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Innovative approaches to marketing management in Ukrainian farms

Abstract. The relevance of this study stems from the need to enhance the effectiveness of marketing activities in Ukrainian farming enterprises in the context of globalisation, digitalisation, and external threats. This article aimed to justify the implementation of innovative approaches to marketing management in order to increase the competitiveness of these enterprises. The research employed methods of comparative analysis, a systems approach, SWOT analysis, and generalisation. The study substantiates the feasibility of adopting digital marketing, e-commerce, branding, social media, CRM systems, and automated platforms for consumer communication. It also examines current challenges faced by farming enterprises in Ukraine, including declining purchasing power, disrupted logistics chains, and limited access to financing and marketing infrastructure. A SWOT analysis was conducted to identify the strengths and weaknesses of farming enterprises, as well as the external opportunities and threats influencing the implementation of marketing strategies. The study justifies the adoption of digital marketing, e-commerce, branding, social media, CRM systems, and automated platforms for consumer communication. Attention is also given to key aspects of marketing strategy transformation in response to shifts in the agricultural market environment. The role of information and communication technologies is defined as a tool for equipping farming enterprises with the necessary resources to support efficient production and sales operations. Contemporary marketing approaches are systematised, with an emphasis on the active use of digital promotion channels under martial law conditions. The practical significance of the findings lies in their potential application to the improvement of marketing strategies within farming enterprises, agricultural associations, and regional programmes aimed at supporting rural entrepreneurship

Keywords: digital marketing; competitiveness; agricultural sector; marketing strategies; SWOT analysis

INTRODUCTION

Amidst the ongoing military aggression and economic crisis, Ukrainian farms have encountered a range of challenges, including disrupted

logistics, loss of markets, resource scarcity, and threats to production. In these circumstances, the implementation of innovative marketing

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management is particularly pertinent as a tool for adapting to new socio-economic conditions.

The theoretical and applied aspects of implementing innovations in the marketing activities of farms have been explored in the studies of scholars such as Ye.O. Holysheva (2021), who emphasised the necessity of forming an adaptive marketing policy in conditions of economic uncertainty. The author noted that the use of innovative marketing instruments allows for quicker reaction to external environmental challenges and the preservation of market positions. The research of Y.I. Danko (2017) highlighted the importance of digital technologies in promoting agricultural produce, especially for small and medium-sized farms. The authors identify the competitive foundations of innovative marketing activity and emphasise that the effective use of digital tools is key to survival in conditions of market instability. E.V. Hnitetskyi (2017), in his research, focused on the analysis of applying Big Data in marketing strategies, with an emphasis on consumer orientation. He argues that the use of big data allows farmers to better understand consumer behaviour and personalise marketing approaches. The study by I.I. Polishchuk (2021) examined the implementation of customer relationship management (CRM) systems as an important instrument of modern marketing management in the agricultural sector, particularly in farming enterprises. The author stresses that in conditions of high competition and volatile market conjuncture, the ability of farming enterprises to build stable and personalised relationships with clients is the key to their sustainable development.

In their research, S.I. Melnyk *et al.* (2021) analysed the investment activity of agricultural enterprises in the context of dynamic external environment transformations, particularly those related to political, economic, and social changes. The authors underscored that the ability of enterprises to attract investment is directly dependent on their level of innovative openness and readiness for digital modernisation. Particular attention was paid to the role of institutional factors that shape a favourable or hindering environment for implementing innovations, especially in the sphere of marketing strategies. The article emphasises that active adaptation to

changes through the application of innovative approaches in marketing allows agricultural enterprises not only to maintain stability but also to build competitive advantages. In the study of T.V. Yanchuk & O.Yu. Boienko (2023), the main focus was on the implementation of CRM systems in the marketing activities of farms to increase their effectiveness. The authors highlighted the practical aspect of implementing such systems as a means of optimising sales and improving customer service. O.P. Lucii & O.M. Skakun (2023) examined the possibilities of using internet marketing as one of the key factors in enhancing the effectiveness of sales activities of agricultural enterprises. The authors emphasise that in the context of dynamic market digitalisation, especially considering the processes of European integration, agribusiness must actively utilise e-commerce tools to maintain competitiveness. The article analyses the advantages of tools such as SEO promotion, targeting, traffic analytics, the use of social media and marketplaces, which allow for reducing intermediary costs, expanding sales geography, and establishing direct contact with the end consumer.

