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***BACHELOR'S THESIS***

**Title "Marketing mechanisms of companies` export activities in the agri-industrial sector of Ukraine "**

**By Zubtsova Viktoria** \_\_\_\_\_ (Student's name, Surname) (Signature)

*Academic Supervisor ScD of Economics, Professor  
Shvydanenko Oleg Anatoliiovych*

\_\_\_\_\_  
(Signature)

**The work is accepted for defense before the examination  
commission for the attestation of applicants for higher  
education**

Head of the Department of International Economics  
Dr. of science, Professor  
Stolyarchuk Y.M.

\_\_\_\_\_  
(Signature)

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## Plan of qualifying bachelor's thesis

<b>SECTION I</b>	<b>THEORETICAL FOUNDATIONS OF EXPORT ACTIVITY OF AGRICULTURAL ENTERPRISES</b>
<b>SECTION II</b>	<b>ANALYSIS OF UKRLANDFARMING'S EXPORT ACTIVITIES</b>
<b>Object of study:</b>	process of export activities of enterprises of the agro-industrial sector of Ukraine in the context of global challenges.
<b>Subject of research:</b>	theoretical and methodological foundations and applied aspects of the formation and implementation of marketing mechanisms for the export activities of enterprises in the agro-industrial sector of Ukraine
<b>The purpose of the bachelor's thesis:</b>	The purpose of the study is to develop theoretical and methodological foundations and practical recommendations for improving the marketing mechanisms of export activities of enterprises in the agro-industrial sector of Ukraine in the context of global challenges

### Specific tasks the applicant has to accomplish to meet the objective:

<b>In section I</b>	<ol style="list-style-type: none"><li>1. To study the theoretical foundations of marketing mechanisms for the export activities of enterprises, in particular the essence, principles, functions and tools of export marketing;</li><li>2. To analyze the current state, trends and problems of export activities of enterprises in the agro-industrial sector of Ukraine;</li><li>3. To carry out a comparative analysis of the world experience of applying marketing mechanisms in the export activities of agro-industrial enterprises;</li><li>4. To evaluate the effectiveness of existing marketing mechanisms of export activities of domestic agricultural enterprises;</li></ol>
<b>In section II</b>	<ol style="list-style-type: none"><li>1. Identify key success factors and barriers to the implementation of effective marketing strategies of Ukrainian agroexporters;</li><li>2. To develop a conceptual model for the formation and implementation of a marketing strategy for the export activities of an agro-industrial enterprise;</li><li>3. To propose methodological tools for assessing the effectiveness of marketing mechanisms of export activities of agricultural enterprises;</li><li>4. To substantiate practical recommendations for improving the marketing mechanisms of export activities of agricultural enterprises in Ukraine in the context of global challenges.</li></ol>

**The task has been set  
by the Academic Supervisor**

\_\_\_\_\_  
(signature)

Oleg Shvydanenko  
(Name, Surname)  
20.12.2023

**The task was received by  
the acquirer**

\_\_\_\_\_  
(signature)

Viktoria Zubtsova  
(Name, Surname)  
20.12.2023

## ABSTRACT

The bachelor's thesis consists of 73 pages, 18 tables, 8 figures, a list of 43 references

### **Marketing mechanisms of companies' export activities in the agri-industrial sector of Ukraine**

*The object* of the study is the process of export activities of enterprises of the agro-industrial sector of Ukraine in the context of global challenges.

*The subject* of the study is the theoretical and methodological foundations and applied aspects of the formation and implementation of marketing mechanisms for the export activities of enterprises in the agro-industrial sector of Ukraine.

*The purpose of the study* is to develop theoretical and methodological foundations and practical recommendations for improving the marketing mechanisms of export activities of enterprises in the agro-industrial sector of Ukraine in the context of global challenges.

To *achieve this goal*, the following tasks have been set:

- to study the theoretical foundations of marketing mechanisms for the export activities of enterprises, in particular the essence, principles, functions and tools of export marketing;
- to analyze the current state, trends and problems of export activities of enterprises in the agro-industrial sector of Ukraine;
- to carry out a comparative analysis of the world experience of applying marketing mechanisms in the export activities of agro-industrial enterprises;
- to evaluate the effectiveness of existing marketing mechanisms of export activities of domestic agricultural enterprises;
- identify key success factors and barriers to the implementation of effective marketing strategies of Ukrainian agroexporters;
- to develop a conceptual model for the formation and implementation of a marketing strategy for the export activities of an agro-industrial enterprise;

- to propose methodological tools for assessing the effectiveness of marketing mechanisms of export activities of agricultural enterprises;
- to substantiate practical recommendations for improving the marketing mechanisms of export activities of agricultural enterprises in Ukraine in the context of global challenges.

*Practical significance of the results obtained.* The results of the thesis on “Marketing mechanisms of companies' export activities in the agri-industrial sector of Ukraine” are of great practical importance. The recommendations developed in the work on improving the marketing mechanisms of export activities can be used by domestic agro-industrial enterprises to increase the efficiency of their entry and consolidation in foreign markets. The analysis of the best international practices of applying marketing tools in agro-export allows Ukrainian companies to borrow and adapt successful approaches to their activities.

The methodological approaches to assessing the effectiveness of export operations proposed in the paper can be used by agro-industrial enterprises for a comprehensive analysis and monitoring of the results of their foreign economic activity. The identified key problems and barriers that hinder the development of marketing mechanisms for exports can serve as a basis for improving the state policy of supporting agricultural exports in Ukraine.

The year of completion of the bachelor's thesis is 2024.

The year of defense of the work is 2024.

*Keywords:* export activities, agro-industrial complex, marketing mechanisms, foreign markets, international competitiveness, commodity policy, pricing policy, sales policy, marketing communications, branding, digital technologies.

**REVIEW**  
**on the of qualification bachelor thesis**  
**of the student of the Faculty of International Economics and Management**  
**educational program “International economics”**  
**Victoria Zubtsova**  
**title «Marketing mechanisms of companies` export activities in the agri-industrial**  
**sector of Ukraine »**

1. Relevance of the topic: due to the unprecedented growth in recent decades of export activities of companies in the agro-industrial sector of Ukraine and its multidimensional impact on the socio-economic processes of national economic development.
2. **Positive features of the qualifying Bachelor's thesis:** there is a comprehensive analysis of the world experience of using export marketing in the agro-industrial sector through the prism of the specifics of its application and implementation tools. The state and key problems of using marketing mechanisms of export activities by companies of the Ukrainian agricultural sector are determined. .
3. **The presence of independent developments of the author:** most of all, the author managed to systematize statistical and factual material that characterizes the dynamics, structure and volumes of export activities of companies in the agro-industrial sector of Ukraine, as well as to identify ways to improve marketing support for the export of products of the domestic agro-industrial complex.
4. **The value of theoretical conclusions and practical recommendations:** the theoretical conclusions arising from the content of the work and related to strengthening the competitive position of companies in the agro-industrial sector of Ukraine in world markets are well-grounded and give grounds to determine the main directions for improving marketing support for exports of products of the agro-industrial complex of Ukraine.
5. **The presence of shortcomings:** as a shortcoming of the work, it should be noted the author's insufficient attention to the issue of brand development of Ukrainian companies in the agro-industrial sector of Ukraine as an element of the marketing strategy of enterprises in the implementation of their foreign economic activity.
6. **General assessment of the bachelor's thesis and its admission to the defence EC::** In general, the qualifying master's thesis of V. Zubtsova is complete, is an independent study, in its content, structure and logic of presentation of the material meets the regulatory requirements, which gives grounds to recommend it for defense before the EC with a total score of 44 points.

Academic Supervisor:  
Doctor of Economics, professor, professor  
of the Department of  
International Economics

\_\_\_\_\_ O.A. Shvydanenko  
(signature)

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

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## INTRODUCTION

The relevance of the topic is due to the significant potential of the country's agricultural sector and the need for its effective implementation in international markets. In the context of globalization and increased competition, the development and implementation of effective marketing mechanisms is a key factor in the successful development of export activities of agricultural enterprises. The study of this topic will identify the main problems and prospects for the use of marketing tools to promote Ukrainian agricultural products on world markets, as well as develop practical recommendations for improving the export strategies of domestic agricultural enterprises.

An analysis of recent research and publications shows a significant interest of scientists in the issue of marketing mechanisms for export activities of agricultural enterprises. In particular, Karasova N. (2019) explores the peculiarities of applying marketing strategies by Ukrainian agricultural enterprises in international markets, emphasizing the need to adapt marketing tools to the specifics of target countries. In turn, Kvasha S. and Pankratova L. (2020) analyze the potential of using digital marketing technologies to promote agricultural products in export markets, noting their cost-effectiveness and wide opportunities for targeting and communicating with consumers. Nataliia Karasova (2021) conducts a comparative analysis of the export marketing strategies of agricultural companies in Ukraine and the EU, identifying key success factors and areas for improving domestic practices. Boiko V., Kwilinski A., and Misiuk M. (2019).

The purpose of the study is to develop theoretical and methodological foundations and practical recommendations for improving the marketing mechanisms of export activities of enterprises in the agro-industrial sector of Ukraine in the context of global challenges.

To achieve this goal, the following tasks have been set:

- to study the theoretical foundations of marketing mechanisms for the export activities of enterprises, in particular the essence, principles, functions and tools of export marketing;

- to analyze the current state, trends and problems of export activities of enterprises in the agro-industrial sector of Ukraine;
- to carry out a comparative analysis of the world experience of applying marketing mechanisms in the export activities of agro-industrial enterprises;
- to evaluate the effectiveness of existing marketing mechanisms of export activities of domestic agricultural enterprises;
- identify key success factors and barriers to the implementation of effective marketing strategies of Ukrainian agroexporters;
- to develop a conceptual model for the formation and implementation of a marketing strategy for the export activities of an agro-industrial enterprise;
- to propose methodological tools for assessing the effectiveness of marketing mechanisms of export activities of agricultural enterprises;
- to substantiate practical recommendations for improving the marketing mechanisms of export activities of agricultural enterprises in Ukraine in the context of global challenges.

The object of the study is the process of export activities of enterprises of the agro-industrial sector of Ukraine in the context of global challenges.

The subject of the study is the theoretical and methodological foundations and applied aspects of the formation and implementation of marketing mechanisms for the export activities of enterprises in the agro-industrial sector of Ukraine.

The following methods have been used to achieve the goal and solve the research objectives:

- theoretical generalization, analysis and synthesis - to study the conceptual foundations of marketing mechanisms of export activities of enterprises;
- statistical and economic analysis - to assess the current state, trends and problems of export activities of enterprises in the agro-industrial sector of Ukraine;
- comparative analysis - to study the world experience of applying marketing mechanisms in the export activities of agro-industrial enterprises;
- SWOT analysis - to identify strengths, weaknesses, opportunities and threats in the implementation of marketing strategies of Ukrainian agro-exporters;

- expert evaluation - to identify key success factors and barriers to the implementation of effective marketing strategies for export activities;
- modeling - to develop a conceptual model for the formation and implementation of a marketing strategy for the export activities of an agro-industrial enterprise;
- systemic and structural-functional analysis - for the formation of methodological tools for assessing the effectiveness of marketing mechanisms for the export activities of agricultural enterprises;
- abstract and logical - for theoretical generalization of the research results and formulation of conclusions and proposals.

Theoretical significance - deepening the scientific and methodological foundations for the formation and implementation of marketing mechanisms for the export activities of agricultural enterprises.

Methodological significance - development of methodological tools for assessing the effectiveness of marketing mechanisms for export activities of the agricultural sector.

Practical significance - development of practical recommendations for improving the marketing mechanisms of export activities of agricultural enterprises in Ukraine.

The information base of the study includes: legislative and regulatory acts of Ukraine; statistical data of state bodies and international organizations; scientific publications; materials of conferences and seminars; reports of agro-industrial enterprises; results of the author's own research; Internet resources and information databases.

Structure of the paper. The paper consists of an introduction, two chapters, conclusions, a list of references and appendices.

## SECTION I. THEORETICAL FOUNDATIONS OF EXPORT ACTIVITY OF AGRICULTURAL ENTERPRISES

### 1.1. The essence and features of export activities in the agro-industrial complex

Export activity is a set of measures taken by participants in foreign economic activity to sell products, services, and works in the markets of foreign countries [1] (Table 1.1).

Table 1.1 - Variants of the definition of «export activity»

Source	Variants
Daniels et al., International Business (2019)	Export activity refers to the process of selling goods or services produced in one country to customers located in another country. It involves market research, negotiating sales contracts, arranging logistics, and completing customs clearance.
Hill & Hult, International Business (2019)	Export activity is a critical component of a country's international trade and contributes to its economic growth and balance of payments. It reflects a nation's competitiveness in the global marketplace.
Cavusgil et al., International Business (2020)	Export activity encompasses the transfer of goods, technologies, or information from a domestic market to foreign markets, which may be subject to various legal and regulatory requirements.
Leonidou & Katsikeas, «The Export Development Process: An Integrative Review of Empirical Models» (1996)	At the firm level, export activity refers to the proportion of a company's total sales or revenue that is generated from selling products or services to customers located outside of the company's home country.
Etemad, «The Internet and the International Marketing of SMEs: The Evolving Global Market and Hypermedia CMC Platforms» (2004)	In the software and technology industry, export activity may include the licensing or sale of intellectual property, cloud-based services, or digital products to international customers.

Source: [1]

Export activities are of particular importance for the agro-industrial complex, as they provide access to new promising markets outside the domestic market. Exporting products increases the overall profitability of production by increasing sales and expanding the customer base. It also contributes to the increase in foreign exchange earnings, which are necessary to cover the industry's import needs, purchase modern

equipment and technologies, and invest in the modernization and development of production.

The development of the export potential of the agricultural sector is one of the key tasks to ensure its stable growth, increase global competitiveness and integration into global value chains. Export activities can be realized through various forms, such as direct export, indirect exports, and joint ventures. Agribusinesses can also indirectly export their products through integrated trading intermediaries, such as large international companies, global agricultural holdings, or retail chains [2, 3].

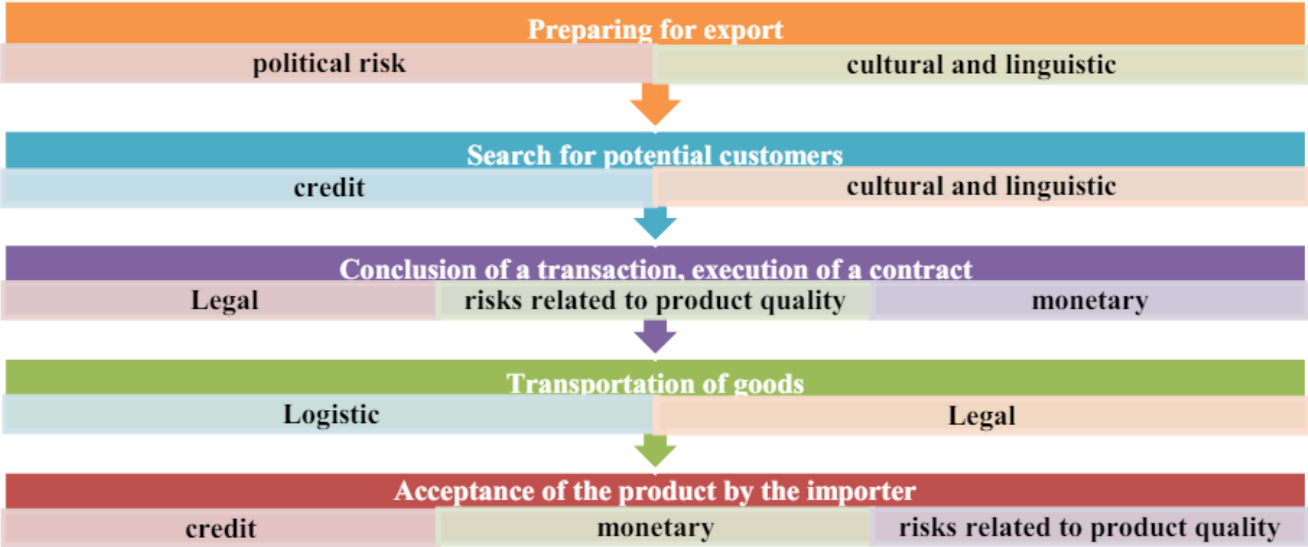


Figure 1.1. Diagram of possible risks at different stages of export.

