (contribute to the formation of human resources for enterprises producing organic products);
- the fourth subsystem provides for the creation of an information and communication space (for example, the opportunity to participate in fairs, exhibitions and promote products using digital platforms);
- the fifth subsystem is financial (includes, in particular, the possibility of producers to participate in grant programs to support the development of organic production).

But the main subject is the consumer, so the most important thing in the market infrastructure is the interaction with the consumer. Figure 3.5 shows that such contact occurs directly

"producer-consumer", and this, in turn, is both a positive and a negative factor for the enterprise. Among the positives, it can be noted that there is a clear demand for organic products, but the consumer must be sure that such products are not only ecological, but also fresh, which can only be purchased from the producer himself (therefore, consumers trust more if they see it with their own eyes, having visited production or fields).



Rice. 3.5. Characteristics of the infrastructure of the organic market of Ukraine Source: author's own development

But this, in turn, does not allow to significantly expand the circle of consumers, which is a negative factor for the manufacturer. Thus, it is necessary to create all the conditions for appropriate information and communication interaction between the producer and the consumer in order to create a positive image and consolidate their positions on the market.

We have formulated proposals for the project of the program "Development of the infrastructure of the market of organic products in Ukraine". This project must comply with the existing regulatory and legal framework and contribute to the improvement of organizational, economic and informational and communication conditions for the development of the infrastructure of the organic market, which will ensure a transparent market mechanism for the sale of organic products and products of their processing, will allow the expansion of product sales markets, will contribute to the regulation of affordable prices and the formation of positive image of the manufacturer before the consumer. This program should include:

1. Creation of appropriate conditions for the appropriate number of specialized intermediaries between producers and consumers, formation of appropriate transport services, procurement, storage, processing, packaging and sales.
2. Stimulating the participation of processing and other organic enterprises, as well as consumer associations in the formation of regional information and communication centers on the basis of associated membership.
3. Protection of the interests of small producers (farmers) in the production of organic products.
4. Increasing economic efficiency from the sale and promotion of organic products.
5. Raising the standard of living of the population in the context of sustainable development.

Measures regarding the implementation of the organic market infrastructure development program are directly related to the activities of regional bodies and enterprises in accordance with the model of the three-level integrated management system for the promotion of organic products.

1.2. Make proposals to change the rules for allocating budget funds to enterprises producing organic products during the transition period. It is necessary to consider and re-approve the conditions for providing compensation to producers who have switched to organic production (for example, increase from 30% to 50%, as it is done in the countries of the European Union).

1.3. Continue the experience of financial support on a revolving basis (interest-free loans) through the Ukrainian State Farm Support Fund specifically for organic production. To allow, on the terms of the Ukrainian State Support Fund, to facilitate the provision of interest-free loans for seeds and equipment, specifically to producers of organic products, especially those who are in the transition period and in the first year of certification.

The formation of an effective management structure for the promotion of organic products at the state level will contribute to increasing the competitiveness of the organic sector and creating attractive conditions for the development of domestic organic production.

2. At the regional level of management, in accordance with the proposed project of the Program "Development of the Organic Market Infrastructure", we propose to carry out the following measures:

2.1. Create a Regional Information and Communication Center (RICC), which will support producers of organic products in the area of product sales and price monitoring.

First of all, we propose to form the basic principles of partnership in forming an information and communication center for producers of organic products (Table 3.11.).

This structuring gives us the opportunity to build a structural and functional model of the interaction of all participants in the information and communication space.