All the aforementioned studies provide a solid theoretical and methodological basis for further scientific inquiry in the field of innovative marketing within the agricultural sector. At the same time, despite significant contributions to the development of specific aspects of the topic, a comprehensive study of the implementation of innovations in marketing management for farming enterprises remains relevant and requires in-depth investigation, particularly in the context of digital transformation and global challenges. In light of this, the present article aimed to provide a scientific understanding of the possibilities for applying innovative marketing approaches in the activities of farming enterprises that would address current economic challenges and contribute to the recovery and further development of the agricultural sector during martial law and in the postconflict economy.

MATERIALS AND METHODS

The methodological basis of this research was the use of a complex of general scientific (analysis of scholarly sources) and specialised methods (SWOT analysis), which enabled a holistic,

systematic, and scientifically grounded study of innovative approaches to marketing management in Ukrainian farms. This approach allowed for the analysis of both the internal aspects of agricultural enterprises' functioning and the external factors influencing their marketing activity in the context of dynamic transformations in the agricultural sector, driven by economic, technological, and socio-political changes.

The factual basis of the research consisted of data from analytical reports of the National Institute for Strategic Studies (Khymynets & Nesterenko, 2021), as well as information from the official websites of industry associations and farmer unions (A new issue of the study "UKRAINE:..., 2024). Furthermore, data from thematic information resources were utilised, including AgroPortal.ua (Get now, pay later:..., 2024), Latifundist.com (AgroForecasts 2024:..., 2024), Kurkul.com (Agritechnica will present innovative solutions..., 2023), SuperAgronom.com (Farming in Ukraine may..., 2024), which contain up-to-date analytical reviews, expert opinions, survey results, and examples of innovation implementation in agricultural marketing.

To gain a theoretical understanding of the issues surrounding innovative marketing, scholarly approaches in the field of marketing management for agricultural enterprises were synthesised, which allowed for outlining current directions of innovative activity. An important research tool was the SWOT analysis, which was used to assess the internal potential of farms (strengths and weaknesses) and the external environment (opportunities and threats) influencing the effectiveness of implementing innovative marketing strategies.

The formulation of conclusions and proposals was carried out based on the abstract-logical method, which ensured the generalisation of the results obtained, the identification of trends, and the development of practically oriented recommendations for improving the marketing activities of agricultural business entities.

RESULTS AND DISCUSSION

Innovative marketing methods and instruments serve as a key element in ensuring the successful functioning of agricultural enterprises amidst the economy's transformational development.

Given the rapid intensification of competition and the constant change in market conditions under the influence of globalisation processes, the application of innovations in the marketing sphere is considered a decisive factor in increasing competitiveness and enhancing the efficiency of agricultural business. The use of modern digital technologies, the latest communication platforms, and adaptive promotion techniques allows not only for prompt reaction to external challenges but also for shaping new consumer expectations, creating unique value for target markets. This, in turn, ensures both short-term profitability and strategic sustainability and development of economic entities in the long term.

However, a significant proportion of enterprises in Ukraine's agricultural sector, including farms, face several systemic barriers to innovation implementation. Among the key factors hindering the development of innovative activity are: the absence of stable and consistent state policy supporting innovations; limited financial resources; imperfections in the regulatory framework for stimulating the innovation environment; insufficient qualification levels of managerial staff; low economic motivation; depreciation of material and technical assets; and the underdeveloped nature of marketing structures that could ensure strategic planning of innovative activities (Ilchenko, 2024).

In the context of intensifying global competition, the necessity for activating and systematising the innovative development of agricultural enterprises becomes objective. An effective model of innovative development for farms should be based on a comprehensive approach that involves the integration of biological, technical, economic, marketing, social, organisational, managerial, and legal innovations as interconnected components of a unified modernisation strategy (Fig. 1).

