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*XV Міжнародна науково-практична  
конференція молодих вчених та студентів*

**MARKETING MANAGEMENT:  
FACING THE GLOBAL  
COMPETITIVENESS CHALLENGE**

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**МАРКЕТИНГОВЕ УПРАВЛІННЯ  
КОНКУРЕНТОСПРОМОЖНІСТЮ В УМОВАХ  
ГЛОБАЛЬНИХ ВИКЛИКІВ**

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3. Market Segmentation. Identification of consumer groups based on demographics and behaviours allows for targeted and efficient resource allocation [3].

A competitor analysis stands as a strategic imperative for businesses thriving in competitive markets. It systematically examines rivals' strengths, weaknesses, opportunities, and threats, providing the knowledge needed to establish a distinctive market position and capitalize on competitive advantages.

There are components of a competitor analysis.

1. Product and Service Analysis. Scrutinizing competitors' offerings provides valuable insights for enhancing one's own products or services.

2. Pricing Strategies. Understanding competitors' pricing helps devise competitive strategies that attract customers without compromising profitability.

3. Market Positioning. Examining how competitors position themselves assists in identifying opportunities for differentiation [4].

The interplay between marketing research and a competitor analysis enhances the effectiveness of business strategies. Marketing research informs a competitor analysis by offering a comprehensive view of consumer expectations, while a competitor analysis refines marketing strategies by benchmarking against industry standards and emerging trends [5].

In conclusion, success in the contemporary business landscape relies on the precision of navigating market intricacies. Marketing research and a competitor analysis act as guiding beacons, steering businesses towards optimal decision-making. As technology evolves and markets shift, the symbiotic relationship between these two pillars becomes increasingly crucial for companies aspiring not only to survive but thrive in the competitive arena. This overview underscores the multifaceted importance of marketing research and a competitor analysis, highlighting their collective impact on strategic business endeavours.

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#### **THE INFLUENCE OF THE INSTITUTIONAL ENVIRONMENT ON THE FORMATION OF THE COMPETITIVENESS OF THE ORGANIC AGRICULTURAL PRODUCTION MARKET**

*Key words: institutional environment, market, competitiveness of organic products, socio-ecological efficiency, social compromise.*

The issue of supporting and creating conditions for the development of organic agro-industrial production in Ukraine is currently of great importance, since obtaining high-quality and useful agricultural products is the basis for raising the standard of living of the state's population and for the development of the welfare of its citizens, especially in the difficult political period of martial law.

For Ukraine, the search for opportunities to increase national competitiveness is of great importance, which means achieving leading positions in the world market, which will ensure an increase in the standard of living of the country's citizens.

To characterize the level of competitiveness of the countries of the world, the global competitiveness index is calculated annually according to the methodology of the World Economic Forum. One of the main indicators for calculating this index is the quality of institutions in the state. Thus, in 2022, according to the ranking of the countries of the world by the rule of law, Ukraine occupies the 76th position out of 140 countries of the world. [1] According to the "weakness" index (a complex indicator that characterizes the ability (or inability) of the authorities of one or another country to control the integrity of its territory, as well as the demographic, political and economic situation in the country), Ukraine in 2022 ranks 92 out of 179 countries in the world. [2]

The main weak point in ensuring Ukraine's global competitiveness is the inefficient functioning of institutions and institutions administered by them.

In our opinion, the situation is especially difficult in the field of production of organic agro-industrial products, where the reform of the legislative sphere has been going on for more than two decades. The modern institutional environment has proven to be ineffective in solving current economic, social, and environmental problems, as well as ensuring the sustainable development of organic agriculture and all agro-industrial production.

In the agricultural sector of the economy, the system of institutions should be considered as a set of rules and norms regarding the ownership, use and disposal of the means of production. Through the rules and norms, the relevant institutes influence the formation of production incentives, the use of production resources and, in this way, the system of the agrarian sector of the economy, its nature and features are determined.

Thanks to the establishment and observance of clear rules during the formation and effective application of the institutional system, a number of priority tasks for society should be solved: economic, social, environmental, in particular in the field of production of organic agricultural products.

The effectiveness of institutions is a key factor within the existing institutional system. However, it is extremely important to take into account the context and subjectivity surrounding these institutions, as the goals and priorities differ depending on the socio-economic development of the society. What may be effective for one social group may not necessarily be beneficial or even may will be harmful for another social group. The effectiveness of the institution is subjective and depends on the perception and needs of different social groups. [3]

The transformation of property institutions led to the polarization of the production structure of agriculture and the formation of an agrarian land use system in Ukraine, which is represented mainly by representatives of powerful agrarian corporations, while the share of small farms is constantly decreasing. The individual sector in agrarian land use is mainly represented by personal peasant farms, the members of which do not lease their own land, cultivate it independently, but the share of their production is small and has a tendency to decrease.

A characteristic consequence of rapid radical revolutionary changes are significant gaps between formal and informal institutions. Changes in the institutional environment in Ukraine took place by changing formal institutions, affecting informal institutions with great delay. This led to low economic efficiency of economic transformations. For a long time, the improvement of the state agrarian policy and the overcoming of negative trends in the agrarian sphere and rural development continued to be associated exclusively with the further improvement of the formal component of the institutional environment, that is, the change of the current legislation and the development of new legislation, without ensuring the optimal ratio of formal and informal components.