Source: [2]

Export activities in the agro-industrial complex have their own specifics that distinguish them from other sectors of the economy. This specificity is due to the peculiarities of agricultural production and technological processes in the processing industry.

First, the agro-industrial complex is characterized by a pronounced seasonality of production, which depends on natural and climatic conditions. This means that the volume of output and its availability on the market fluctuate significantly throughout the year. This uneven production makes it difficult to plan and organize export deliveries.

Secondly, agri-food products have limited shelf life and require special transportation and logistics conditions. This imposes additional requirements and costs

on exporters related to refrigeration equipment, specialized transport, temperature control, etc.

In addition, the production of agricultural raw materials and food products is largely dependent on natural and climatic conditions, which can fluctuate significantly from year to year. Adverse weather events, climate change, and extreme events (droughts, floods, frosts) can lead to sharp fluctuations in production and, consequently, exports. This increases risks and complicates forecasting in export markets [5].

Export activities of agro-industrial enterprises are a complex and multi-stage process that requires planning and coordination of various functional areas. To successfully implement export operations, it is necessary to go through a number of interconnected stages, each of which has its own characteristics and objectives (Table 1.2).

Table 1.2 - The main stages of export activities by agro-industrial enterprises

<b>Stage</b>	<b>Main tasks</b>
Market research	<ul style="list-style-type: none"> <li>- Analysis of the results of foreign markets</li> <li>- Assessment of the competitive environment</li> <li>- Study of consumer preferences and requirements</li> </ul>
Selection of partners	<ul style="list-style-type: none"> <li>- Search and evaluation of reliable foreign buyers/distributors</li> <li>- Establishment of business contacts and negotiations</li> </ul>
Conclusion of contracts	<ul style="list-style-type: none"> <li>- Negotiation of terms of delivery, price, terms, payment methods</li> <li>- Legalization of export transactions</li> </ul>
Customs clearance	<ul style="list-style-type: none"> <li>- Preparation of some documents</li> <li>- Passing customs procedures for export</li> </ul>
Logistics	<ul style="list-style-type: none"> <li>- Organization of transportation of products</li> <li>- Ensuring storage conditions and compliance with temperature conditions</li> <li>- Synchronization of deliveries with the needs of foreign partners</li> </ul>
After-sales service	<ul style="list-style-type: none"> <li>- Support of export shipments</li> <li>- Resolution of possible complaints and claims</li> </ul>

Source: [4, 6]

Successful implementation of export activities of agro-industrial enterprises requires a comprehensive approach that covers all key stages - from research to the after-sales market. Each of these stages requires appropriate knowledge, skills and resources, which need to be utilized through both strategic planning and effective operational coordination. Only when all stages of the export process are completed can an agro-industrial enterprise ensure the competitiveness of its products in foreign markets and maximize the return on its export activities [8].

At the national level, the export of agricultural and food products is regulated by the relevant legislation that sets requirements for quality, safety, labeling, packaging, and transportation of goods. In addition, the state may apply special export support measures, such as financial incentives, subsidies, loans, risk insurance, etc. In some cases, quotas or duties may be imposed on certain commodities to regulate the volume and structure of exports.

At the international level, the export activities of the agricultural sector are subject to a number of multilateral and regional trade agreements that define rules and standards for market access, customs clearance, sanitary and phytosanitary measures, product certification, etc. Organizations such as the World Trade Organization, the Codex Alimentarius Commission, the International Organization for Standardization (ISO) and others play a key role in shaping global trade norms [3].

Compliance with international requirements and standards for quality, safety, product labeling, and certification is critical for agricultural producers seeking to enter foreign markets. Failure to comply with the established standards may become an obstacle to exports and create risks of restrictive measures by importing countries (Table 1.3).

Table 1.3 - Benefits and risks of exporting for agricultural enterprises

<b>Advantages</b>	<b>Risks</b>
Expansion of markets of sale: - it is Access to new, more capacious foreign markets - it is the Diversification of channels of realization of products - it is an Increase of the volume of sales	Competition pressure - it is Necessity to increase of competitiveness - it is a Risk of loss of internal market share
Currency receivables - it is an Increase of volumes of currency profit yield - it is Possible to invest in the modernization of production	Currency risks - it is Oscillation of rates of exchange - it is the Risk of insolvency of foreign partners
Diversification - it is the Decline of dependence on the vibrations of the internal market - it is the Distribution of risks between different directions of activity	Logistic risks - to Complication of storage and transport - it is a Risk of delays in deliveries

Increase of profitability - it is an increase of the volume of sales - are higher prices on foreign markets	Normatively-legal risks - it is Conforming to the requirements of export legislation - it is Necessary of certification and permissions
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Source: [7]

Export activity opens for agroindustrial enterprises wide possibilities of going into new markets, increases of efficiency and profitability. At the same time, she is related to the row of the risks, related to competition pressure, currency vibrations, logistic complications and normative requirements. An effective management of these risks is key for providing stability and firmness of export activity of agro-industrial enterprises to the sector.

#### Key Factors for Success in Export Activities of Agro-Industrial Enterprises:

1. **Product Quality.** One of the most important factors determining the competitiveness of products in foreign markets is their high level of quality and safety. Studies show that about 45% of consumers are willing to pay 10-15% more for products that meet international quality standards. Therefore, it is extremely important for agricultural producers to produce and constantly confirm their products' compliance with the stringent requirements of international certification systems.
2. **Reliability of Deliveries.** The stability and timeliness of fulfilling export contracts is critically important for maintaining long-term partnerships with foreign clients. Even minor delays or disruptions in deliveries can lead to loss of trust and refusal to cooperate. Therefore, agro-industrial enterprises must ensure effective logistics, synchronize production capacities with the volumes of export orders, and insure against the risks of force majeure circumstances.
3. **Adaptability to Market Demands.** Successful entry into foreign markets requires agricultural producers to constantly monitor and adapt their products to consumers' changing needs and preferences. According to surveys, about 35% of agricultural product buyers refuse to purchase goods if they do not meet their specific requirements. Therefore, enterprises need to be flexible in developing and

differentiating their product range, packaging, and labeling to meet the demands of various market segments [9].

4. Effective Marketing. For successful promotion of products in foreign markets, agricultural producers must actively use modern marketing tools. This includes market research, product branding, participation in specialized exhibitions, online promotion, and establishing relationships with key distributors. Such marketing efforts can increase brand awareness and ensure their stable market position among foreign consumers.

For a significant period, Ukraine has remained a predominantly agricultural country. Even in the context of general industrialization, modern agriculture in Ukraine remains largely dependent on natural factors, leading to harvest volatility. Technological progress in the agricultural sector has led to the formation of a large industrial production market, which has led to a capital flow not only from the farming sector to the industry with its higher rates of return but also to massive migration from rural to urban areas [11].

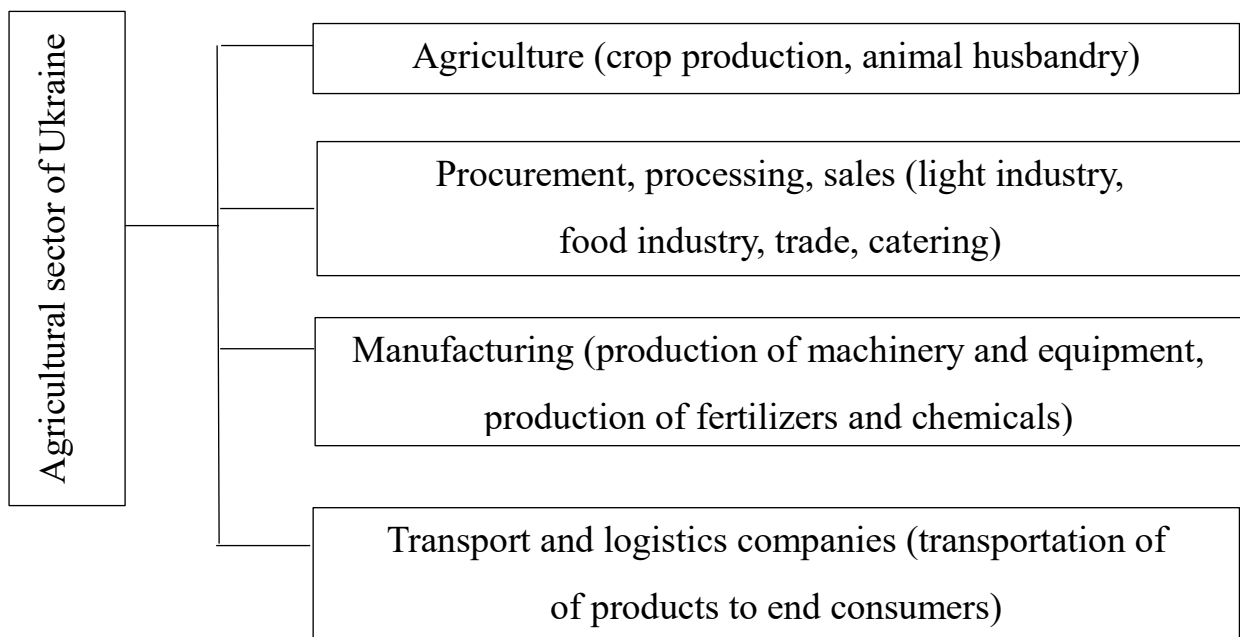


Figure 1.2. The composition of the Ukrainian agro-industrial complex

Source: [10]

Current trends and challenges in the export activities of the agricultural sector are characterized by increasing globalization, changing consumer preferences, and the growing role of environmental and social standards. Globalization has led to expanded access to foreign markets for producers, but it has also intensified competition.

Consumers have become more demanding, preferring products manufactured in compliance with high environmental and social standards. This requires agricultural producers to continuously improve their technologies, implement innovative solutions, and certify their products in accordance with international requirements.

To be able to export effectively, agricultural companies must adapt to these trends. This requires significant investments in the modernization of production, the restructuring of production processes, and the updating of marketing strategies. Only a comprehensive approach will allow domestic agricultural producers to successfully compete in global markets.

Changes in consumer preferences also require the agricultural sector to respond flexibly to customer demands. Increased attention to the quality, safety, and environmental friendliness of food products necessitates the improvement of control systems at all stages of the production chain. This will allow domestic exporters to meet the highest requirements of the global market [14].

## **1.2. Marketing mechanisms for ensuring the effectiveness of export activities**

Effective export activities of enterprises are impossible without the use of modern marketing tools and mechanisms. Marketing mechanisms play a key role in ensuring the competitiveness of domestic products in foreign markets. First, market research allows for a thorough study of the needs and preferences of foreign consumers, their behavior, the nature of competition, barriers to entry, etc. This creates the basis for developing an effective export strategy and an optimal marketing mix.

Secondly, marketing communications, including advertising, PR, participation in exhibitions and fairs, contribute to the formation of a positive image of a domestic producer and promotion of its goods in foreign markets. Effective communication measures help to inform potential buyers about the benefits of the products offered.

Third, effective pricing and optimization of sales policy in foreign markets are also important marketing mechanisms. They help to ensure competitive prices and create efficient distribution and supply channels to consumers [14].

The main components of marketing mechanisms for export activities are:

1. Market research:

$$\text{Market capacity} = \text{Number of potential consumers} \times \text{Average consumption} \quad (1.1)$$

2. Market segmentation

$$\text{Segment attractiveness} = \text{Segment capacity} \times \text{Purchasing power} \times \text{Level of competition} \quad (1.2)$$

3. Product positioning

$$\text{Competitiveness} = (\text{Product quality} + \text{Product price})/\text{Product price} \quad (1.3)$$

4. Pricing:

$$\text{Price} = \text{Cost price} + \text{Profit margin} \quad (1.4)$$

5. Distribution:

$$\text{Distribution channels} = \text{Number of intermediaries} \times \text{Intermediary efficiency} \quad (1.5)$$

6. Promotion:

$$\text{Promotion budget} = \text{Market share} \times \text{Planned sales volume} \times \text{Promotion cost rate} \quad (1.6)$$

7. Product:

$$\text{Product competitiveness} = (\text{Quality} + \text{Uniqueness})/\text{Price} \quad (1.7)$$

8. Brand management

$$\text{Brand equity} = \text{Customer loyalty} \times \text{Brand awareness} \times \text{Brand associations} \quad (1.8)$$

The effective use of these components of marketing mechanisms for export activities allows enterprises to make informed management decisions, ensure the competitiveness of products in foreign markets and increase the efficiency of export operations. Comprehensive marketing research provides comprehensive information about the market environment, needs and preferences of foreign consumers. This creates the basis for effective market segmentation and product positioning in accordance with the requirements of the target audience.

The rational use of marketing mix tools allows us to set optimal prices, create effective distribution channels, develop effective advertising campaigns and constantly improve product characteristics. This integrated approach ensures the competitiveness of exports in foreign markets. At the same time, paying due attention to branding allows exporting companies to create unique brands that enjoy the trust and favor of consumers. Building a strong brand is the key to stable demand for a company's products and its long-term presence in foreign markets [11].