One of the key advantages of implementing innovations in the marketing activities of farms is the capacity for more accurate and well-founded analysis of the market environment. In particular, the application of analytical platforms and Big Data processing technologies provides a deep understanding of consumer behaviour, customer preferences, and current demand trends.

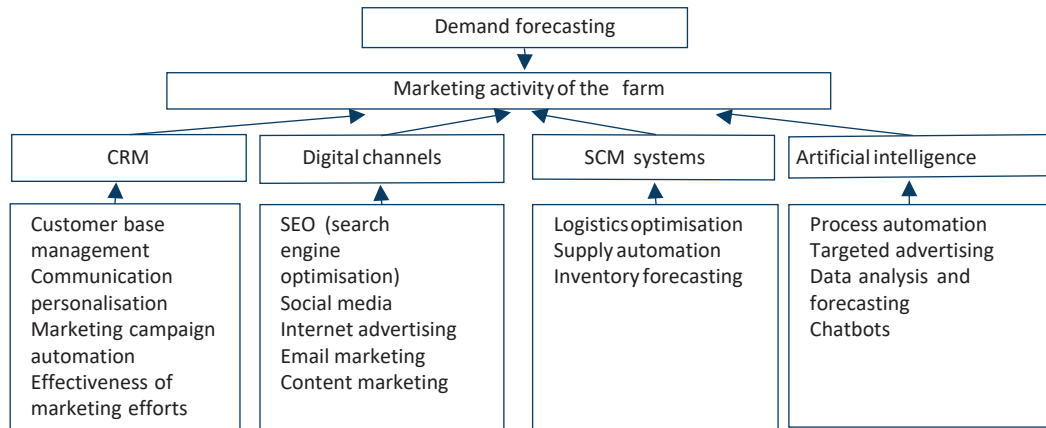


Figure 1. Innovative instruments for ensuring the effectiveness of marketing activities in farm-type agricultural enterprises

Source: developed by the author based on T. Ilchenko (2024)

The armed aggression by Russia has significantly exacerbated existing problems in Ukraine's agricultural sector. According to the results of a survey conducted by the Ukrainian Business Council jointly with the Help – Hilfe zur Selbsthilfe organisation in January 2023, 20.75% of respondents characterised the current state of their agribusiness as critical or unsatisfactory, 50% as satisfactory, while only 21.25% assessed it as good (Conclusion based on the results..., n.d.). In these circumstances, overcoming challenges, ensuring viability, and seeking prospects for the further development of farms requires the implementation of innovations, proactive management, and effective strategic decisions.

Amidst current challenges, one of the priority tasks for Ukraine is to provide comprehensive support for the development of farms, which constitute an important component of the national agro-industrial complex. The area of individual farms can exceed one million hectares, indicating the scale of agricultural production. Ukraine holds leading positions in global exports of barley, maize, rapeseed, and wheat, and is also the largest producer of sunflower oil. Furthermore, the supply of Ukrainian agricultural produce is critically important for the food security of some of the world's poorest countries, which are largely dependent on imports from Ukraine (Conclusion based on the results..., n.d.).

Thus, in 2024, the share of agricultural products in Ukraine's foreign trade structure accounted for 59%, indicating their key role in the country's export potential. Sunflower oil held the most significant position among exported goods – 6 million tonnes of this product were supplied abroad, valued at 5.1 billion USD, which constitutes 21% of the total export volume. Maize secured an identical share (21%), with its export volume reaching 29.6 million tonnes and generating 5 billion USD in revenue. Wheat ranked third by export value – 20.6 million tonnes worth 3.7 billion USD, corresponding to 15% of total exports. Among other significant agricultural export items, it is worth noting rapeseed (7%, or 3.8 million tonnes valued at 1.8 billion USD), soybeans (5%, or 3.4 million tonnes valued at 1.3 billion USD), as well as oilcake and other residues from the processing of oilseeds (4%, or 4.7 million tonnes valued at 1 billion USD) (Ukraine exported over 67 million tons..., 2024).