Table 3.11

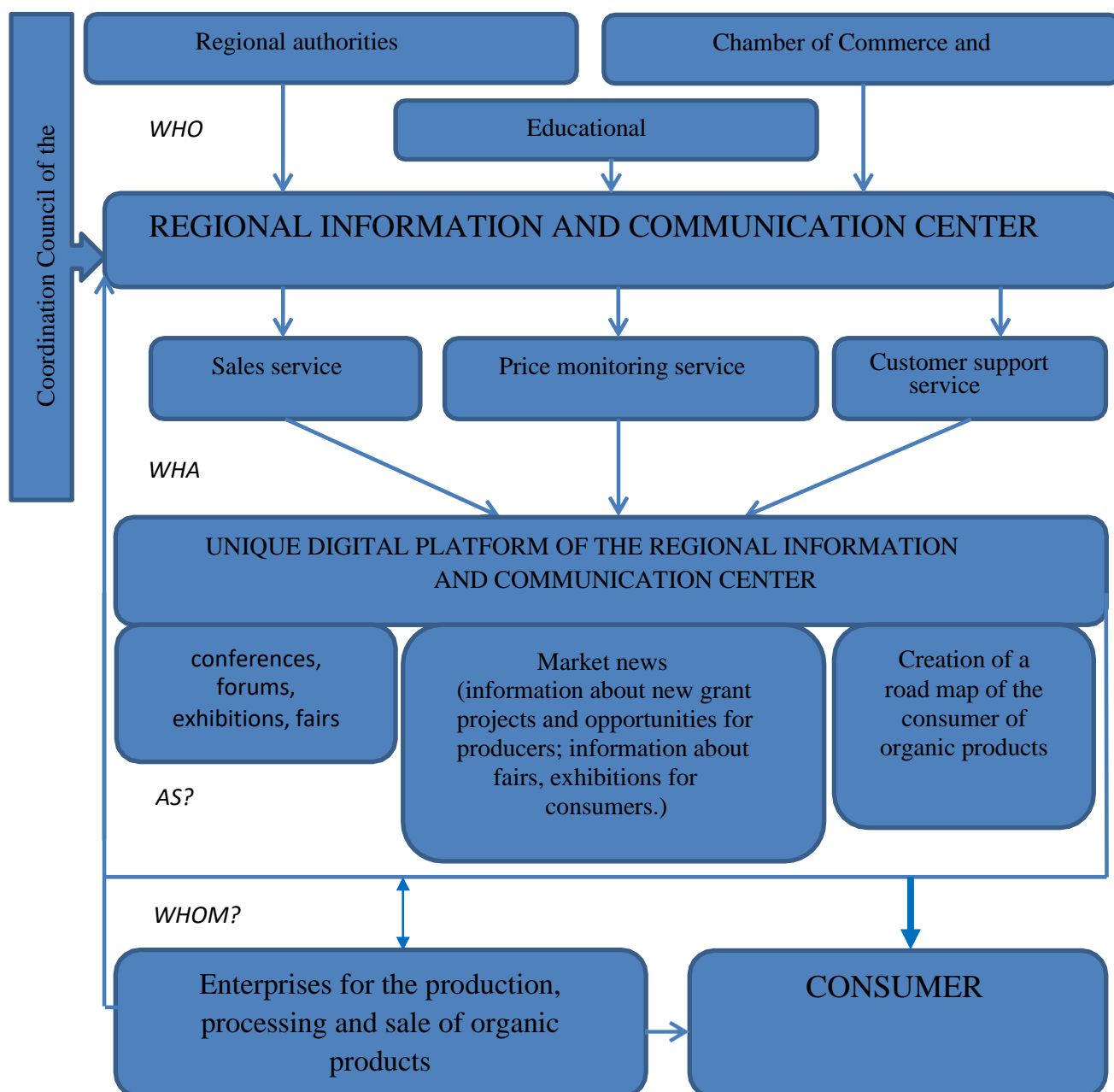
Principles of partnership in the formation of regional  
information and communication center for support of producers of organic  
products

Principles	Description of the principle
Balanced management	Formation of a balanced set of actions regarding planning, organization, coordination, monitoring and control of the development of key participants (operators of organic products, resellers) of the group.
Mutual responsibility	Distribution of responsibilities between all members of the group (organic product operators, resellers, the Chamber of Commerce and Industry and regional bodies) in order to increase responsibility and reduction of risks and threats to the functioning of the center.
Multimedia	Creation of a single digital space for provision efficiency of interaction of all members of the group.
Openness and transparency	Provision by operators of organic products and trade mediators to the information and communication center of complete and reliable information about their activities.
Time minimization and maximization coordinated actions	Possibility granting full, meaningful information and solution laid obligations on informative communication center in the shortest possible time.

Source: author's own development.