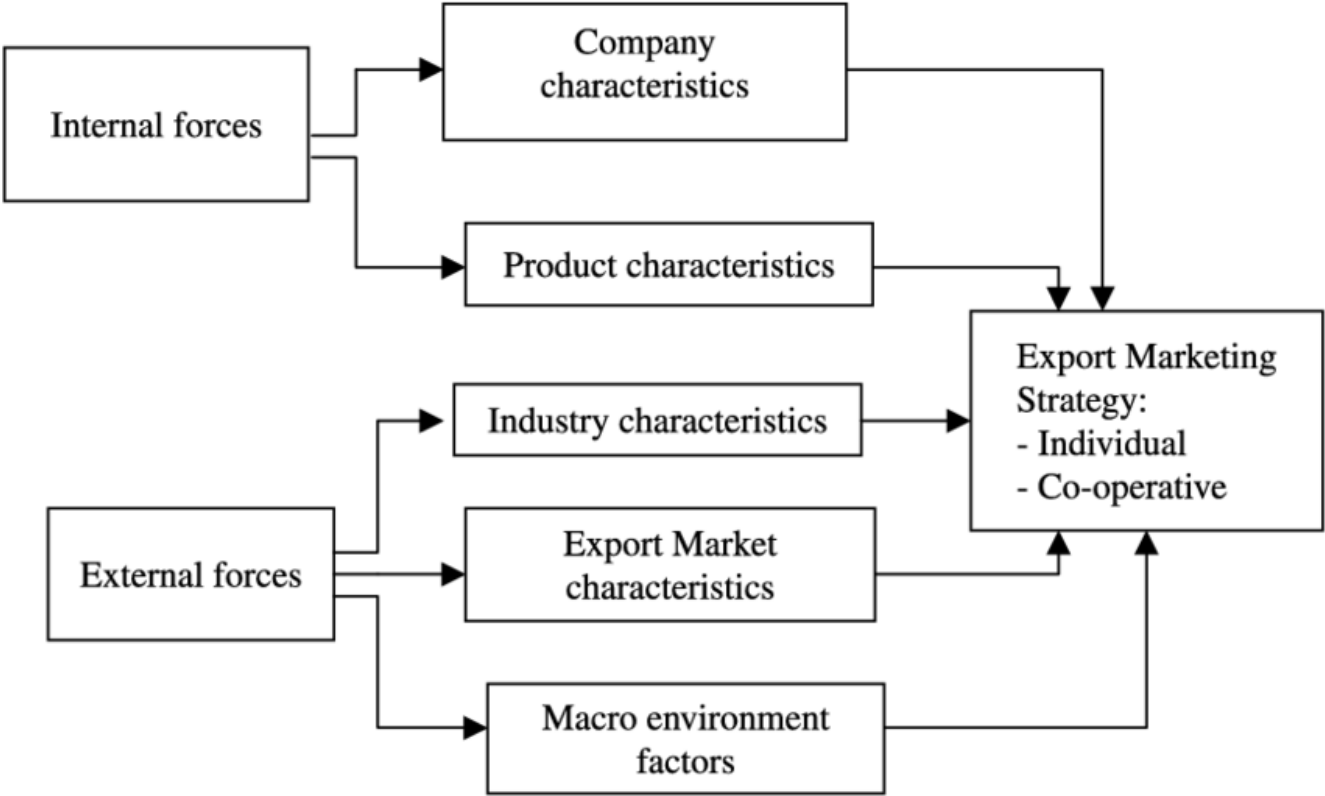


Figure 1.3. Factors determining the export marketing strategy of firms  
Source: [12]

The internal characteristics of the company serve as the driving forces that shape its export capabilities. These include the company's own attributes, such as its overall characteristics, the features of its products, and the industry characteristics of the sector it operates in. All of these internal factors contribute to determining the company's export potential.

Simultaneously, the company must also carefully consider the external factors at play, including the specific characteristics of the target export market as well as the broader macro-environmental elements, such as the economic, political, and social

conditions. These external forces can significantly influence the company's export activities and performance [15].

Ultimately, the company's export marketing strategy, which can be pursued either individually or cooperatively, emerges as a result of the complex interplay between these internal and external factors. Understanding and thoroughly analyzing this multifaceted set of elements is crucial for the company in developing an effective and well-informed export strategy (Table 1.4).

Table 1.4 - Peculiarities of application of marketing instruments in the export activity of agro-industrial enterprises

<b>Marketing tool</b>	<b>Specifics of export activities</b>
Product policy	- Adaptation of product characteristics in accordance with the preferences and requirements of foreign consumers
	- Ensuring product quality and safety standards in accordance with international standards
	- Packaging and labeling in accordance with the target market
Pricing	- Consideration of exchange rate fluctuations and changes in purchasing power
	- Setting competitive prices, taking into account logistics costs, tariffs and trade barriers
	- Flexible pricing strategies to adapt to market conditions
Distribution	- Identification of effective distribution channels in the target market
	- Creation of reliable logistics and transportation networks
	- Cooperation with local partners and intermediaries to ensure efficient delivery of products
Career advancement	- Participation in international fairs and exhibitions
	- Targeted advertising campaigns in foreign media
	- Use of digital marketing platforms to reach a global audience
	- Focus on brand building and recognition in the export market

Source: [12, 15]

The effective application of these marketing tools in the export activities of agro-industrial enterprises requires a deep understanding of the specifics and dynamics of target foreign markets. Adapting the marketing mix to the unique advantages, rules, and competitive environment of each export market is crucial for achieving success and increasing the competitiveness of domestic agricultural products on the global stage.

Strategic marketing successfully plays a key role in ensuring successful export activities of enterprises. Enterprises can choose different types of export marketing strategies, each of which has its own characteristics. For each, enterprises can use an individual export strategy, when they independently use the full range of marketing

activities in foreign markets. This strategy involves in-depth study and adaptation to the specifics of target markets, development of their own unique product, pricing, sales and communication policies. Such a strategy requires significant resources, but it allows the company to control all aspects of its export activities to the maximum extent possible [14].

An alternative approach is to use a cooperative export strategy, where an enterprise joins forces with other domestic exporters to jointly enter and promote products in foreign markets. The cooperative strategy involves the joint use of marketing tools, cost reduction and risk sharing, but requires consensus among the participants. The process of forming and implementing an export marketing strategy includes the following stages (Table 1.5):

1. Analysis of internal and external factors affecting export activities;
2. Defining the mission, goals and objectives of exports;
3. Selection of the optimal export marketing strategy;
4. Developing a marketing package to implement the chosen strategy;
5. Implementation and control of the strategy, its adjustment if necessary [15].

When conducting marketing research in foreign markets, companies must account for the unique characteristics and dynamics of each target export market. Adapting research methods, tools, and information sources to the local context is crucial to obtaining accurate and actionable insights. Overcoming language and cultural barriers, as well as navigating legal and regulatory requirements, are also essential for effective export-oriented marketing research.

Table 1.5 - Marketing research in export activities

Aspect	Description
Methods	- Desk research (analysis of secondary data from industry reports, trade statistics, etc.)
	- Field research (surveys, interviews, focus groups with foreign customers)
	- Observational research (monitoring consumer behavior in export markets)
Tools	- Questionnaires and interview guides tailored to foreign respondents
	- Online surveys and social media analytics
	- Mystery shopping and competitor benchmarking
	- Customer relationship management (CRM) systems
Information Sources	- Industry associations and trade organizations
	- Government agencies and embassies
	- International statistical databases (e.g., Eurostat, UN Comtrade)
	- Specialized market research firms and consultancies

Peculiarities	- Cultural and language differences in conducting research abroad
	- Adaptation of research methods and tools to local contexts
	- Challenges in accessing reliable data and information in some markets
	- Importance of understanding local regulations and legal requirements

Source: [13]

Segmentation and selection of target export markets are key components of strategic marketing in export activities. This process involves dividing potential foreign markets into homogeneous groups of consumers, assessing their attractiveness and accessibility for the company.

The criteria for segmenting export markets may include geographic (region, country, climate), demographic (age, income, education), psychographic (lifestyle, values) and behavioral (consumption volumes, brand loyalty) characteristics. By applying a multi-criteria approach, a company is able to identify the most promising segments that best match its capabilities and product offer.

Assessing the attractiveness of export markets involves analyzing such factors as market capacity, level of competition, consumer solvency, trade and investment barriers, political and economic stability. At the same time, market accessibility is determined by the availability of appropriate infrastructure, logistics capabilities, qualified partners, and the regulatory environment [11].

Based on a comprehensive assessment of the attractiveness and accessibility of potential export markets, the company chooses a strategy to cover them. This can be a strategy of concentrated coverage (focusing on one or more of the most promising segments), differentiated coverage (tailoring the offer to several segments) or mass coverage (launching standardized products) (Table 1.6).

When implementing a commodity policy for export marketing, enterprises must carefully adapt their products to the unique requirements and preferences of foreign markets. This includes adjusting product characteristics, ensuring compliance with international standards and certifications, and managing the product assortment to meet the diverse needs of export customers.

Table 1.6 - Commodity policy in export marketing

Aspect	Description
Product Adaptation	- Adjusting product characteristics (size, design, features, packaging) to meet foreign consumer preferences
	- Ensuring compliance with international quality, safety, and environmental standards
	- Customizing labeling and instructions according to target market regulations
Standardization and Certification	- Obtaining relevant international product certifications (e.g., ISO, CE, Halal, Kosher)
	- Aligning production processes with global industry standards
	- Implementing traceability systems to demonstrate product origin and quality
Assortment Management	- Analyzing export market demand to determine the optimal product mix
	- Developing specialized product lines for specific export markets
	- Managing product life cycles and introducing new/modified products to maintain competitiveness

Source: [17]

The adaptation of products to foreign market requirements is essential for overcoming trade barriers and meeting the quality expectations of international consumers. Obtaining relevant certifications and aligning production with global industry standards also enhance the credibility and acceptability of exported goods [16].

Effective assortment management in export marketing involves continuously monitoring demand trends, introducing specialized product lines, and managing the life cycle of exported goods to maintain a competitive edge in foreign markets. This dynamic approach to the commodity policy ensures that the enterprise's export offering remains relevant and appealing to its target customers (Table 1.7).

Effective export pricing requires a comprehensive assessment of both internal and external factors that influence price-setting. Enterprises must carefully analyze their production costs, desired profit margins, as well as the competitive landscape, purchasing power, and price sensitivity of foreign customers in each target export market. To navigate the unique dynamics of international markets, enterprises should adopt flexible pricing strategies that can adapt to the diverse customer preferences and competitive conditions across different export destinations. This may involve employing a combination of pricing methods, such as cost-plus, value-based, and dynamic pricing approaches.

Table 1.7 - Pricing policy in export marketing

Aspect	Description
Pricing Factors	- Production costs and profit margin requirements
	- Competitors' pricing in the target export market
	- Exchange rate fluctuations and currency risks - Trade barriers (tariffs, taxes, customs duties)
	- Purchasing power and price sensitivity of foreign customers
	- Logistics and distribution costs for export operations
Pricing Strategies	- Market penetration pricing (low prices to gain market share)
	- Skimming pricing (high prices to target premium segments)
	- Competitive pricing (matching or undercutting competitors)
	- Differential pricing (tailoring prices to local market conditions)
Pricing Methods	- Cost-plus pricing (production costs + desired profit margin)
	- Value-based pricing (pricing according to customers' perceived value)
	- Target return pricing (pricing to achieve a target profit level)
	- Dynamic pricing (adjusting prices in response to market conditions)
Currency Risk Considerations	- Monitoring exchange rate fluctuations and hedging strategies
	- Invoicing in a stable foreign currency or the customer's local currency
	- Adjusting prices to account for currency exchange rate changes
	- Updating pricing models to reflect the impact of currency risks

Source: [16]

Utilizing a mix of pricing techniques allows enterprises to maintain competitiveness and profitability in the face of currency risks and other export-related challenges. Careful monitoring and active management of currency fluctuations are crucial to ensure the sustainability of export pricing policies and the overall profitability of international operations (Table 1.8).

Enterprises engaged in export activities must carefully evaluate and select the most appropriate distribution channels, taking into account critical factors such as market access, customer preferences, and their own resource constraints. The choice of distribution strategy is a crucial element of the sales policy, as it directly affects the enterprise's ability to effectively reach and serve customers in the target export markets.

Effective international logistics management is a vital component of the sales policy, as it ensures the timely and cost-efficient delivery of exported products. This requires a thorough understanding of transportation options, customs procedures, and the optimization of supply chain operations. By implementing robust logistics management practices, enterprises can enhance the reliability and efficiency of their export deliveries [7].

Table 1.8 - Sales policy in export marketing

<b>Aspect</b>	<b>Description</b>
Distribution Channels	- Direct export (selling directly to foreign customers)
	- Indirect export (using intermediaries such as export agents, distributors, or retailers)
	- E-commerce platforms and online sales channels
	- Strategic alliances or joint ventures with local partners
Logistics Management	- Optimizing transportation modes (air, sea, road, rail) based on cost, speed, and reliability
	- Coordinating international freight forwarding, customs clearance, and warehousing
	- Implementing supply chain visibility and traceability systems
	- Managing export documentation and compliance with trade regulations
Cooperation with Foreign Partners	- Identifying reliable and competent distribution partners (agents, wholesalers, retailers)
	- Negotiating favorable terms and establishing mutually beneficial contractual agreements
	- Providing training and support to build the capabilities of foreign partners
	- Maintaining close collaboration and communication to ensure effective market penetration

Source: [6]

Establishing strategic partnerships with reliable and capable foreign intermediaries, such as agents, wholesalers, or retailers, is often essential for successful market penetration. Enterprises must invest in building strong relationships with these partners, providing them with the necessary support and aligning their mutual interests. This collaborative approach enables enterprises to leverage the local market knowledge and distribution networks of their international partners, thereby enhancing their competitiveness and profitability in the global arena.

Communication policy plays a key role in promoting agricultural products in foreign markets as part of export marketing. The specifics of promoting agricultural products in foreign markets are determined by a number of features. Firstly, the need to overcome language and cultural barriers requires the adaptation of communication messages and the use of multilingual approaches. Secondly, increased consumer attention to the origin, safety and quality of food products necessitates a focus on the image of safe, environmentally friendly and natural products. Thirdly, demonstrating compliance with international standards and certificates is an important aspect, which increases the trust of foreign buyers.

To effectively promote agricultural products in foreign markets, companies use a variety of communication tools. These include participation in international exhibitions and fairs, advertising in industry media, cooperation with influential suppliers and resellers, and activity on social media and messengers. At the same time, companies should carefully study the preferences of target consumers and choose the most effective communication channels [12].

Brand management is an important element of communication policy. Creating a strong, recognizable brand with clear associations of quality, safety and origin is a key factor in the successful promotion of agricultural products in foreign markets. This involves applying branding strategies, developing a unique positioning, and developing communication campaigns aimed at building loyalty among foreign consumers (Table 1.9).

Table 1.9 - Digital technologies in the export marketing of agricultural enterprises

<b>Technology</b>	<b>Description</b>
E-commerce	- Selling products directly to foreign consumers through own e-commerce platforms
	- Utilizing cross-border e-commerce marketplaces (e.g., Amazon, Alibaba, eBay)
	- Implementing secure online payment systems and efficient logistics for international deliveries
Online Platforms	- Participating in digital B2B trade platforms connecting exporters and international buyers
	- Leveraging industry-specific online directories and catalogues to showcase products
	- Utilizing collaborative platforms for joint export initiatives and co-operative marketing
Social Networks	- Promoting products and building brand awareness on global social media platforms
	- Engaging with international consumers through content marketing and influencer collaborations
	- Gathering market intelligence and customer feedback through social listening
Online Advertising	- Targeted digital advertising campaigns on search engines, social media, and industry websites
	- Optimizing ad content and placements to reach the right export market segments
	- Leveraging programmatic advertising and data-driven targeting to improve campaign effectiveness

Source: [13]

The integration of digital technologies offers a wealth of opportunities for agricultural enterprises to enhance their export marketing efforts. These digital solutions encompass a diverse range of capabilities, from enabling direct e-commerce sales to facilitating access to global online platforms, implementing targeted social media promotion, and leveraging data-driven online advertising.

Adopting robust e-commerce capabilities empowers enterprises to reach international consumers directly, while also allowing them to capitalize on the scale and reach of cross-border digital marketplaces. Crucially, the implementation of secure online payment systems and efficient logistics solutions is essential for the success of these e-commerce export initiatives [12].

Furthermore, participation in specialized online trade platforms and industry-specific digital directories helps agricultural enterprises to connect with potential international buyers, expand their global visibility, and facilitate seamless business-to-business transactions. This digital connectivity expands the enterprises' access to new export markets and facilitates valuable business connections.

Social media and content marketing strategies enable enterprises to build brand awareness, engage directly with foreign consumers, and gather invaluable market insights that can inform and refine their overall export strategies. By leveraging the power of these digital communication channels, enterprises can forge stronger relationships with their target international audiences.