For Ukrainian farmers to maintain and strengthen their leading positions in the global agricultural market amidst increasing competition and global challenges, it is extremely important not only to sustain production volumes but also to adapt to new market requirements. One of the key factors in such adaptation is the digital transformation of the agricultural sector, which allows for increased management efficiency, improved access to sales markets, and

ensures flexibility in responding to changes in consumer preferences. The implementation of digital technologies in the marketing activities of farms, in particular, becomes an important tool for ensuring their competitiveness in both domestic and international markets.

The application of digital tools, the Internet, and social media provides agricultural enterprises with the opportunity for effective communication with consumers, increasing their interest and building stable relationships. In turn, the development of e-commerce creates conditions for direct sales of agricultural produce from producer to final consumer, which allows for minimising the involvement of intermediaries and increasing the efficiency of logistics processes.

The use of analytical tools and artificial intelligence systems provides agricultural enterprises with the ability to process large volumes of data, forecast market trends, and respond promptly to changes in consumer demand and production conditions. This approach contributes to increased accuracy in demand forecasting, reduced production costs, and minimisation of risks. Furthermore, there is growing attention within the agricultural sector to the implementation of the concept of sustainable development, which involves the production of environmentally safe products. Integrating principles of ecological responsibility into the marketing strategy of farms ensures the attraction of environmentally conscious consumers and the formation of a positive brand image in the market. Innovative approaches to marketing management in farms are viewed not as a one-off tool for increasing sales volumes or attracting new consumers, but as a continuous and systematic process. The effectiveness of implementing marketing strategies in the activities of farms is only ensured under the condition of their consistent and sustainable application.

Modern technological advancements in agriculture correspond to the growing needs for increased automation, digitalisation, and ecological feasibility in the functioning of farms. Current trends in the development of the agricultural sector indicate a gradual transition towards the concept of "smart farming", which involves efficient management of resources

and time while simultaneously minimising crop losses. Smart farming is a promising direction based on the implementation of innovative technologies, including the Internet of Things (IoT), computer vision, and artificial intelligence (AI), in agricultural production processes (Top 10 trends, technologies and innovations..., 2022).

Farms are increasingly integrating digital technologies, including satellite monitoring, field sensors, remote data collection systems, and artificial intelligence, to adapt to new agribusiness conditions. Given that over 40% of agricultural land is temporarily unsuitable for use and logistics chains and infrastructure have suffered significant damage, the use of technology has become a key tool for preserving production and managing risks. Particular attention is paid to the rational use of scarce resources and ensuring the safety of workers (Conclusion based on the results..., n.d.).

Additionally, new-generation digital services, particularly AI-based software complexes (for instance, platforms like Cropwise), provide comprehensive monitoring of machinery and crops, enable optimisation of agrochemical usage, and enhance the efficiency of production processes. These tools also contribute to building a flexible and adaptive management system for farms during both wartime and the post-war periods (Baker *et al.*, 2017).

Cybernetics, traditionally applied to control the processes of growing and storing agricultural products, is considered in modern conditions as an important instrument for decision support in systems for monitoring and optimising agricultural production. Specifically, its use contributes to increasing yields by facilitating informed decisions regarding key technological operations: sowing, irrigation, fertilisation, pesticide application, and harvesting. Thanks to the ability to assess the current state of production systems and forecast the impact of key factors such as soil quality, weather conditions, and climate change, cybernetic approaches help to increase the accuracy of agricultural process management (Emerick & Dar, 2021).

Specifically, another key source of data for the digitalisation of processes in farms is the implementation of sensor technologies. Unlike traditional monitoring systems, modern

sensors are capable of operating wirelessly, providing continuous tracking of a wide range of structured data, including temperature readings, pressure levels, movement, and so forth (Streuer, 2020). The application of such devices allows for remote control of technological processes, such as automated irrigation (Fischer *et al.*, 2019), variable rate tillage technologies, and autonomous control of agricultural machinery (Kulkarni *et al.*, 2020). As examples of practical implementation demonstrate, sensor devices are an integral component of modern robotic systems that enable the execution of operations activated by robotic elements.