The experience of leading countries shows that the development of effective institutional systems is the result of long-term evolution and strategic planning. In competitive economies, ensuring institutional efficiency allows minimizing the negative consequences of insufficient

compatibility of formal and informal institutions. Ensuring the efficiency of the institutional system should be considered as a priority in the strategic planning of the development of relations in the domestic sector of organic agricultural production.

It should also be taken into account that borrowing effective formal institutions from the developed economies of the world does not guarantee an increase in the efficiency of the institutional system in our country. This is confirmed by many negative phenomena in the agricultural sector that accompanied domestic institutional changes, the content of which was reduced mainly to changes in the conditions of ownership, use and distribution of land resources. Also, the development of an effective competitive institutional system should ensure the social and environmental effectiveness of transformational changes.

The socio-ecological efficiency of the institutional environment of organic agro-industrial production is the extent to which the social and ecological functions of the institutions under the existing system meet the requirements imposed on them by the strategic development of the country (or region). In our opinion, as a result of the dysfunctions of the institutional system in general, in particular in the agrarian sector of the economy, the existing system of rules and norms is not oriented towards the comprehensive solution of the tasks set before it and the solution of existing problems, in particular, to increase the welfare of the population, ensure high productivity of the employed and self-employed rural population, formation of competitive enterprises and farms in rural areas, strengthening of financial stability of territorial communities, etc.

The institutional system in the agrarian sector of the economy should be socially and oriented, socially effective and aimed at preserving and improving the ecological potential of the regions. The ineffectiveness of formal and informal institutions is caused both by the absence of socially demanded formal and informal norms, and by an incomplete (or ineffective) system of already existing norms and rules. [4]

The formation of an effective institutional system should be accompanied by a constant search for a compromise between the individual and public interests of economic partners. In our opinion, the ultimate goal of ecological and social development is the same for all participants of the economic process - to live in a free, independent country with high quality and to be efficient and competitive. Therefore, the state must ensure the coordination of market interaction participants with the help of appropriate state regulation. [5]

In our opinion, the institutions in general and the system of institutions of organic agro-industrial production should ensure the achievement of maximum social efficiency while ensuring the norms of ecological development. First of all, this concerns the norms of the current legislation and other formal requirements.

The existing institutional system is always a combined interaction of institutions that can both promote and limit possible types of organic production in agriculture and related types of economic and other activities with various possible social consequences. [6]

Ensuring the synergy of the influence of formal and informal institutions in the field of organic agricultural production plays a significant role in ensuring the results of the social and environmental efficiency of the reformation in the agrarian sector of the economy. Ensuring changes in informal institutions is slower than formal ones, because changing the legal framework is much easier and faster than ensuring the implementation of approved norms and establishing an informal understanding of the need for appropriate changes to improve the living conditions of society. Therefore, it is strategically important to choose the right approaches to the formation and development of informal institutions to ensure long-term motivation in the need for formal changes to improve the potential effectiveness of social capital and environmental security.

The social function of the institutional system is realized if the resources of farms engaged in organic business benefit all members of society, ensuring their well-being and high quality of life. Ensuring the ecological and food security of the regions, creating conditions for ensuring the employment of the population of territorial communities, increasing the tax base and revenues to the budgets of all levels, producing high-quality and safe products, preserving the cleanliness of

the environment and minimizing environmental pollution are the principles on which a socially and ecologically effective institutional system of organic agro-industrial production.

Increasing the institutional efficiency of organic agricultural production largely depends on the optimization of the institutional structure, rethinking and coordination of formal and informal norms, functions and public needs. It is necessary to determine the optimal configuration for Ukraine of formal and informal institutions and the institutes that administer them, which would take into account the national specifics. The institutional system of organic agricultural production should work to achieve strategic social goals and objectives.

Increasing the adaptive efficiency of the institutional system of organic agricultural production in the agricultural sector is possible under the condition of their structural socio-economic reorientation and strengthening of social orientation. This means strengthening the role of the social function in the system of agrarian relations, for the implementation of which the distribution and access to the resource potential of territorial communities in society should be ensured in accordance with the laws of social optimality and expediency.

To ensure the effectiveness of the institutional system of organic agro-industrial production, it is necessary to find a social compromise, the optimal configuration of taking into account the individual, corporate, and public interests of the subjects of economic relations. Any configuration will have its pros and cons, so it is a question of choosing long-term priorities for the state agricultural policy in the field of production and distribution of organic products, as well as the policy of development of rural areas and territorial communities.

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### **ОСОБЛИВОСТІ АДАПТАЦІЇ ВІТЧИЗНЯНИХ ПІДПРИЄМСТВ ДО ВИХОДУ НА РИНКИ ЄВРОПЕЙСЬКИХ КРАЇН**

Вихід підприємств на ринок Європейського Союзу має свою специфіку. Окрему увагу при дослідженні даного питання слід звернути на правове середовище ЄС, різноманітність мов та культурних особливостей, митні процедури, податкове та фінансове питання, адаптацію маркетингової стратегії під внутрішнє середовище ринку.

Ринок Європейського Союзу, зважаючи на його особливості, має певні тенденції та напрямки, які впливають на динаміку бізнесу та компаній, що діють на його території. Серед таких напрямів виділимо збереження чистоти довкілля та мінімізація його забруднення. Це питання має беззаперечний вплив: компанії все більше розробляють та використовують екологічно чисті технології та вироби, активно працюють над зменшенням викидів вуглецю та збільшенням використання відновлюваних джерел енергії. Це значним

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