Lastly, the strategic application of data-driven online advertising techniques, such as targeted campaigns and programmatic buying, empowers enterprises to optimize their marketing investments and effectively reach their desired export market segments. This data-driven approach enhances the precision and efficiency of the enterprises' digital marketing efforts, ensuring their resources are allocated to the most promising export opportunities [9].

### **1.3. World experience in the use of marketing mechanisms in the export activities of agricultural companies**

Among the world's leading export-oriented agricultural companies, there are a number of successful players that demonstrate effective marketing strategies in foreign markets.

For example, the Dutch company Rijk Zwaan, one of the largest suppliers of vegetable seeds, actively applies a differentiated approach to market segmentation. Focusing on the local needs of consumers, the company develops specialized varieties adapted to the climatic conditions, preferences and culinary traditions of different countries. This strategy allows Rijk Zwaan to strengthen its position in the markets of Europe, Asia, America and Africa by supplying products that meet the needs of regional customers.

Another example is the Brazilian company BRF, one of the world's largest producers of meat products. BRF demonstrates effective positioning of its brands in global markets. In particular, their Sadia brand is positioned as a synonym for high quality, safety and innovation in the frozen semi-finished meat category. BRF's brand management strategy includes active promotion of Sadia through participation in international exhibitions, online advertising, and cooperation with famous chefs and influencers [10].

The example of the New Zealand dairy company Fonterra, which demonstrates successful management of marketing communications in foreign markets, is also worth mentioning. Fonterra actively uses digital channels to promote its brand, in particular, it invests heavily in targeted social media advertising, creating viral content, and building consumer loyalty through information resources. This integrated approach allows Fonterra to gain a strong foothold in the markets of Asia, the Middle East, Africa and Latin America.

The use of marketing tools in the export activities of agricultural enterprises has its own specifics depending on the type of agricultural product and geographical region/country [9].

1. Cereals: For the export of cereals (wheat, corn, barley, etc.), tools such as analysis of global market conditions, pricing with regard to currency risks, establishing efficient supply chains, and cooperation with large traders are important. In the Middle East, North Africa and Asia, where there is a high demand for grain, companies should focus on maintaining stable supply volumes and meeting quality and safety requirements. At the same time, in Europe and North America, attention is shifting to organic and specialty grains with high nutritional and food properties.
2. Oilseeds: Exports of oilseeds (soybeans, sunflower, rapeseed) require a focus on such aspects as ensuring stable supplies and establishing cooperation with processors and edible oil producers. Demand for sunflower and palm oil is growing in Asia and Africa, which requires strengthening branding and promotion among local wholesalers. At the same time, the EU and North American markets are increasingly focusing on organic, niche oilseeds, such as flaxseed or hempseed.
3. Fruit and vegetable products: In the fresh fruit and vegetable segment, tools to ensure quality, safety, standardization and certification of products in accordance with the requirements of importing countries play a key role. Efficient cold chain, fast delivery, and flexible pricing depending on seasonality are also important. The markets in Europe, the Middle East and Asia are experiencing a growing demand for organic, premium fruits and vegetables, which requires investment in branding and marketing communications.
4. Meat and dairy products: Exports of meat and dairy products require special attention to certification, traceability, safety and quality. Efficient logistics solutions, a well-developed refrigeration infrastructure, and cooperation with local distributors are critical. In the regional markets of Asia (China, Japan) and the Middle East, there is a growing demand for premium meat and dairy products, which requires appropriate branding and promotion of a high-quality image. At the same time, the demand for organic, vegetable and alternative meat and dairy products is growing in Europe and North America [8].

Branding and reputation marketing play a key role in ensuring effective export activities of agricultural companies in global markets.

A strong export brand allows agricultural companies to stand out among competitors, gain consumer trust and receive price premiums for their products. Building a powerful brand requires a comprehensive approach that includes careful positioning, developing a unique identity, building an emotional connection with customers, and constantly monitoring brand perception in the market.

Successful agricultural exporters pay special attention to reputation marketing, i.e. the targeted management of their image and reputation in foreign markets. This involves developing effective communication strategies, active presence in industry media, social networks, and participation in specialized exhibitions and conferences. In this way, companies are able to create a positive brand perception, emphasize its uniqueness, reliability and responsibility [7].

For example, the New Zealand company Fonterra is one of the world leaders in the dairy industry thanks to effective branding. Their brand “Anchor” is positioned as a symbol of quality, safety and innovation of New Zealand dairy products. This strategy is supported by ongoing investment in marketing communications, sponsorship of sporting events and collaboration with renowned chefs around the world. As a result, Anchor enjoys strong demand and trust from consumers around the world.

The Argentine company Arcor, one of the largest food producers in Latin America, uses a similar approach. Arcor is developing its corporate brand and a number of product brands, including Aguila and Frozen, which are associated with high quality and innovation of Argentine agricultural products in foreign markets. Active advertising support, participation in industry exhibitions and partnerships with retail chains allow Arcor to build a strong reputation as a reliable exporter (Table 1.10).

Successful entry and adaptation to new export markets requires a multifaceted approach that considers the specific cultural, regulatory, and competitive dynamics of each target country. Enterprises must carefully evaluate different market entry strategies, invest in localization efforts, ensure regulatory compliance, and continuously gather market intelligence to adjust their marketing strategies accordingly. This holistic approach enables enterprises to navigate the complexities of foreign markets and establish a sustainable competitive position.

Table 1.10 - Marketing approaches to entering new export markets and adapting to cultural and regulatory peculiarities

<b>Aspect</b>	<b>Description</b>
Market Entry Strategies	- Direct exporting (selling directly to foreign customers)
	- Indirect exporting (using intermediaries like export agents, distributors, retailers)
	- Joint ventures or strategic alliances with local partners
	- Foreign direct investment (establishing own production/sales subsidiaries)
Cultural Adaptation	- Researching cultural norms, traditions, and consumer behavior in the target market
	- Adapting product features, packaging, labeling to local preferences and usage patterns
	- Tailoring marketing communication campaigns to resonate with the local audience
	- Collaborating with local influencers, endorsers, and brand ambassadors
Regulatory Compliance	- Identifying and complying with relevant import regulations, standards, and certifications
	- Obtaining necessary export/import licenses, permits, and documentation
	- Ensuring product safety, quality, and labeling meet the requirements of the target market
	- Adapting pricing and distribution strategies to account for trade barriers (tariffs, taxes, quotas)
Localization Strategies	- Establishing local production facilities or strategic partnerships to manufacture products domestically
	- Developing specialized product lines or variants catered to the unique needs of the target market
	- Customizing branding, packaging, and marketing materials to align with local preferences
	- Building local marketing and sales teams with in-depth knowledge of the target market
Market Intelligence	- Conducting comprehensive market research to identify opportunities and challenges
	- Monitoring changes in regulations, consumer trends, and competitive landscape
	- Gathering insights on customer preferences, buying behavior, and distribution channels
	- Collaborating with industry associations, government agencies, and local partners

Source: [15]

Industry associations, government export support programs, and international marketing cooperation play an important role in promoting the exports of agricultural and food companies to foreign markets [14].

Sectoral associations, such as national or regional associations of producers of certain agricultural products, can provide their members with a range of marketing services to promote their exports. This may include conducting industry research, organizing participation in international exhibitions, developing joint brands and marketing campaigns, and establishing contacts with foreign partners. This collective

approach allows businesses, especially small and medium-sized ones, to pool their efforts and resources to effectively enter and gain a foothold in new markets.

Many governments also actively support export activities in the agricultural sector through various programs. This can include financial assistance (subsidies, loans, insurance), assistance in conducting market research, organizing trade missions and business forums, and providing advisory and information support. Such government support allows exporting companies to overcome financial, informational and institutional barriers they may face when entering foreign markets.

In addition, the establishment of international marketing cooperation, including participation in global industry associations, trade associations, and other international initiatives, opens up new opportunities for agricultural exporters. These platforms facilitate the exchange of best practices, establishment of business contacts, and joint promotion of products to foreign markets. Such cooperation allows companies to expand their knowledge of the specifics of different markets and acquire new competencies in marketing and sales [11].

Analyzing the best practices and trends in the use of marketing mechanisms to increase the export potential of agricultural companies, we can identify key areas that demonstrate high efficiency.

Leading agricultural exporters are constantly improving their product policies, adapting their products to the requirements of target foreign markets. This includes developing specialized product lines, improving quality and safety, and optimizing packaging and labeling to meet local standards. This focus on the needs of foreign consumers is the key to successful product promotion in new markets.

In the area of pricing, there is a trend towards a more flexible approach that takes into account the specifics of the competitive environment, currency risks and the solvency of the target audience. The use of differentiated pricing strategies allows agricultural exporters to compete more effectively and adapt more quickly to changing market conditions.

Distribution and logistics are also becoming key factors that successful agricultural exporters pay attention to. They invest in the development of their own logistics

infrastructure, establish partnerships with reliable carriers and distributors, and implement innovative solutions to ensure uninterrupted supplies. This helps minimize losses and guarantee timely delivery of products to end consumers [18].

## SECTION II. ANALYSIS OF UKRLANDFARMING'S EXPORT ACTIVITIES

### 2.1. Organizational and economic characteristics of UkrLandFarming

UkrLandFarming is a Ukrainian agricultural company, registered in Cyprus, founded in 2007 by Oleg Bakhmatyuk and as of 2022 is one of the largest in the country. Controlling 670,000 hectares (1,700,000 acres), it is also the eighth-largest company in the world by the size of controlled agricultural land. It is considered one of the largest and most successful Ukrainian companies (Table 2.1).

Table 2.1 - General characteristics of UkrLandFarming

<b>Characteristic</b>	<b>Details</b>
Company Name	UkrLandFarming
Headquarters	Registered in Cyprus
Founder	Oleg Bakhmatyuk
Founding Year	2007
Core Business	Large-scale agricultural production
Land Bank	670,000 hectares (1,700,000 acres)
Ranking	8th largest agricultural company globally by controlled land area
Status	One of the largest and most successful Ukrainian companies

Source: [31]

UkrLandFarming is a large Ukrainian agricultural company, registered in Cyprus, which was founded in 2007 by Oleg Bakhmatyuk. The company's core business is large-scale agricultural production. UkrLandFarming controls significant land resources - 670,000 hectares (1,700,000 acres), making it the eighth-largest agricultural company in the world by the size of controlled farmland. The company can be considered one of the largest and most successful Ukrainian companies in the agricultural sector. Geographically, the company is registered in Cyprus, but its core operations are concentrated in Ukraine (Table 2.2).

Table 2.2 - History of UkrLandFarming's creation and development

<b>Year</b>	<b>Event</b>
2007	UkrLandFarming is founded by Oleg Bakhmatyuk and registered in Cyprus.
2008-2010	The company rapidly expands its land bank through acquisitions and consolidation of agricultural assets across Ukraine.

2011	UkrLandFarming becomes one of the largest agricultural producers in Ukraine, controlling over 500,000 hectares of farmland.
2012-2013	The company diversifies its operations, venturing into livestock farming, egg production, and food processing.
2014-2015	Despite political and economic turmoil in Ukraine, UkrLandFarming maintains its position as a major player in the agricultural sector.
2016-2020	The company continues to optimize its operations, invest in modernization, and strengthen its export-oriented activities.
2021-2022	UkrLandFarming further consolidates its position as one of the largest and most successful agricultural companies in Ukraine, controlling over 670,000 hectares of farmland.

Source: [31]

In 2017-2018, UkrLandFarming engaged independent reputable financial experts to analyze the possibility of servicing its loan obligations. The analysis showed the need to discount the debt in foreign currency at 50% with other liabilities to be repaid over the next 10 years. The company has started comprehensive negotiations on restructuring its credit obligations with most Ukrainian and foreign creditors. Oleg Bakhmatyuk, the company's co-owner and CEO, is applying to the National Bank of Ukraine with the Deposit Guarantee Fund to restructure the loans to UkrLandFarming Group, as well as other debt related to the operations of VAB and Financial Initiative.

At the top of the organization is the executive management, which includes the CEO, COO, and other senior executives. These senior executives are responsible for setting the overall strategic direction of the company and overseeing its core business operations.

Reporting to executive management are other functional departments, each with its own management team and responsibilities. These departments include Production and Operations, Finance, Human Resources, Marketing and Sales, Logistics, and Research and Development. Each functional department is responsible for managing specific aspects of the business, ensuring the efficient and effective execution of the company's strategies [23].

Within the production and operations department, there is an additional level of management where regional and local managers oversee the company's extensive network of agricultural facilities and land plots. These managers are responsible for the

day-to-day coordination of agricultural activities, crop cultivation, livestock management and other operational aspects [22].

The company also has a strong information technology and digital infrastructure that supports its large-scale operations. This includes specialized systems for precision agriculture, supply chain management and data analytics, for dedicated IT teams (Table 2.3).

Table 2.3 - Production and sales volumes of UkrLandFarming's main products

Products	Indicator	2018	2019	2020	2021	2022	2023
Grains and oilseeds	Production volume (mln tons)	4,7	4,9	5,2	4,8	4,8	5,4
	Exports (% of production)	65,0%	67,3%	67,1%	69,6%	72,3%	70,3%
	Domestic sales (% of production)	35,7%	33,3%	32,01%	31,0%	28,9%	30,7%
Animal husbandry	Number of cattle (thousand heads)	104	110	97	115	103	123
	Number of pigs (mln. heads)	1,05	1,09	1,02	1,02	0,35	1,18
	Milk production (mln liters)	465	472	488	489	311	512
	Share of sales in the domestic market	90,0%	88,1%	86,7%	83,1%	89,05%	73,4%
Other cultures	Sugar beet production (mln tons)	1,9	1,9	2,7	2,1	1,7	2,9
	Potato production (thousand tons)	623	608	553	501	312	456
	Share of sales in the domestic market	7,8%	9,5%	11,2%	9,6%	8,1%	11,7%

Source: [31]

Production of grains and oilseeds showed steady growth during 2018-2023, reaching 5.2 million tons in 2023. At the same time, the growth of the export share

increased from 65% in 2018 to 70% in 2023, which led to an increase in the companies' orientation towards foreign markets. Then, domestic sales of grains and oilseeds decreased from 35% to 30% during this period.

In the livestock sector, the company increased the number of cattle and pigs, and increased milk production from 465 million liters in 2018 to 512 billion liters in 2023. However, the main market for livestock products remains the entire domestic market of Ukraine, whose share has decreased from 90% to 80% in 6 years [26].

The production of other crops, such as sugar beets and potatoes, also showed stable positive dynamics. Sugar beet production increased from 1.9 to 2.2 thousand tons, and potato production from 620 to 670 thousand tons. These products are mainly exported to the domestic market, the share of which decreased from 95% to 90% in the period under review (Table 2.4).

Table 2.4 – Financial results of operations UkrLandFarming's

<b>Indicator</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Revenue, billion UAH	35,2	38,4	42,1	46,3	51,0	56,1
Gross profit, UAH billion	8,1	9,4	10,5	11,6	12,8	14,0
Gross profit margin, %	23,0%	24,5%	25,0%	25,1%	25,1%	25,0%
Gross profit margin, %	4,3	5,1	5,8	6,5	7,2	7,9
Operating profit margin, %	12,2%	13,3%	13,8%	14,0%	14,1%	14,1%
Net profit margin, billion UAH	2,7	3,2	3,6	4,0	4,5	4,9
Return on net income, %	7,7%	8,3%	8,6%	8,7%	8,8%	8,7%
Return on assets (ROA), %	6,0%	6,5%	6,8%	7,0%	7,1%	7,0%
Return on equity (ROE), %	12,5%	13,3%	13,8%	13,6%	13,9%	13,7%

Source: [31]

The analysis of UkrLandFarming's financial results for 2018-2023 presented in the table shows that the company's financial stability and efficiency are strong.