Thanks to robotic sensing, it has become possible to detect weeds, localise fruits, control feeding, and assess potential yields. The data obtained are subjected to in-depth analysis and used for making decisions regarding the application of herbicides, harvesting ripe fruits, or carrying out irrigation (Davis & Bendickson, 2020). The implementation of innovative approaches to marketing management based on digital technologies has a positive impact on the efficiency of farming enterprises in Ukraine. The shift from predominantly manual labour to more cognitive activity facilitates higher quality information-based decisions, optimises production processes, increases the reliability of agricultural systems, and ensures consistently high yields (Baker *et al.*, 2017).

In this context, the use of Big Data technologies acquires particular significance, being considered among the most promising information solutions for the development of farming enterprises (Kulkarni *et al.*, 2020). The concept of Big Data encompasses large-volume and heterogeneous datasets, as well as modern methods for their storage, analysis, and visualisation (Fischer *et al.*, 2019). These tools allow for obtaining new knowledge in near real-time that was previously inaccessible (Gosnell *et al.*, 2019). Integrating data from various sources – including information on consumer behaviour, their preferences, and demand dynamics – forms the analytical basis for making effective management decisions in agriculture.

Furthermore, Big Data technologies enable in-depth analysis of large volumes of market information, including consumer behavioural

patterns and competitor actions, which creates an analytical foundation for developing effective marketing strategies. Specifically, the analysis of collected data allows for forecasting changes in consumer demand for agricultural products, ensuring a prompt response from farms to changing market conditions. Additionally, the implementation of artificial intelligence in marketing management processes allows for the automation of a range of tasks, such as processing customer inquiries or setting up targeted advertising, which contributes to resource savings and increased effectiveness of management decisions (Reznik *et al.*, 2023).

In contemporary agricultural business conditions, the competitiveness of enterprises is largely determined by the effectiveness of marketing communications, primarily oriented towards satisfying consumer needs. Recognising the key role of clients as the main factor in business success is an important prerequisite for increasing the performance of farming enterprises. In this context, the implementation of customer relationship management (CRM) systems becomes a vital tool, ensuring the formation of stable and personalised relationships with consumers. The application of CRM technologies allows for the automation of communication processes, the adaptation of marketing strategies to individual client characteristics, and, consequently, an increase in the overall effectiveness of the farm's marketing activities (Ilchenko, 2024).

One of the key directions for implementing innovations in the marketing activities of farms is the use of digital communication channels. This includes, specifically, the application of social media, internet advertising, content marketing, and search engine optimisation (SEO) technologies. Digital marketing tools create conditions for expanding the target audience, including potential foreign consumers, and contribute to ensuring interactive engagement with clients. For farms, this opens up prospects for creating multilingual e-commerce platforms, which allow for the activation of export activities and the expansion of product sales geography (Dulska, 2015; Morokhova & Boiko, 2023).

An important aspect in the context of digital transformation is also the optimisation of

logistics processes. The application of automated supply chain management (SCM) systems enables the reduction of transportation costs, the shortening of delivery times, and the improvement of customer service quality (Ilchenko, 2024). Modern SCM solutions integrate all stages of the logistics process – from raw material procurement to the delivery of finished products to the final consumer – ensuring transparency and control at each stage. This, in turn, enhances the ability of farms to respond promptly to changes in demand, reduces the risks of logistical delays, and contributes to increased supply reliability. Hence, the implementation of SCM systems is an important condition for ensuring effective logistics management in agribusiness.

Another promising innovative direction for improving the marketing activities of farms is the development of content marketing. In the digital era, high-quality content is becoming the

primary tool for effective communication with the target audience (Lucii & Skakun, 2023). Agricultural enterprises can enhance their visibility in the digital environment by creating expert publications, video reviews of products, conducting webinars, preparing analytical reports, and so forth. For example, articles highlighting the competitive advantages of products or video materials demonstrating their quality build a positive brand image. Effective promotion also involves the active use of social media, targeted advertising on platforms such as LinkedIn, Facebook, and Google Ads, and regularly updating the information content of agricultural enterprises' websites and blogs.