The main partners that will form this regional information and communication center should include: representatives of the regional government (for example, the Department of Agriculture or Economy, Investments and Development or other specialized Department of the Regional State Administration), regional chambers of commerce and higher education institutions. Accordingly, on the basis of partnership, within the framework of the center should be created:

- a sales service, the activity of which will be based on the creation of effective channels for the distribution of organic products and the formation of a list of reliable intermediaries for the work of organic enterprises when entering the foreign market, this is especially relevant for new producers who do not have an established product sales system. This service will provide information services for solving the following issues: delivery terms; delivery reliability; order fulfillment accuracy; conformity of the physical condition of the goods,



Rice. 3.6. An example of the formation of a Regional Information and Communication Center for the support of producers of organic products

Source: author's own development

– that was delivered to the consumer; procedures for establishing business relations; service (the presence of a system for providing appropriate services to consumers (centralized delivery, packaging, assembling batches of goods, informing, etc. when supplying large batches or selling products to foreign markets); such a service will provide information, training and communication support for producers of organic products;

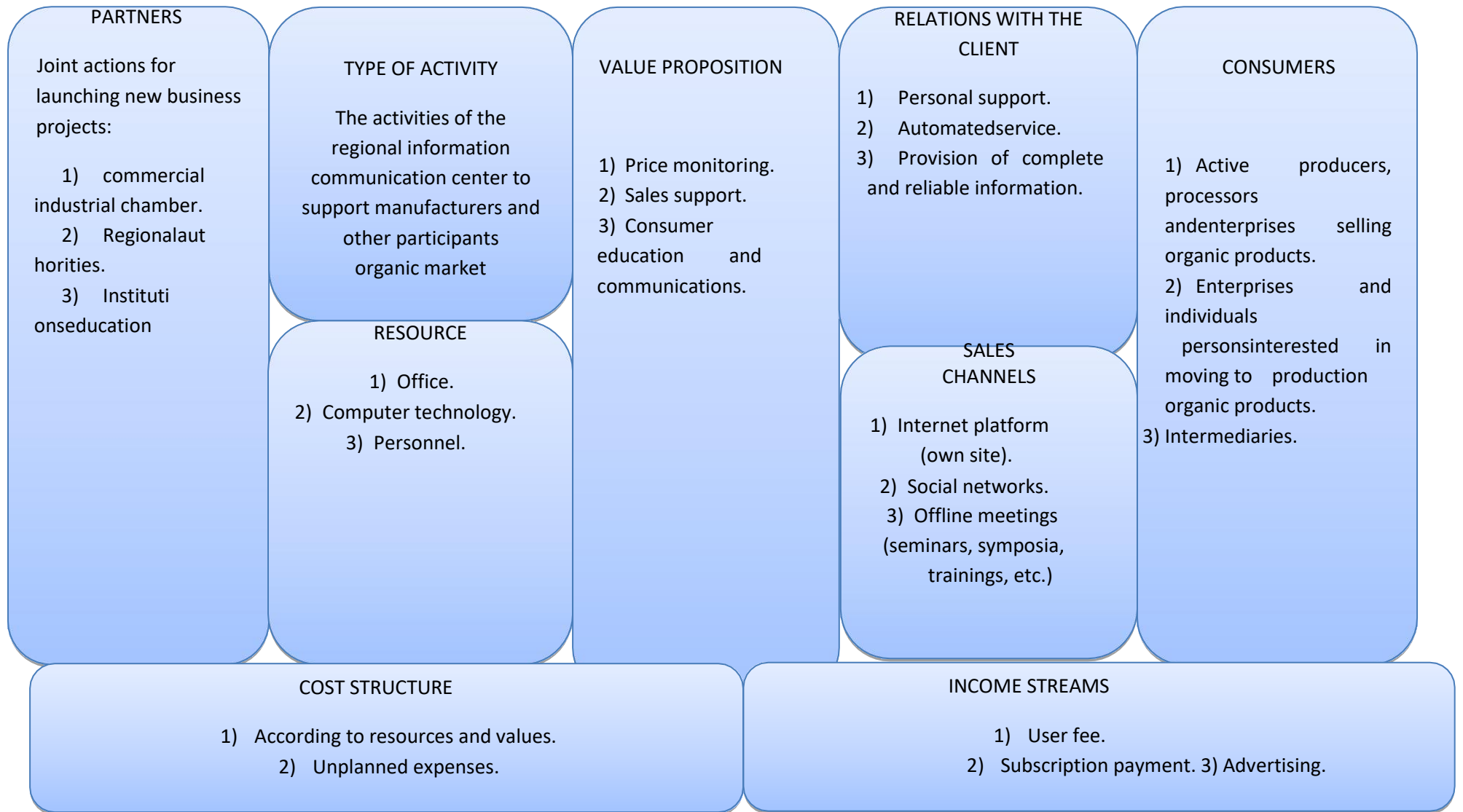
- the price monitoring service, which will deal with the creation of a cloud service for operational monitoring of the price of agricultural and organic products on the Internet;
- customer support service, this is an opportunity to get a quick response, clarification or reference information regarding the points of sale of organic products or the holding of exhibitions, fairs of producers of organic products (Fig. 3.6).