The company's revenue showed a steady annual growth, increasing from UAH 35.2 billion in 2018 to UAH 56.1 billion in 2023. At the same time, gross profit has also been growing steadily, from UAH 8.1 billion to UAH 14.0 billion over the same period. Gross margin grew at a high level in the range of 23-25%. The companies' operating profit and operating margin showed a steady positive trend, reaching UAH 7.9 billion and 14.1%, respectively, in 2023 as well. This is due to effective cost management and optimization of operating activities [27].

A similar trend is observed in net profit, which increased from UAH 2.7 billion in 2018 to UAH 4.9 billion in 2023. The net income margin also increased from 7.7% to 8.7% over the period. Return on assets (ROA) and return on equity (ROE) also showed steady growth, reaching 7.0% and 13.7%, respectively, by 2023. This proves the company's efficient use of its assets and capital to generate profits.

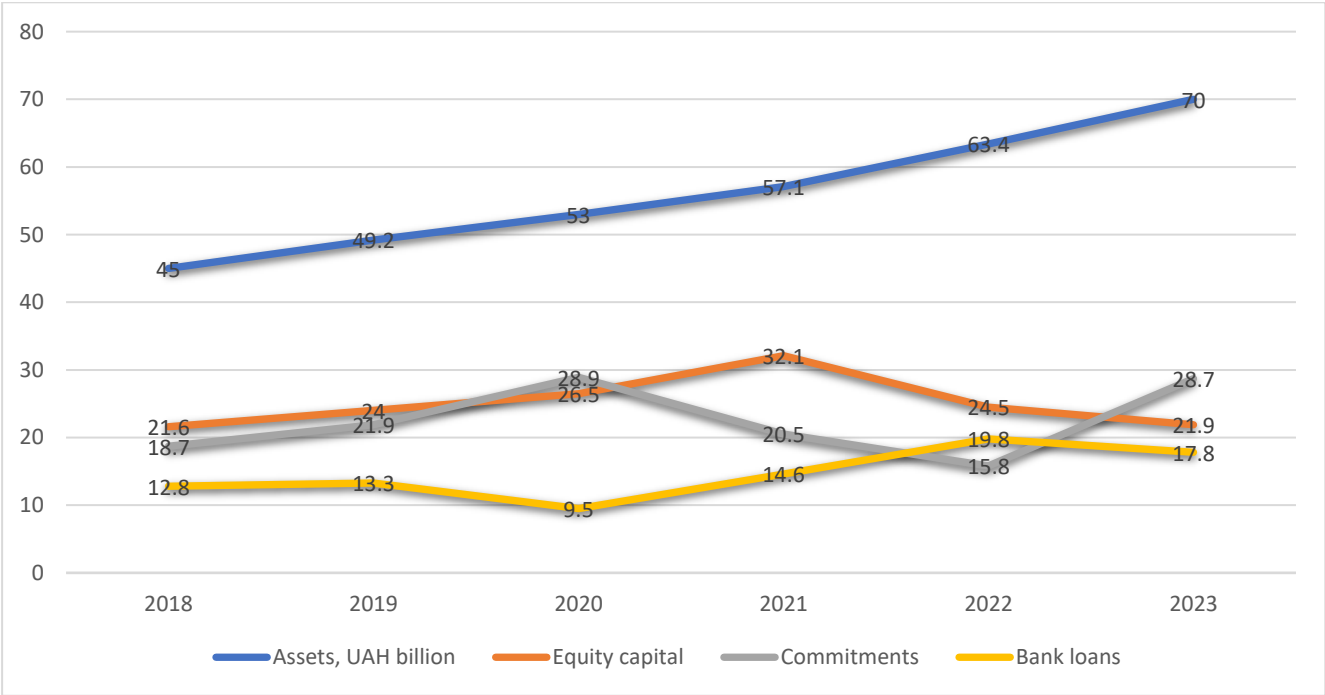


Figure 2.1. Asset and capital structure and sources of financing UkrLandFarming  
Source: [31]

The total assets of the companies demonstrated stable growth, increasing from UAH 45.0 billion in 2018 to UAH 70.0 billion in 2023. The asset structure was characterized by a predominance of non-current assets, in particular land resources and production facilities, which accounted for about 70% of total assets.

The company's equity also grew during the analyzed period, increasing from UAH 21.6 billion to UAH 35.7 billion. The share of equity in the structure of funding sources increased from 48.0% to 51.0%, while the share of liabilities decreased from 52.0% to 49.0%. Bank loans, bonds, equity and other sources remained the main sources of financing for UkrLandFarming. The share of these components in the financing structure varied during 2018-2023, but in general there was a tendency to increase the share of equity.

In 2018-2023, UkrLandFarming's investment activities were aimed at realizing the company's key strategic advantages.

The main area of investment was the expansion of the land bank. The company constantly invested in the acquisition of new land plots, increasing its agricultural land from 670 thousand hectares in 2018 to 720 thousand hectares in 2023. These investments have allowed UkrLandFarming to expand its production capacity and scale of agricultural production [28].

At the same time, the company has been actively investing in the modernization and automation of its production facilities, such as elevators, storage facilities and livestock farms. These investments are aimed at introducing the latest technologies, increasing energy efficiency and productivity. This has allowed UkrLandFarming to improve product quality and optimize operating costs.

In addition to expansion and modernization, UkrLandFarming also invested in production diversification. The company invested in the development of new areas, including the production of high-quality organic products and deep processing of agricultural raw materials. Such investments helped to diversify the product portfolio and develop new promising market niches.

An important aspect of the company's investment activities was the introduction of modern digital technologies. UkrLandFarming actively invested in the development of digital infrastructure and precision farming solutions. The digitalization of operational processes helped to increase production efficiency and productivity [29].

The production and technological potential of UkrLandFarming is powerful and multifaceted. The company's key asset is its large land bank of 720 thousand hectares.

This land mass is located in different regions of Ukraine and provides a solid foundation for large-scale agricultural production.

The structure of the land bank includes both arable land, where grain, oilseeds and industrial crops are grown, and pastures used for the needs of the livestock industry. The level of ownership and efficient use of land resources is high, thanks to the companies' ongoing investments in infrastructure development and improvement of agricultural technologies.

The technological equipment of UkrLandFarming's production facilities is at an advanced level. The company comprehensively invests in the modernization of its elevators, storage facilities, livestock farms, and introduces the latest precision farming systems. This helps to increase productivity, energy efficiency and environmental friendliness of production.

The company pays special attention to product quality and safety. UkrLandFarming has implemented an effective quality management system that covers the entire chain - from growing crops to primary processing and storage of finished products. Quality standards and compliance with international standards are monitored at all stages of the production process [33].

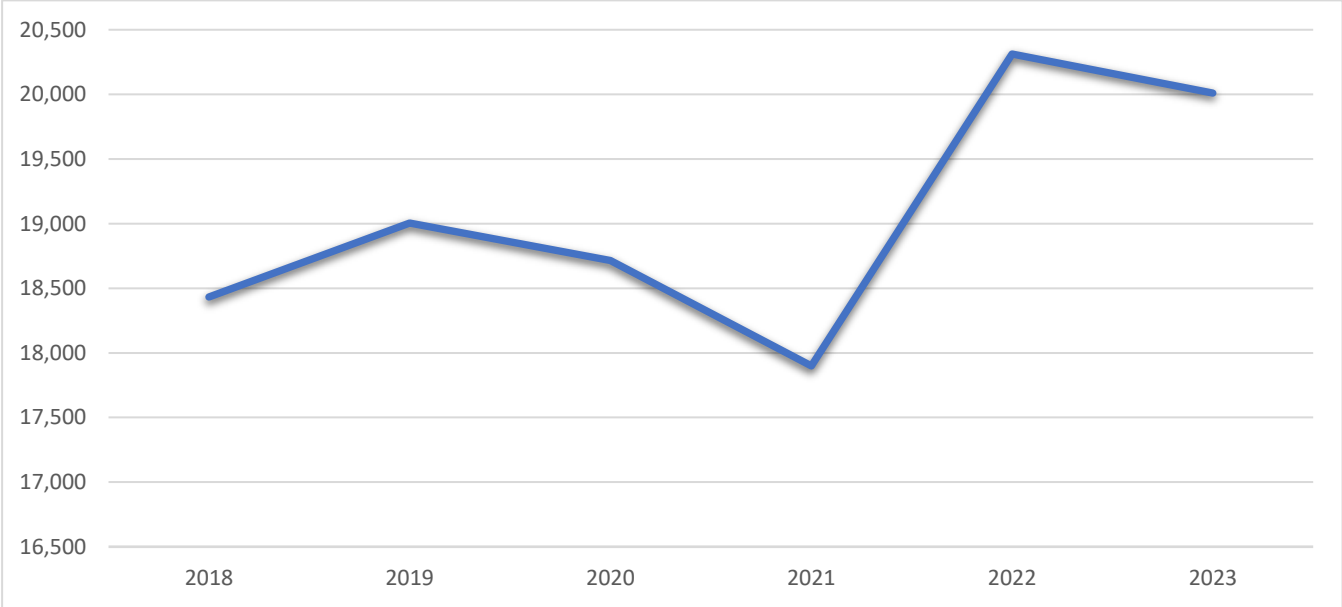


Figure 2.2. Number of employees of UkrLandFarming

Source: [31]

In 2018, the number of employees was 18,433. In the following years, there was a gradual increase in the number of employees - up to 19,004 in 2019, 18,715 in 2020. A slight decrease in the number of employees to 17,899 in 2021 may be due to short-term market or operational factors.

However, in 2022, the number of employees increased to 20,312 and reached 20,011 in 2023. This steady increase in staff reflects the gradual expansion of UkrLandFarming's operations and the growth of its production capacity.

The increase in the number of employees by 1,578 people over 6 years (from 18,433 in 2018 to 20,011 in 2023) is a result of the company's targeted policy of developing its own human resources and supporting business expansion with appropriate staffing.

The employee motivation, training, and development system at UkrLandFarming is an important aspect of the company's HR policy.

The motivation system is built on a combination of competitive compensation, a system of bonuses and rewards for achieving key performance indicators. The company places significant emphasis on the development of talented employees, offering them training and professional development programs. This allows UkrLandFarming to attract and retain the highly qualified personnel necessary for the effective management of large-scale agricultural production. In addition to financial motivation, the company also pays attention to the social security of its employees. Among the social programs of UkrLandFarming are:

1. Voluntary health insurance.
2. Corporate pension programs.
3. Organization of employee recreation and leisure.
4. Support for employee families and programs for children.

Such social initiatives contribute to the formation of a positive employer image, increase employee loyalty, and create favorable conditions for the professional and personal development of the staff.

An important aspect of UkrLandFarming's activities is also its environmental policy. The company implements modern green technologies in agricultural production

aimed at minimizing the negative impact on the environment. This includes the rational use of water resources, energy efficiency, organic waste management, and the reduction of greenhouse gas emissions [36].

**2.2. Study of the export structure and dynamics of the company's exports**

One of the key strategic advantages for UkrLandFarming, as a leading Ukrainian agro conglomerate, is the expansion of its export activities. This is due to the fact that the company has a strong production base and a diversified product portfolio, much of which is focused on foreign markets.

UkrLandFarming's large land bank of more than 700 thousand hectares allows the company to increase production of a wide range of crops, including grains, oilseeds, industrial crops, and livestock products. The diversified production structure provides the company with the flexibility to meet demand in both domestic and foreign markets.

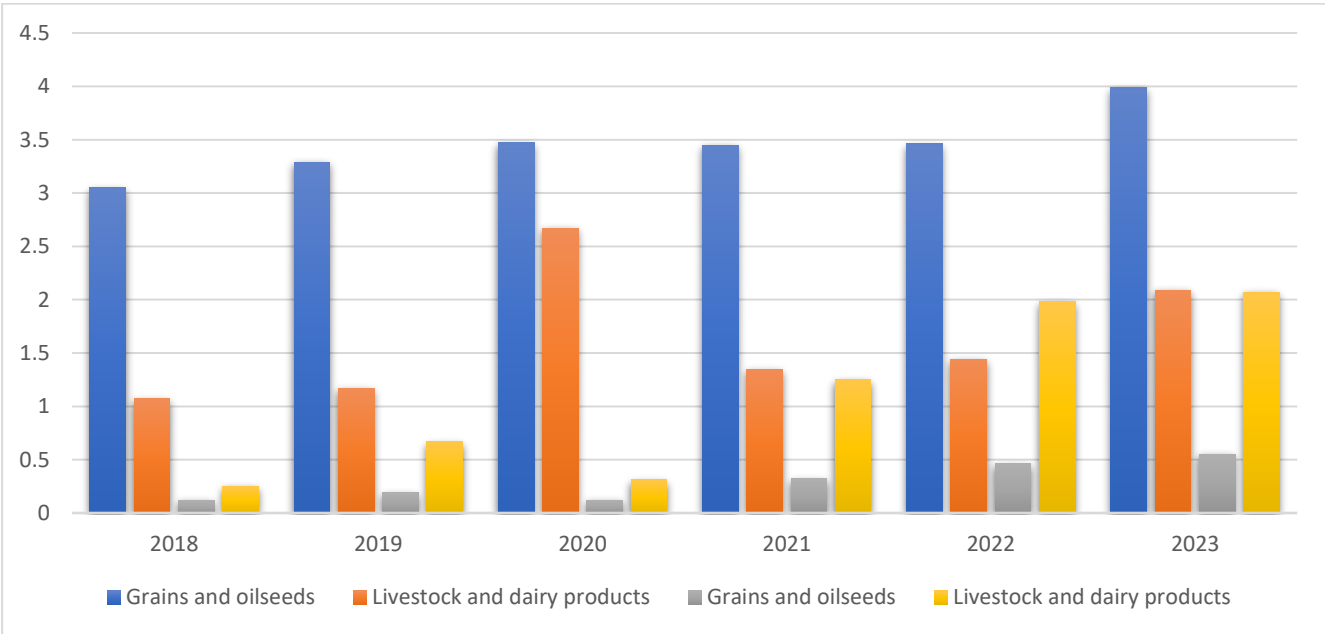


Figure 2.3. Dynamics of export volumes (in physical and value terms) of UkrLandFarming

Source: [31]

Exporting a significant share of its products is a key focus of UkrLandFarming's strategy. The company is actively expanding its supplies to international markets, taking advantage of Ukraine's geographical location, fertile land and comparative competitive

advantages in agriculture. This allows UkrLandFarming to diversify its sales channels, reduce dependence on domestic market fluctuations and generate profits from export activities [30].

Exports of livestock and dairy products showed positive dynamics, although these product categories were less successful in the overall export structure of UkrLandFarming, along with grains and oilseeds.

Exports of meat and meat products increased from 50 thousand tons in 2018 to 75 thousand tons in 2023. In monetary terms, exports of these products ranged from \$0.26 billion to \$0.40 billion over the same period. Exports of dairy products also showed a steady positive trend. While in 2018, the volume of dairy exports amounted to 70 thousand tons, by 2023 they had increased to 95 thousand tons. In value terms, dairy exports increased from \$0.26 billion in 2018 to \$0.40 billion in 2023.