In the context of implementing innovative approaches to marketing management in farms, SWOT analysis (Table 1) acquires particular significance as a tool for strategic analysis of the enterprise's external and internal environment.

Table 1. SWOT analysis of innovative marketing management in Ukrainian farms

Strengths	Weaknesses
Use of digital technologies (Big Data, CRM, artificial intelligence) to enhance marketing effectiveness	High costs are associated with implementing innovative technologies
Potential for personalised interaction with clients	Low level of digital literacy among employees
Automation of consumer demand analysis processes	Limited access to modern technical equipment in certain regions
Prompt marketing decision-making based on analytical data	Insufficient experience in managing complex information systems
Opportunities	Threats
Entry into new market segments through digital promotion channels	Increased competition from large agricultural holdings
Building long-term relationships with clients through omnichannel communications	Cybersecurity and personal data leakage risks
Increased effectiveness of advertising campaigns through targeting and analytics	Macroeconomic instability (inflation, war)
Attracting investments for the development of innovative projects	Risks associated with legislative changes in the sphere of digital transformation

Source: developed by the author based on T. Ilchenko (2024)

Thus, the SWOT analysis allows for the identification of both strengths that should be developed and risks that need to be minimised through strategic planning and the adaptation of marketing approaches to contemporary digital conditions. In the process of researching the readiness of farms for implementing innovations, particularly of a digital nature, it has been established that different key factors

influencing the organisational capacity of agricultural enterprises for innovative changes become relevant at various stages of this process. Of particular importance in this regard is the necessity of developing and implementing measures at the national level aimed at fostering relevant knowledge in the field of digital technologies among farmers, as well as their practical implementation in economic activities.

To enhance the innovative capacity of farms, the following directions are advisable: creating a centralised knowledge base concerning digital technologies in agriculture and forming an innovation network accessible to agricultural entities; providing an analytical overview of the dynamics of the digital innovation readiness formation process to increase farmers' awareness regarding the complexity, sequence, and priority of these transformations. The implementation of modern digital technologies across all stages of farms' marketing activities contributes to ensuring their sustainable development and maintaining competitive positions in the agricultural sector.

Compared to other studies, the results of this analysis confirm the importance of implementing innovative approaches in the marketing activities of farms. Specifically, S. Koberniuk & V. Karpenko (2023) emphasised the necessity of implementing digital technologies in all aspects of marketing policy, including product, pricing, distribution, and product positioning in the market. This aligns with the authors' conclusions regarding the importance of integrating modern digital instruments into the marketing strategy of farms.

The approach proposed by I.I. Polishchuk (2021), who considered customer relationship management (CRM) systems as a key driver of business processes oriented towards forming and maintaining customer loyalty, is entirely acceptable. The author noted that CRM acts not only as software for automating marketing, sales, and service processes but as a holistic business management concept. According to her conviction, the use of CRM technologies contributes to the personalisation of customer interaction, increased effectiveness of marketing activities, and cost optimisation, which collectively ensure the growth of farm profitability through enhanced customer orientation and increased levels of consumer loyalty. This approach complements the results of the present study, underscoring the need for flexible and adaptive marketing management in an unstable market environment.

In turn, I.V. Dulska (2015) viewed digital technologies as a powerful catalyst for economic growth in the agricultural sector, emphasising

the importance of the institutional environment for their effective implementation. The author pointed to the necessity of creating regulatory and organisational conditions that would stimulate the innovative activity of farms, particularly through financial instruments supporting digitalisation. I.V. Dulska substantiated that the integration of digital technologies into farmers' marketing activities opens up new possibilities for more effective interaction with markets, cost reduction, and improved logistics for product sales.

The research by S. Nazarenko *et al.* (2024) examined innovative approaches to management and communications in modern agro-industrial enterprises. They focus on the implementation of digital technologies, such as ERP systems, Big Data analysis, and blockchain technologies, to enhance the efficiency of management and production processes. These aspects complement the conclusions regarding the importance of implementing digital technologies in the management of farms.