The financing of this support center will be provided by contributions from enterprises producing organic products interested in the functioning of such a center.

To reveal the main functions of the regional information and communication center for the support of producers of organic products, we built a schematic concept based on the CANVAS business model [19]. In accordance with it, we highlighted: the center's activity, resources, main partners, value proposition, relations with the client, sales channels and consumers (Fig. 3.7).

This business model of the Regional Information and Communication Center for the support of producers of organic products based on the CANVAS model allows us to answer the question of who creates this center and involves its main partners; forms a valuable feature (monitoring of prices on the agricultural and organic market, consulting activities aimed at supporting product sales and training), and the main thing is information and communication activities with the consumer. In accordance with the sales channels, this center provides for the creation of an Internet platform that will function 24/7 thanks to modern means of digitalization, and a chatbot for constant communication with the consumer.

The establishment of a regional information and communication center to support producers of organic products will contribute to the strengthening of positions on the market.



Rice. 3.7. Business model of the Regional Information and Communication Center for support of producers of organic products based on the CANVAS model

Source: author's own development

This especially applies to enterprises that have just started to produce (grow) organic products, and enterprises that are ready to expand their sales markets and export products to other countries, because this center provides for monitoring changes in prices for organic products and similar traditional products on the domestic and foreign markets and creating conditions for successfully overcoming technical barriers when selling products on the foreign market. For consumers, it is also proposed to create a subordinate service that will deal with the establishment of communications and feedback between the producer and the consumer, as well as the development of a consumer road map. Such a map will help consumers of organic products to quickly find the nearest places of sale of such products or the most favorable options for making an order or purchase, it will be possible to find the places of production, the location of the main facilities, as well as the activities planned for the year for the promotion of organic products (fairs and exhibitions) .

The holding of regional exhibitions-fairs allows to increase the efficiency of promotion of organic products to the potential consumer. Therefore, we consider it expedient to annually plan a series of measures at the regional level, which will be implemented for the better promotion of organic products by enterprises, for example:

1. Create a plan of thematic events to be held at the regional level within 1 year;
2. In accordance with the action plan, offer participation in the presentation of their products to producers of organic products in the region and other regions;
3. Plan at least two events per year specifically for organic producers, for example:

– fair of organic products, which should be held in autumn, since most of the producers are farmers engaged in the cultivation of agricultural products. Such an event will be aimed specifically at

the consumer, who will be able to get to know the producers of organic products better. As an option, you can hold an autumn marathon for small consumers. There are producers who have their own fields, and after harvest they can host a whole festival with, for example, themed hay figures and mazes for children, as well as product tasting;

– exhibition for organic producers, intermediaries and consumers. We proposed interrelated measures within the framework of the three-level integrated model systems management promotion organic products, will allow to form proper infrastructure organic market, to expand the opportunities for establishing the sale of products by enterprises and to contribute to raising the level of awareness of domestic consumers. The measures that we have planned for the enterprises themselves will be presented by us in the next subsection of the dissertation.