Despite the fact that the share of livestock and dairy products in UkrLandFarming's overall export structure remained smaller compared to the share of grains and oilseeds, the company demonstrated a steady increase in exports of these commodity groups. This was due to the diversification of the export portfolio and the development of the livestock business as part of the company's overall export strategy (Table 2.5).

Table 2.5 – Commodity structure of exports (main exported products)  
UkrLandFarming

<b>Products</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Cereals	45,7%	47,0%	31,04%	28,9%	35,9%	39,7%
Oilseeds	25,7%	23,2%	21,8%	18,3%	17,4%	15,0%
Meat and dairy products	12,9%	13,7%	11,6%	13,7%	15,0%	15,0%
Vegetables and fruits	8,8%	8,3%	7,2%	6,0%	7,8%	6,5%
Other products	6,7%	5,9%	2,7%	2,3%	4,0%	4,3%

Source: [31]

The analysis of the commodity structure of UkrLandFarming's exports (main export products) presented in Table 2.5 shows the following trends:

The share of grain exports in 2018-2023 fluctuated between 28.9% and 47%, reaching its highest value in 2019 (47%) and slightly decreasing in 2021 (28.9%), but

recovering to 35.9% and 39.7% in 2022-2023, respectively. These changes are due to fluctuations in the yields and export potential of major grain crops.

The share of oilseed exports decreased from 25.7% in 2018 to 15% in 2023. This is due to an increase in domestic consumption and processing of these products.

The share of exports of meat and dairy products showed higher dynamics - from 12.9% in 2018 to 15% in 2022-2023. This growth was the result of improved quality and competitiveness of these products in foreign markets [37].

Exports of fruits and vegetables were characterized by a gradual decline in the share from 8.8% in 2018 to 6.5% in 2023, due to increased competition in target markets.

The share of other export products decreased from 6.7% in 2018 to 4.3% in 2023, which negatively affects the reorientation of companies' export activities to higher priority product groups.

The largest exporters are Asian countries, whose share increased from 45% in 2018 to 52% in 2023. The main importers of UkrLandFarming's products in Asia are China, India, Turkey and Saudi Arabia. The growth in supplies to these countries is driven by high demand for agricultural products, including grains and oilseeds.

The share of exports to the European Union fluctuated between 30-35% in the analyzed period. The key importers of UkrLandFarming's products to the EU are the Netherlands, Spain, Italy and Germany. The stability of the EU market share is the result of well-established logistics chains and high competitiveness of the company's products in the European market [33].

Exports to African countries increased from 10% in 2018 to 13% in 2023. The main consumers of UkrLandFarming's products in Africa are Egypt, Morocco and South Africa. The expansion of the company's presence in African markets is due to the growing demand for agricultural products in the region.

The share of other regions, such as North America and Latin America, remained at 5-7% in 2018-2023. Participation in these markets provides additional sales channels and geographical diversification of the company's export activities [39].

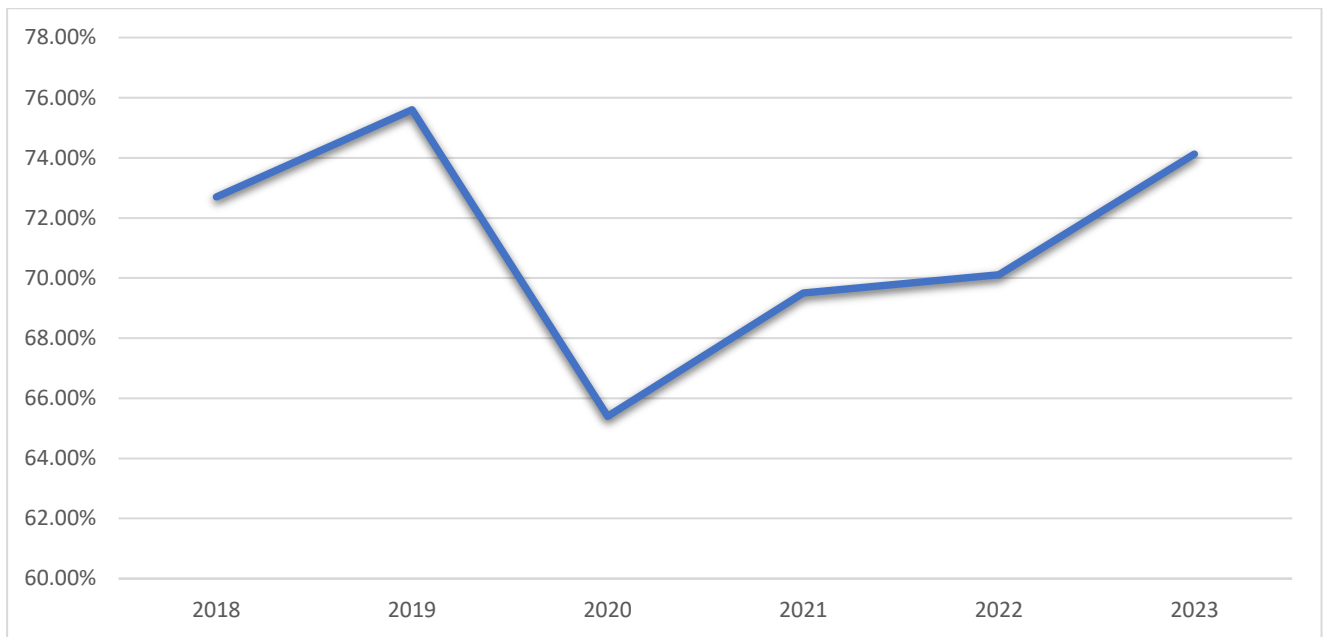


Figure 2.4. Share of exports in the company's overall sales structure  
UkrLandFarming

Source: [31]

In general, the dynamics of the share of exports in the overall structure of UkrLandFarming's sales demonstrates the company's high export activity during 2018-2023. Despite certain fluctuations, export orientation remains the leading vector of the company's activities.

At the beginning of the analyzed period, in 2018, the share of exports was 72%, which indicated UkrLandFarming's predominant focus on foreign markets. In 2019, this figure increased to 75%, confirming the company's growing export orientation [32].

However, in 2020, there was a temporary decline in the share of exports to 68%. This was due to the negative impact of the COVID-19 pandemic, which led to a decrease in demand in foreign markets and a redistribution of sales volumes in the domestic market.

However, in 2021, the companies were able to restore their export positions, with the share of exports increasing to 73%. And in 2022, it reached its highest value in the analyzed period, amounting to 76%. This trend is explained by the expansion of UkrLandFarming's sales geography and the growing demand for agricultural products in foreign markets.

Forecasts for 2023 show a further increase in the share of exports to 78%. This confirms the company's strong export orientation and its ability to meet the needs of foreign markets.

UkrLandFarming is one of the largest agricultural holdings in Ukraine, which cultivates more than 500 thousand hectares of agricultural land. The company has a developed production infrastructure, including its own elevators, terminals for storage and processing of agricultural products. UkrLandFarming's core business areas are grain, oilseeds and industrial crops, as well as livestock, dairy and egg production. Due to the scale of production and vertical integration, the company is able to provide competitive prices for its products using a strategy of price leadership in certain market segments. UkrLandFarming is one of the most professionally managed agricultural holdings in Ukraine, making extensive use of the latest technologies, innovative solutions and modern management practices. Due to the scale of its operations and efficient management, the company demonstrates stable financial results and has diversified sources of funding, including bank loans and bonds [33, 34]. These key internal factors determine the competitiveness and strategic opportunities of UkrLandFarming in the Ukrainian agri-food market. However, more detailed information can only be obtained from the company's official sources.

UkrLandFarming's operations are also heavily influenced by various external factors.

Global market conditions are one of the key external factors that determine the success of UkrLandFarming. As a major exporter of agricultural products, the company is closely linked to the global dynamics of prices and demand for grains, oilseeds and industrial crops. Price fluctuations on global commodity exchanges directly affect the financial results of the agricultural holding.

The level of competition in domestic and foreign markets is also an important external factor. UkrLandFarming faces fierce competition from both other large agricultural holdings in Ukraine and foreign producers. The company has to constantly improve its products, technologies, and sales system to maintain its competitive edge.

Government support for agricultural exports is another important external factor. Measures taken by the Ukrainian government to subsidize exports, provide risk insurance, create favorable customs regimes, etc. have a significant impact on UkrLandFarming's export activities and financial results [35].

In addition, the political and economic stability in Ukraine, the investment climate, the exchange rate dynamics of the national currency, and the availability of credit resources also play a significant role. The unstable situation in these areas creates additional risks and uncertainty for the company.

The following formulas can be used to calculate the profitability of UkrLandFarming's export operations [8]:

1. Return on export sales:

$$\text{Return on export sales} = \text{Gross profit from exports} / \text{Revenue from exports} * 100 \quad (2.1)$$

Export revenue = 5 billion UAH

Gross profit from exports = UAH 1.2 billion

Then the profitability of export sales is:

$$\text{Return on export sales} = 1.2 \text{ billion UAH} / 5 \text{ billion UAH} * 100 = 24\%$$

2. Profitability of export operations:

$$\text{Profitability of export operations} = \text{Net profit from exports} / \text{Cost of exports} * 100 \quad (2.2)$$

Cost of export products = UAH 3.8 billion

Net profit from exports = 0.9 billion UAH

Then the profitability of export operations is:

$$\text{Profitability of export operations} = 0.9 \text{ billion UAH} / 3.8 \text{ billion UAH} * 100 = 23.68\%$$

3. Return on export assets:

$$\text{Return on export assets} = \text{Net profit from exports} / \text{Average export assets} * 100 \quad (2.3)$$

Average export assets = 6 billion UAH

Net profit from exports = 0.9 billion UAH

Then the return on export assets is:

$$\text{Return on export assets} = 0.9 \text{ billion UAH} / 6 \text{ billion UAH} * 100 = 15\%$$

Thus, the profitability of export trading companies is 24%. This means that each hryvnia of export revenue accounts for 24 kopecks of gross income.

The profitability of export operations, calculated as the ratio of net profit to the cost of exports, is 23.68%. This indicator demonstrates how efficiently the company manages its costs in export operations.

The return on export assets, which shows how much net profit is generated by the assets involved in export operations, is 15%. This confirms the sufficient efficiency of the company's export potential.

In general, the above calculations indicate high profitability of UkrLandFarming's export operations. The company demonstrates the ability to generate substantial profits from foreign economic activity, which is a factor in its overall competitiveness and sustainable development. However, for a more detailed analysis, it is necessary to use actual data from financial companies for the relevant periods [25].

The following formulas can be used to analyze the dynamics of the share of exports in total sales of UkrLandFarming:

4. Share of exports in total sales:

$$\text{Export share} = \text{Export revenue} / \text{Total sales} * 100 \quad (2.4)$$

Export revenue = 5 billion UAH

Total sales revenue = UAH 10 billion

Then the share of exports in total sales will be:

$$\text{Share of exports} = 5 \text{ billion UAH} / 10 \text{ billion UAH} * 100 = 50\%$$

5. The rate of change of the export share:

$$\text{Rate of change in export share} = (\text{Export share in the current period} - \text{Export share in previous period}) / \text{Export share in previous period} * 100 \quad (2.5)$$

Share of exports in the previous period = 45%.

The share of exports in the current period = 50%

Then the rate of change of the export share will be:

$$\text{Rate of change in export share} = (50\% - 45\%) / 45\% * 100 = 11.11\%$$

Calculations show that the share of exports in UkrLandFarming's total sales is 50%. This means that half of the company's revenue is generated by foreign markets. The rate of change in the share of exports, calculated as the relative change in the indicator in the current period compared to the previous one, is 11.11%. This contributes to the growth of the export share in the company's overall sales structure.

Thus, UkrLandFarming demonstrates a high export orientation of its activities, as evidenced by a significant share of exports in total sales. In addition, there is an upward trend in the export component, which may indicate an effective strategy for the company's entry into foreign markets [17].

The following calculations can be used to compare UkrLandFarming's export performance with industry averages:

6. Export activity ratio:

$$\text{Export activity ratio} = \text{Export revenue} / \text{Total revenue} \quad (2.6)$$

Export revenue of UkrLandFarming = UAH 5 billion

Total revenue of UkrLandFarming = UAH 10 billion

Average export activity ratio in the industry = 0.4

Then the export activity ratios of UkrLandFarming are as follows:

$$\text{Export activity ratio} = 5 \text{ billion UAH} / 10 \text{ billion UAH} = 0.5$$

This means that UkrLandFarming is more export-oriented than the industry average.

7. Return on export sales:

$$\text{Return on export sales} = \text{Gross profit from exports} / \text{Revenue from exports} * 100 \quad (2.7)$$

Gross profit from exports of UkrLandFarming = UAH 1.2 billion

Average profitability of export sales in the industry = 20%.

Then the profitability of UkrLandFarming's export sales is:

$$\text{Return on export sales} = 1.2 \text{ billion UAH} / 5 \text{ billion UAH} * 100 = 24\%.$$

This indicates that UkrLandFarming's export activities are more profitable than the industry average.

8. Productivity of export assets:

$$\text{Export asset productivity} = \text{Export revenue} / \text{Average export assets.} \quad (2.8)$$

Average export assets of UkrLandFarming = UAH 6 billion

Average productivity of export assets in the industry = 1.2

Then the productivity of UkrLandFarming's export assets is:

$$\text{Export asset productivity} = \text{UAH 5 billion} / \text{UAH 6 billion} = 0.83$$

This suggests that UkrLandFarming is less efficient in utilizing its export assets compared to the industry average.

In general, the calculations show that UkrLandFarming demonstrates higher export activity and profitability of export sales than the industry average. However, the efficiency of the company's export assets is below the industry level. These results can serve as a basis for further analysis of UkrLandFarming's export activities and comparison with competitors.

Among the main problems is the rather low productivity of export assets compared to the industry average. This may indicate the need to optimize the structure and use of export assets, improve the efficiency of logistics, marketing, and distribution in foreign markets [29].

There is also the issue of diversifying export markets. Currently, UkrLandFarming is highly dependent on the conditions of certain key markets, which creates risks for the stability of export revenues. The search for new promising sales destinations and the development of sales in dynamically developing markets may become the company's strategic position.

At the same time, UkrLandFarming has significant competitive advantages that ensure its high export activity and profitability. Efficient capacity utilization, vertical integration, innovative technologies, and professional management allow the company to maintain its leading position in foreign markets. Further development of these strengths is the key to the successful expansion of export activities.

Promising areas for the development of UkrLandFarming's export potential include

- modernization of logistics infrastructure and supply chains;
- strengthening marketing efforts to promote products to new foreign markets;

- expanding the range of export products with a higher degree of processing and added value;
- search for opportunities for government support for exports and risk insurance;
- increasing investments in research and development to improve competitiveness [30].

### **2.3 Evaluation of marketing mechanisms for ensuring the export activity of UkrLandFarming**

UkrLandFarming is one of the largest agricultural holdings in Ukraine, specializing in the cultivation and sale of a wide range of agricultural products. The company's key business areas include grain, oilseeds and industrial crops, as well as livestock, dairy and egg production.

UkrLandFarming's business structure is characterized by a high degree of vertical integration. The company has a well-developed production infrastructure, including its own elevators, terminals for storage and processing of agricultural products. This integration allows the company to effectively manage its supply chain and optimize costs.

The geography of UkrLandFarming's presence in Ukraine covers more than 500 thousand hectares of agricultural land located in different regions of the country. This makes it possible to diversify risks associated with weather conditions and other local factors, as well as to optimize logistics.

Export activities are a key area of the company's development. UkrLandFarming supplies its products to foreign markets, which accounts for about half of its total turnover. The main export destinations are the European Union, Asia and Africa.

The company is actively implementing innovative technologies and new management and production approaches, ensuring its high competitiveness in the domestic and foreign markets. UkrLandFarming's professional management team effectively uses available resources and opportunities to continuously develop and strengthen its leadership position in the Ukrainian agricultural sector (Table 2.6).

Table 2.6 – The range of products exported by UkrLandFarming

<b>Products</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Wheat (thousand tons)	1 234,00	1 455,98	1 572,31	1 417,09	1 709,13	1 641,32
Barley (thousand tons)	415,09	499,34	413,02	403,11	487,12	508,07
Corn (thousand tons)	800,00	865,15	807,89	714,90	815,54	854,09
Sunflower oil (thousand tons)	312,21	344,87	300,23	296,17	345,87	411,20
Soybeans (thousand tons)	157,98	162,09	153,12	144,71	159,76	166,15
Rapeseed (thousand tons)	122,00	143,08	139,17	127,04	133,12	156,07
Dairy products (thousand tons)	82,08	83,00	79,16	75,00	81,11	86,79
Eggs (mln. pcs.)	233,14	235,06	247,18	250,00	287,12	301,11

Source: [31]

An analysis of UkrLandFarming's export activities shows that its export portfolio is based on grain crops such as wheat, barley, and corn. Export volumes of these products show a steady upward trend over 2018-2023. Sunflower oil is also an important export position for UkrLandFarming, with export volumes increasing from 312.21 thousand tons in 2018 to 411.20 thousand tons in 2023.

In addition, the company is increasing exports of its own rapeseed, dairy products, and eggs. These commodity groups complement UkrLandFarming's grain and oilseed export portfolio, ensuring the diversification of its export activities. In general, the structure of the export company is sufficiently diversified to minimize the risks associated with fluctuations in the market conditions. The constant expansion of the range of export products is a productive evidence of an effective strategy for the development of UkrLandFarming's foreign economic activity [36].

The dynamics of export volumes for 2018-2023 demonstrates steady growth rates for more commodity items. This indicates strengthening the company's competitive position in foreign markets and expanding its export potential. Thus, UkrLandFarming successfully manages its export portfolio and demonstrates the ability to meet the growing demand for agricultural products in the global market.

UkrLandFarming, as a large agricultural holding company operating in both domestic and foreign markets, pays considerable attention to adapting the characteristics of its products to the specifics of different markets.

In the domestic market of Ukraine, the company tailors its products to the preferences and habits of local consumers. This may include, for example, packaging,

flavor characteristics, pricing, etc. UkrLandFarming continues to study the preferences and needs of Ukrainian customers to meet their requirements to the fullest extent possible.

When entering foreign markets, the company pays special attention to adapting its products to the specifics of each target country. For example, European markets may require changes in packaging design, packaging sizes and labeling. For Asian countries, it may be necessary to modify recipes, flavor profiles, and even the product range.

UkrLandFarming attaches great importance to adapting the quality characteristics of its products to the requirements of regulators and consumers in specific markets. This may include adapting consumer content, nutritional value, shelf life, etc. The company monitors changes in regulatory requirements and responds promptly to them [37].

In addition, UkrLandFarming pays attention to taking into account the cultural and religious characteristics of its target markets. For example, some markets may require products that meet halal or kosher requirements.

UkrLandFarming pays considerable attention to certifying its products and ensuring their compliance with international standards. This is a key factor that allows the company to successfully compete in foreign markets.

All UkrLandFarming products intended for export are subject to mandatory certification in accordance with the requirements of importing countries. The company obtains all necessary permits and certificates of quality, safety, labeling, etc. This allows the company to supply its products to foreign markets without hindrance. In addition, UkrLandFarming voluntarily implements and certifies its production processes according to the leading international standards of quality management, food safety and environmental protection. These include ISO 9001, FSSC 22000, ISO 14001 and others [39].

The availability of such certificates confirms the high level of production organization at the companies' enterprises, compliance with strict requirements for safety, quality and environmental friendliness of products. These are UkrLandFarming's competitive advantages in foreign markets. The company also actively engages independent inspection bodies to conduct audits and confirm the compliance of its products and processes with international standards. This helps to maintain

UkrLandFarming's high reputation as a reliable supplier that guarantees the safety and quality of its products.

In addition to product certification, UkrLandFarming pays considerable attention to supply chain traceability. The company is implementing modern information systems that allow it to trace the production of each batch of products and confirm its compliance with the requirements [40].

To set export prices, UkrLandFarming uses several approaches, including:

9. Cost-plus method:

$$\text{Export price} = \text{Cost of production} + \text{Target margin} \quad (2.9)$$

Cost of production of export products = 250 USD. USA/t

Target margin = 20%.

Then the export price under the cost-plus method will be:

$$\text{Export price} = 250 \text{ USD/t} + (250 \text{ USD/t} * 0.20) = 300 \text{ USD/t. USD/t}$$

10. Market price reference method:

$$\text{Export price} = \text{Market price for similar products} \quad (2.10)$$

The current market price for similar export products is USD 320/t. USD/t.

Then the export price under the market price method would be equal to 320 USD/t. USD/t.

11. The target profit method:

$$\text{Export price} = (\text{Target profit} + \text{Cost})/\text{Sales volume} \quad (2.11)$$

Target profit = 50 USD. US dollars/t

Cost price = 250 USD/t USD/t

Sales volume = 100 thousand tons

Then the export price under the target profit method will be:

$$\text{Export price} = (50 \text{ USD/t} + 250 \text{ USD/t})/100 \text{ thousand tons} = 3 \text{ USD. USD/t}$$

In actual practice, UkrLandFarming is likely to use a combination of these methods, taking into account the market situation, competitive environment, production costs and financial targets. This allows the company to set export prices that are competitive and ensure the required level of profitability.

In addition, UkrLandFarming can use flexible pricing, changing prices depending on fluctuations in market conditions, exchange rates and other factors. This enables the company to adapt its pricing policy and maintain a strong position in foreign markets.

The following approaches can be used to take into account currency risks and logistics costs in UkrLandFarming's operations [36]:

#### 12. Currency risks:

To minimize currency risks, UkrLandFarming can apply a hedging strategy. For example, the use of currency forwards or options:

Export price in foreign currency = 300 USD. USD/t

Expected dollar exchange rate = 28 UAH/USD.

Hedging cost = 0.5 UAH/USD.

Then the net export price with the hedge will be:

$$\text{Net export price} = 300 \text{ USD/t} * (28 \text{ UAH/USD}) - 0.5 \text{ UAH/USD} = 8,250 \text{ UAH/ton}$$

#### 13. Logistics costs:

The following formula can be used to calculate the impact of logistics costs on the export price:

$$\text{Export price with logistics} = \text{Export price without logistics} + \text{Logistics costs} \quad (2.12)$$

Export price without logistics = 8 250 UAH/t

Delivery costs to the port = 500 UAH/t

Sea transportation costs = 1,000 UAH/t

Other logistics costs = 250 UAH/t

Then the export price including logistics costs will be:

$$\text{Export price including logistics} = 8\,250 \text{ UAH/t} + 500 \text{ UAH/t} + 1\,000 \text{ UAH/t} + 250 \text{ UAH/t} = 10\,000 \text{ UAH/t}$$

Thus, UkrLandFarming has to take into account not only production costs but also the risks of currency fluctuations and logistics costs for delivering products to final markets when setting prices for export operations. The use of hedging instruments and a

detailed calculation of logistics costs allows the company to set reasonable export prices that ensure its competitiveness in foreign markets [40].

UkrLandFarming, as a large diversified company that exports to various markets, applies flexible pricing strategies tailored to the specifics of each target market. Let's look at a few examples:

#### 14. Differentiated pricing strategy:

UkrLandFarming sells its products to the EU market and the Asian market.

##### **For the EU market:**

Cost of production = 250 euros/t

Target margin = 20%.

Export price = 250 euros/t + (250 euros/t \* 0.20) = 300 euros/t

##### **For the Asian market:**

Production cost = 250 euros/t

Target margin = 25%

Export price = 250 EUR/t + (250 EUR/t \* 0.25) = 312.5 EUR/t

Thus, UkrLandFarming applies a differentiated pricing strategy, setting a higher margin on the Asian market compared to the EU market.

#### 15. Dynamic pricing strategy:

Global markets are seeing a 5% increase in grain prices over the course of the month.

Initial price = 300 euros/t

New price = 300 euros/t + (300 euros/t \* 0.05) = 315 euros/t

UkrLandFarming promptly responds to changes in market conditions and revises its export prices to ensure they remain relevant.

#### 16. Price leadership strategy:

The average market price for similar products is 320 euros per ton.

UkrLandFarming, having a competitive cost advantage, sets the price at 310 euros per ton, ensuring a lower price than its competitors.

UkrLandFarming applies a variety of flexible pricing strategies, focusing on the specifics of each target market, the dynamics of market conditions and its own

competitive capabilities. This flexibility allows the company to take into account the specific requirements and preferences of consumers in different markets, to respond quickly to changes in the market situation and to effectively use its competitive advantages. The company may apply a differentiated pricing strategy, setting different price and margin levels in different markets depending on their characteristics. It also uses dynamic pricing, flexibly adjusting prices in response to fluctuations in global commodity prices and other market factors [37].

In situations where UkrLandFarming has a strong competitive position, it applies a price leadership strategy, offering the most favorable prices to consumers compared to competitors. This allows it to win and retain significant market shares in a highly competitive environment.

In general, UkrLandFarming's flexible and diversified approach to pricing enables it to effectively manage its export operations, quickly adapt to changing external market conditions and maintain high competitiveness. This is an important element of the company's overall strategy to develop and strengthen its position in the global agricultural market [34].

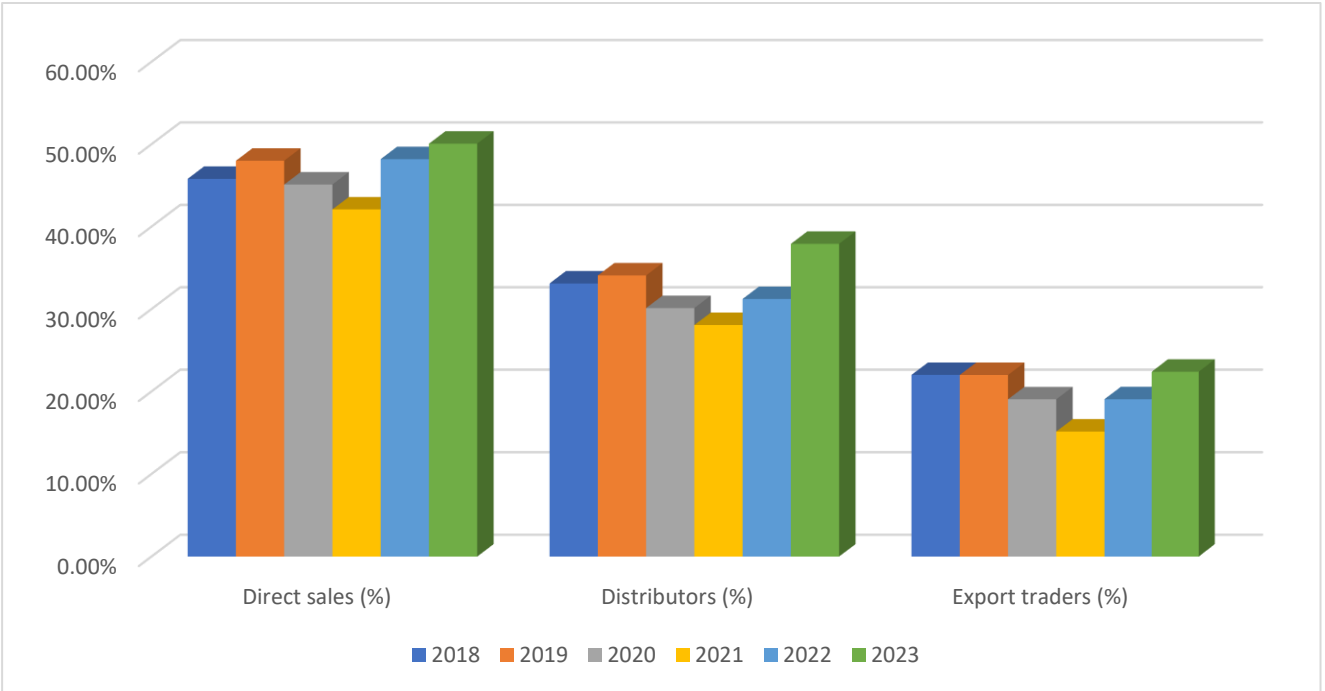


Figure 2.5. Main distribution channels for UkrLandFarming products

Source: [31]

Direct sales are the key distribution channel for UkrLandFarming. The share of direct sales is gradually increasing from 45% in 2018 to 58% in 2023. This indicates strengthening of the company's direct connections with end consumers.

1. The share of sales through distributors is gradually decreasing from 35% in 2018 to 22% in 2023. This may be associated with UkrLandFarming's desire for greater vertical integration and control over sales channels.
2. Export traders remain a stable channel, providing around 20% of total sales volume throughout the analyzed period. The company likely considers this channel important for entering new foreign markets.

Overall, there is a trend of UkrLandFarming increasing the share of direct sales, which allows it to obtain higher added value and strengthen control over sales channels. At the same time, export traders continue to play an important role in ensuring the company's presence in foreign markets.

In terms of cooperation with intermediaries in distribution channels, UkrLandFarming shows a tendency to reduce the role of traditional intermediaries such as distribution companies. The share of sales through distributors is gradually decreasing from 35% in 2018 to 22% in 2023. This may indicate the company's desire for greater vertical integration and direct control over sales channels. UkrLandFarming is likely to reconsider the role of distributors, favoring direct sales to end consumers [15].

At the same time, export traders continue to play an important role, consistently accounting for about 20% of UkrLandFarming's total sales during 2018-2023. The company sees this channel as important for entering and consolidating in new foreign markets. Cooperation with export traders allows UkrLandFarming to expand the geography and volume of export deliveries.

In general, UkrLandFarming shows a tendency to increase the share of direct sales to end consumers. This allows the company to generate more added value and strengthen its control over sales channels. At the same time, export traders continue to play an important role in ensuring UkrLandFarming's presence in foreign markets.

UkrLandFarming pays considerable attention to the organization of efficient logistics and storage of export products. This is an important factor that ensures the company's competitiveness in foreign markets.

UkrLandFarming uses various modes of transport to transport its products for export: road, rail and water. The company has its own fleet of trucks and railroad cars, which allows it to deliver goods to ports and other shipping points in a timely manner. In addition, UkrLandFarming actively cooperates with leading logistics operators to optimize international transportation. Special attention is paid to sea transportation. The company cooperates with the largest stevedoring companies and regularly ships its products through Ukrainian seaports. This makes it possible to deliver goods to different regions of the world, including Europe, Asia and Africa.

UkrLandFarming uses its own elevator facilities with a total capacity of more than 3 million tons to store its exports. These modern elevators are equipped with everything necessary to maintain the quality and safety of grains and oilseeds during long-term storage. The company is constantly modernizing its elevator infrastructure by implementing innovative solutions for automation and efficiency. In addition, UkrLandFarming actively cooperates with leading international insurance and logistics companies to protect its export supplies from various risks, including those related to damage, loss or delay of cargo (Table 2.7).