## CONCLUSIONS

The work offers a new solution to the scientific task of improving the theoretical, methodical and practical principles of managing the promotion of organic products on domestic and foreign markets. Based on the results of the study, the following conclusions were made:

1. A critical analysis of the existing scientific approaches to understanding the essence of managing the promotion of organic products as an economic category was performed and a proper interpretation of the definition was proposed "management of the promotion of organic products", which consists in the step-by-step application of functional and process approaches, which, unlike others, make it possible to form a permanent interaction of management functions during the implementation of a system of measures to achieve the goals of promoting organic products to potential consumers in conditions of increasing social and environmental responsibility through the prism of digitalization. It is emphasized that organic products, in contrast to traditional products, are environmentally friendly, and their manufacturer has ensured compliance with the relevant quality standards and has a confirming certificate, which allows the use of appropriate labeling on the packaging of finished products. The process of promotion of organic products is defined not only as a form of messages used by the company to inform, remind and persuade potential buyers to make a purchase, but also as a series of measures aimed at constant monitoring of changes in consumer tastes and priorities in product selection, quick motivation and stimulation consumer before buying this product. It is argued that the management of the promotion of organic products will differ depending on the type of products, in particular products of primary production, secondary processing, finished packaged products.

2. It is substantiated that the basis of the scientific and methodological support for the management of the promotion of organic products is the integration of management methods, marketing activities and digitalization. It is proposed to use a system of tools, which are divided into tools of the marketing mix complex (brand, expiration date, packaging, discounts,

sales, lending, neuromarketing, sales channels, transportation, advertising, sales promotion, personal selling, public relations, direct marketing, trainings, individual meetings, master classes, product search, exchange, exhibition, tour and others) and digitalization tools (site) , social media, slide presentation, video, mobile applications, blockchain, chatbots, SMM, 3D visualization, QR code), which together allow to create a clear and strong connection between the key messages from the producer of organic products to the consumer.

3. The global trends in the development of the organic market and the foreign experience of managing the promotion of organic products were analyzed, on the basis of which, in particular, state, non-state and mixed models of regulation of the organic products market in foreign countries were identified, as well as the peculiarities and advantages of their application. It has been established that at the international level, the proper infrastructure of the organic market has been created for the effective management of the promotion of organic products. It is justified that the experience of forming such an infrastructure should be used in Ukraine, taking into account the current legislation and the conditions of the domestic organic market, which will contribute to the improvement of the management of the promotion of organic products at enterprises.

4. The dissertation proposed a methodical approach to the evaluation of the management of the promotion of organic products at enterprises, aimed at analyzing and evaluating not only the rationality of management actions for the promotion of organic products, but also the impact of the dynamic external environment on it. It provides: analysis of the internal environment of the enterprise, in particular the conditions of production of organic products, resource and competitive potential, organization of marketing and sales of organic products at the enterprise; analysis of factors of the external environment - microenvironment, macroenvironment and global environment affecting the promotion of organic products; strategic analysis and integrated assessment of opportunities and threats of entering new markets and forecasting the development of the organic products market. The digital space of the enterprise in context is taken into account

managing the promotion of organic products. This allows you to identify unused reserves, create a system of adaptation to the changing external environment, and form directions for improving the management of the promotion of organic products at the enterprise. The importance of quickly receiving feedback from the consumer by means of constant monitoring of the effectiveness of management of the promotion of organic products has been proven.

5. As a result of the analysis carried out in accordance with the developed methodological approach, it was found that there were 722 operators of organic products on the domestic organic market as of the end of 2020, most of the enterprises engaged in the production or processing of organic products belong to the group of medium-sized enterprises, but there are also large ones (for example, PE "GalexAgro", TDV "Ukroliya produkt", PE "Agroekologiya" and Agropromyslovy holding "Astarta-Kyiv" (TOV "Lyst-Ruchki"). , primarily depend on the scale of the enterprise. The leaders in the range of organic products with a confirming certificate are: LLC "Organic Life" (160 units of certified products), FOP "A. V." and LLC "TERRA" (111 units). It was found that most producers of organic products export them, but, unfortunately, mainly in the form of raw materials.

6. Based on the results of the research, it was established that the market of organic products in Ukraine today is generally formed, but the volume of its sales on the domestic market is much smaller than the volume of exports. It was found that the largest volumes of Ukrainian organic products are consumed in European countries (Netherlands, Switzerland and Germany), although the demand for corresponding domestic products in Asian countries (China, Vietnam, India, Japan) is growing every year, but this mainly concerns products crop production (grains, oilseeds, honey, vegetables and fruits).