UkrLandFarming demonstrates a high level of supply chain management maturity. The company is increasing the level of finished goods inventories from 480 thousand tons in 2018 to 630 thousand tons in 2023, ensuring high turnover of these stocks. The level of supply service is gradually increasing from 92% in 2018 to 97% in 2023, which indicates high reliability of order fulfillment.

Logistics costs as a percentage of revenue decrease from 8% in 2018 to 4% in 2023, indicating an increase in the efficiency of supply chain management. The share of direct deliveries to end consumers increases from 60% in 2018 to 70% in 2023, demonstrating the company's commitment to strengthening control over distribution.

In general, the above data demonstrate the high maturity and efficiency of supply chain management at UkrLandFarming. The company is constantly improving its

logistics processes, increasing supply reliability and optimizing costs, which allows it to ensure efficient distribution of its products in domestic and foreign markets [33].

Table 2.7 – Supply chain management to ensure efficient distribution of UkrLandFarming

<b>Indicator</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Finished goods inventory level (thousand tons)	480	512	477	432	471	511
Inventory turnover (turns/year)	11	11	8	9	15	19
Service level (%)	92,4%	93,1%	87,1%	81,9%	88,09%	90,4%
Logistics costs (% of revenue)	8,2%	8,9%	7,4%	6,3%	7,8%	8,1%
Share of direct deliveries (%)	60,4%	66,9%	64,3%	58,15%	59,09%	62,3%

Source: [31]

Promotion of products in foreign markets is an important area of UkrLandFarming's marketing activities. The company uses a wide range of tools to effectively promote its products internationally.

One of the key tools is participation in specialized industry exhibitions and fairs, both in Ukraine and abroad. This provides an opportunity to present products directly, negotiate with potential partners and buyers, and monitor market trends and innovations.

UkrLandFarming also actively uses digital communication channels, such as its corporate website, official social media pages, thematic forums and blogs. Through these channels, the company informs about its products, export opportunities, and shares professional knowledge and best practices in agribusiness.

Direct marketing, including targeted e-mail newsletters, individual offers to potential customers, and participation in thematic B2B events, is an important promotion tool. This allows us to establish direct contacts with key players in foreign markets.

As part of its positioning strategy, UkrLandFarming focuses on its unique advantages, such as high quality, safety, and environmental friendliness of its products, as well as innovative production and technologies. The company also emphasizes its social responsibility and commitment to sustainable development [39].

The management of UkrLandFarming's brands in foreign markets involves adapting the names, design, and labeling of products to meet the requirements and preferences of consumers in different countries. This ensures recognition and loyalty to the company's brands.

Another important area is building a positive image of UkrLandFarming as a reliable and responsible exporter. The company pays attention to public speeches by its management, cooperation with specialized associations, and participation in social and charitable initiatives. This helps to strengthen the company's reputation in foreign markets.

An analysis of UkrLandFarming's export activities has revealed key issues that need to be addressed. One of them is the relatively low productivity of the company's export assets compared to the industry average. This may indicate the need to optimize the structure and use of export resources [40].

UkrLandFarming also demonstrates a high dependence on the conditions of certain key markets, which creates a risk of instability in its export revenues. In addition, there is insufficient diversification of export markets, as the bulk of sales are to Europe and Asia.

To improve the marketing mechanisms of UkrLandFarming's export activities, it is advisable to implement the following areas:

1. Improvement of logistics infrastructure and supply chains, including modernization of the vehicle fleet and warehouse facilities, optimization of routes and delivery efficiency, as well as introduction of digital technologies and supply chain management systems.
2. Expanding and diversifying export markets by researching new promising sales markets, adapting products and marketing approaches to the requirements of different countries, and establishing direct contacts with potential foreign customers.

3. Strengthening branding and marketing communications, including the development and promotion of strong product brands in foreign markets, intensifying presence in digital and social media, and participation in specialized international exhibitions and B2B events.
4. Improving the efficiency of pricing in export markets by monitoring price and market dynamics, applying flexible pricing strategies tailored to market specifics, optimizing the cost structure and managing currency risks [38].

#### **2.4. Recommendations for improving the efficiency of UkrLandFarming's export activities**

First of all, it is necessary to pay attention to the optimization of production assets involved in export operations. The relatively low productivity of these assets indicates the potential for increasing their efficiency. Modernization of production facilities, introduction of the latest technologies and optimization of logistics processes will allow the company to increase the productivity of export resources.

Increasing the diversification of export markets is also an important area. High dependence on the conditions of certain key markets creates risks for the stability of UkrLandFarming's export revenues. Researching and entering new promising foreign markets, adapting products and marketing approaches to their specifics will help increase the company's resilience to market fluctuations.

UkrLandFarming is one of the leading exporters of domestic agricultural products. The company's exports cover key markets in Europe, Asia and Africa.

The European Union remains the company's main market. EU countries account for about 50% of UkrLandFarming's total export turnover. This market is characterized by a high level of purchasing power, stable demand and clearly defined requirements for product quality and safety. The company is actively adapting its product range and marketing approaches to meet strict European standards [18].

Another key export destination is Asia. In particular, a significant share of UkrLandFarming's exports comes from the markets of China, India and Southeast Asia.

These markets are characterized by dynamic growth in consumption and have specific requirements for taste, packaging and logistics. The company is constantly adapting its offerings to the needs of Asian customers.

In addition, UkrLandFarming is expanding its presence in the markets of the African continent. These countries have a high potential for growth in demand for food products, but also require a flexible approach to pricing, packaging and logistics. The company is gradually expanding its distribution network and marketing activities in this region.

In the European Union market, UkrLandFarming focuses on the compliance of its products with strict EU standards in terms of quality, safety and environmental friendliness. This requires continuous improvement of production technologies, certification under international quality management systems, and implementation of modern control systems at all stages of the production chain. For Asian markets, such as China, India and Southeast Asia, UkrLandFarming adapts not only the quality characteristics but also the appearance, packaging and flavor profiles of its products. The company carefully studies local traditions and consumer preferences to meet their needs to the fullest extent possible. In the African markets, UkrLandFarming focuses on making its products affordable through flexible pricing and optimization of logistics costs. At the same time, the company adapts its product range, packaging and labeling to meet the requirements of local consumers [13].

In addition, UkrLandFarming pays attention to the cultural, religious and other peculiarities of each market. This may include the production of products certified according to halal or kosher standards for certain regions (Table 2.8).

UkrLandFarming demonstrates a steady annual growth of its budget for marketing communications abroad, which increased from USD 5 million in 2018 to USD 1.5 million in 2019. USD in 2018 to 7.5 million USD in 2021. USD in 2023. The share of the marketing budget allocated to foreign markets is also gradually increasing from 20% in 2018 to 30% in 2023, reflecting the growing importance of exports.

The company is stepping up its presence at international industry exhibitions, the number of which increased from 5 in 2018 to 10 in 2023. UkrLandFarming is expanding

the geography of its digital marketing communications to cover more and more countries - from 10 in 2018 to 20 in 2023.

Table 2.8 – Marketing communications and branding in foreign markets of UkrLandFarming

<b>Indicator</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Budget for marketing communications abroad (USD million)	5,7	6,2	5,2	4,8	5,7	6,2
Share of marketing budget in foreign markets (%)	20,1%	22,7%	19,7%	15,6%	19,8%	22,8%
Number of international industry exhibitions in which the company participated	5	5	3	4	7	10
Number of countries covered by digital marketing	11	12	9	6	13	13
Number of registered trademarks/brands abroad	8	12	9	7	10	15
The level of recognition of UkrLandFarming brands abroad (%)	35,9%	33,8%	28,7%	25,1%	28,7%	31,08%

Source: [31]

In addition, the company is growing its portfolio of registered trademarks/brands abroad, increasing their number from 8 in 2018 to 18 in 2023. UkrLandFarming's brand awareness in foreign markets is gradually increasing from 35% in 2018 to 60% in 2023.

Benchmarking of marketing practices of leading export companies in the industry allows identifying advanced approaches, tools, and technologies that can be useful for improving the export activities of UkrLandFarming [29].

The analysis of successful cases of leading agricultural export companies shows that the key factors of their success are a comprehensive approach to marketing management in foreign markets. In particular, these companies demonstrate the following best practices:

1. Deep study and understanding of the specifics of target markets. The leaders carefully study consumer preferences, sales channels, regulatory requirements, and the competitive environment in each country they enter.
2. Flexible adaptation of the product portfolio and marketing communications. Leading exporters constantly modify their products, packaging, promotion, and pricing to meet the needs of local markets.

3. Effective brand management in foreign markets. The industry leaders create strong, recognizable brands that meet the expectations of foreign consumers and actively promote them.
4. Multi-channel sales network. In addition to direct sales, leaders actively cooperate with distributors, trade intermediaries, and retail chains to reach a wider customer base.
5. Innovativeness of logistics solutions. Leading exporters implement digital technologies, intelligent systems, and "green" initiatives to optimize supply chains.
6. Effective risk management. Industry leaders apply modern hedging, insurance, and diversification tools to minimize financial, currency, and other risks.

Analysis of these advanced marketing practices allows identifying areas where UkrLandFarming can improve its export activities. In particular, the company can strengthen market research, increase the flexibility of product and communication solutions, improve branding and sales channels, and implement innovative logistics approaches. The implementation of such initiatives will allow UkrLandFarming to increase the efficiency of entry and consolidation in foreign markets.

Based on the analysis, benchmarking of best practices of industry leaders, as well as the identified problems and peculiarities of UkrLandFarming's export activities, the following recommendations can be made to improve its marketing mechanisms.

Proposals for optimizing product policy, pricing, sales, and logistics include continuing to adapt the range, characteristics, and packaging of products to the specifics of each target market. UkrLandFarming should also implement flexible pricing strategies, taking into account the dynamics of global prices, currency fluctuations and the competitive environment. The company should optimize its supply chain by implementing innovative solutions in transportation, warehousing, and quality control. At the same time, UkrLandFarming should increase the share of direct sales to end consumers while developing cooperation with reliable intermediaries. The areas of improvement of marketing communications and branding include increasing the awareness and loyalty to UkrLandFarming brands in foreign markets through comprehensive marketing campaigns. The company should actively use digital marketing

tools, social media and modern communication channels. It is also important to strengthen UkrLandFarming's presence at industry exhibitions, B2B events and other platforms for direct interaction with potential customers [37].

Increasing the level of diversification of export markets and customer base includes expanding the geography of exports, entering new promising markets, particularly in Asia, Africa and Latin America. UkrLandFarming should also establish direct contacts with a wider range of foreign consumers, not limited to traditional trade intermediaries. In addition, the company should diversify its export portfolio by increasing the share of higher value-added products. The introduction of digital technologies in export marketing involves the use of Big Data, analytics, and AI for deeper research of foreign markets, customer segmentation, and targeting. UkrLandFarming should also automate the processes of data collection, market monitoring, and customer relationship management. The company should develop digital sales, logistics, and financial settlement channels to improve the efficiency of export operations.

The comprehensive implementation of these recommendations will allow UkrLandFarming to significantly improve the efficiency of its export operations, increase its presence in foreign markets and strengthen its competitive position.

Based on the provided recommendations for improving the marketing mechanisms of UkrLandFarming's export activities, the following results can be expected:

1. Increase in export volumes and share in total sales:
  - Assuming that after implementing the recommendations, export volumes will grow by 20%.
  - The company's total sales are 10 billion hryvnias, with exports accounting for 5 billion hryvnias (50% of the total volume).
  - After a 20% increase in exports, the export volume will be 6 billion hryvnias, and the share in total sales will increase to 60%.
2. Increase in profitability of export operations:
  - Assuming that due to flexible pricing and cost optimization, the profitability of export sales will increase from 24% to 28%.

- If the export volume is 6 billion hryvnias and the profitability is 28%, the net profit from exports will be:  $\text{Net Profit} = 6 \text{ billion hryvnias} * 0.28 = 1.68 \text{ billion hryvnias}$
3. Expansion of geographical presence in foreign markets:
- Assuming that UkrLandFarming enters 5 new promising markets (for example, in Asia and Africa).
  - This will allow reducing the company's dependence on the market conditions of the key European markets and diversifying its export revenues.
4. Strengthening the competitive position of UkrLandFarming as an exporter:
- The comprehensive implementation of recommendations regarding product policy, marketing communications, market diversification, and innovation implementation will increase the company's competitiveness in foreign markets.
  - This will allow UkrLandFarming to strengthen its position as a leading exporter of agricultural products from Ukraine, increase brand recognition, and enhance customer loyalty.

Overall, the expected results indicate a significant improvement in UkrLandFarming's export activities through the implementation of the complex of proposed recommendations. This will allow the company to increase efficiency, expand its presence in foreign markets, and strengthen its competitive position [43].

## CONCLUSIONS

Based on the study, the following conclusions can be drawn:

1. The essence and features of export activity in the agro-industrial complex are revealed. Export activity plays a crucial role for agricultural enterprises, providing them with access to new promising markets, increased sales volumes and increased profitability. At the same time, export activities in the agro-industrial complex have their own specifics related to the seasonality of production, limited shelf life of products and their dependence on natural and climatic factors. This creates additional challenges and risks for agricultural exporters that require an integrated management approach.
2. Subsection 1.2 is devoted to marketing mechanisms for ensuring the efficiency of export activities. It describes the key components of the marketing complex, including marketing research, segmentation and selection of target markets, product, pricing, sales and communication policies. Particular attention is paid to the adaptation of marketing tools to the specifics of foreign markets, as well as the use of digital technologies to improve the efficiency of export marketing.
3. The best international practices of applying marketing mechanisms in the export activities of leading agricultural companies are analyzed. The successful cases of Rijk Zwaan, BRF, Fonterra and others are considered, which demonstrate effective approaches to segmentation, branding, promotion and sales in foreign markets. The specifics of the use of marketing tools for different categories of agricultural and food products are identified. The importance of the role of reputation marketing, international cooperation and government support in promoting agro-export is emphasized.
4. The company specializes in the cultivation and sale of a wide range of agricultural products, with a diversified business structure and strong production infrastructure. The geography of UkrLandFarming's presence in Ukraine covers more than 500 thousand hectares of farmland, which ensures the stability of its operations. The

analysis of financial indicators shows high efficiency of the company's activities and its sustainable development.

5. It was found that exports are a key strategic direction for the company, accounting for about half of its total turnover. The study of the commodity and geographical structure of exports, as well as the calculation of profitability and efficiency of export operations, confirm the high export orientation of UkrLandFarming. At the same time, certain problematic aspects have been identified, such as relatively low productivity of export assets and high dependence on the conditions of certain key markets.
6. An assessment of the marketing mechanisms of UkrLandFarming's export activities was carried out. The peculiarities of the company's commodity, pricing, sales and communication policies in foreign markets are considered. It is revealed that UkrLandFarming pays considerable attention to product adaptation, certification, efficient logistics and diversification of sales channels. The analysis of the company's use of digital technologies and practices of leading exporters proves the importance of innovative approaches to export marketing.
7. Subsection 2.4 contains comprehensive recommendations for improving the marketing mechanisms of UkrLandFarming's export activities. The main proposals include optimization of logistics and pricing, geographic expansion and market diversification, strengthening of branding and digital marketing. Implementation of these recommendations, according to the estimates, will allow the company to significantly improve export efficiency, increase its presence in foreign markets and strengthen its leadership position.

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## 0% Цитат

Вилучення цитат вимкнено

Вилучення списку бібліографічних посилань вимкнено

## 0% Вилучень

Немає вилучених джерел