An analysis of the main competitors in the national organic market was carried out, which made it possible to identify the key direct and indirect competitors of Ukrainian producers of organic products in terms of industry segments of the organic market. As a result of the conducted marketing research, psychological, social and economic characteristics were determined regarding the priorities of the choice of organic products by domestic consumers, which in turn made it possible to create a "portrait" of a real and potential consumer of organic products. In particular, it was established that these are mostly people who have been consuming organic products for a long time, but periodically, or have heard about its benefits before; the level of income and purchasing power of such consumers is much higher than those who buy similar products of traditional production; they are ready to spend 20 □ 50% more on organic products than on other products.

7. The activity of the sites of producers of organic products was analyzed on the example of enterprises of the Poltava region, in particular from the point of view of filling with information about the value and usefulness of organic products for the consumer and special growing conditions that ensure the improvement of the environment. It was established that among the 29 operators of organic certified products in the region there are those that have had their website on the Internet for several years (UKROLIA LLC, Diamant LTD LLC (Kozub product-organic TM) , LLC "Arnica", PE "Agroekologiya"), most enterprises use only pages in social networks. Deficiencies in the formation of the main page of the website were revealed and it was proved that it is expedient for enterprises to improve the structure of the site by choosing the most functional and adaptive tools for promoting organic products using Internet technologies, which will convey the uniqueness and full usefulness of the products.

8. As a result of the research conducted on the basis of SWOT analysis and PEST analysis, external factors, market threats and opportunities and potential of domestic producers of organic products were identified, which made it possible to assess the situation on the domestic organic market and became the basis for the further formation of a strategy for the promotion of organic products on

domestic and foreign markets. According to the integrated assessment and forecasting of the development of the organic market, a positive trend and prospects for its further growth can be observed, which creates generally good prerequisites for expanding the scale of sales of organic products by national producers. According to the results of the strategic analysis of the market of organic products, it was established that for manufacturers, processors and enterprises selling organic products, strengthening their competitive positions in the domestic market and expanding market niches at the expense of new potential consumers, as well as entering new, promising foreign markets, are important strategic directions (promotion of products to Asian countries, in particular the United Arab Emirates, China, India), which is due to the compliance of organic product certification with international standards of accreditation institutions and the growth of demand for organic products in these countries.

9. A conceptual approach to the formation of a strategy for the promotion of organic products is substantiated, aimed at choosing one of the strategic alternatives that best meets the conditions of the external and internal environment of the enterprise, as well as the chosen goals of its activity in terms of entering a new foreign market, or introducing a new one for the enterprise organic products. Practical implementation will allow the enterprise to better meet the needs of consumers, create a positive image of the producer of organic products (as a socially and environmentally oriented enterprise) in the domestic and foreign markets, conquer new market niches and maintain constant contact with the target audience through the use of digital channels and communication tools .

10. The main types and instruments of state support at the national and regional levels are considered in accordance with the legislation of Ukraine, state and regional strategic documents and programs for stimulating organic producers. In order to improve the mechanism of state support for enterprises engaged in organic production in Ukraine,

a model of a three-level integrated management system for the promotion of organic products is proposed, which involves the implementation of well-coordinated management activities at the level of enterprises, public organizations, regional and state authorities. A formed and coordinated system of measures to manage the promotion of organic products at the micro, meso, and macro levels should ensure a sustainable socio-economic effect and allow improving the infrastructure of the domestic market of organic products.

11. A system for monitoring the effectiveness of managing the promotion of organic products at the enterprise through the use of modern digitalization methods is proposed. It is substantiated that such a system allows combining a complex of actions for rapid collection and processing of information on the relevant digital platforms (social networks, the official website of the enterprise and the internal database of orders). Based on the results of the monitoring, it is possible to formulate a plan of corrective management actions and measures for the promotion of organic products, which, in turn, will improve performance, taking into account the reasons for previous non-performance. Recommendations for the implementation within the strategy of a set of measures and the use of a system of tools for the promotion of organic products in accordance with sales channels have been formulated.

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