Additionally, according to the position of E.V. Hnitetskyi (2017), the application of Big Data tools in the process of planning and adjusting marketing activities provides significant advantages for both producers and consumers. This approach is consistent with the present study and contributes to the optimisation of marketing activities, cost reduction, and increased efficiency, while also allowing for the establishment of long-term partnerships with consumers, thanks to the flexibility of the marketing mix by individual client requests.

Researchers D. Zmievets & L. Pronko (2024) analysed the challenges and opportunities of innovative marketing for agricultural enterprises during martial law in Ukraine. They emphasise the role of information and communication technologies in providing agricultural enterprises with the necessary resources for conducting effective activities. The conclusions of these researchers are consistent with the results of the submitted study, which highlight the necessity of adapting marketing strategies to changing market conditions.

In the research by T. Ilchenko (2024), the specifics of using innovative approaches to improving marketing activities in agribusiness were examined. T. Ilchenko identified the

necessity of seeking new innovative mechanisms and tools that will ensure the formation of competitive advantages for agricultural enterprises, including farms. These aspects complement the authors' conclusions regarding the barriers to implementing innovations in the marketing management of farms.

Thus, a comparative analysis of the results of the present study with the articles of other authors confirms the importance of integrating innovative and digital technologies into the marketing management of farms. Common conclusions relate to the necessity of a strategic approach, adaptation to changing market conditions, and overcoming barriers to innovation implementation. The differences, however, lie in the focus of the research: some authors concentrate on specific aspects, such as sales activities or communications management, while the present study covers a broader spectrum of issues related to the implementation of innovative management methods in the marketing activities of farms.

CONCLUSIONS

The concept of innovative marketing management for farms is based on three fundamental aspects: the implementation of modern technological solutions, the optimisation of business processes, and the intensification of using digital communication channels. The implementation of this approach is aimed at ensuring the long-term development of farms in conditions of increasing competitive struggle at local and international levels.

Within the scope of the research, it was established that the most effective innovative solutions for farms are: the implementation of CRM systems for automating work with clients, the use of digital marketing with an emphasis on social media and geotargeting, and the application of analytical platforms for real-time market monitoring. It was determined that the integration of precisely such tools allows for

increasing production profitability, thanks to more accurate demand forecasting, optimisation of sales channels, and increased levels of client engagement. Successful implementation of digital marketing management tools requires the technologies to be suitable for the specific functioning of the farm, their compatibility with the existing IT infrastructure, and a prior assessment of the expected economic efficiency. It was determined that to enhance the innovative capacity of farms, it is advisable to implement the following measures: create a centralised knowledge base regarding the application of digital technologies in agriculture and develop an innovation network open to agricultural entities; ensure a systematic analytical overview of the dynamics of forming readiness for digital innovation implementation, which will allow farmers to better understand the complexity, stages, and priority of these transformations. The integration of modern digital technologies at all stages of farms' marketing activities will contribute to their sustainable development and the strengthening of their competitiveness in the modern agricultural market.

However, limited financial and time resources, a lack of adequate state support, and a low level of digital literacy remain key barriers. The research results confirm the necessity of systemic support from the state, technology providers, and the scientific community. Further research should appropriately be directed towards a comparative analysis of the agricultural sector's innovative readiness with other sectors of the national economy, which will facilitate the development of effective mechanisms for integrating innovations into the economic activities of farming enterprises.

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CONFLICT OF INTEREST

None.

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Інноваційні підходи до управління маркетинговою діяльністю у фермерських господарствах України

Анотація. Актуальність дослідження зумовлена необхідністю підвищення ефективності маркетингової діяльності фермерських господарств України в умовах глобалізації, цифровізації та зовнішніх загроз. Метою статті було обґрунтування впровадження інноваційних підходів до управління маркетинговою діяльністю фермерських господарств з метою підвищення їх конкурентоспроможності. У дослідженні використано методи порівняльного аналізу, системного підходу, SWOT-аналізу та узагальнення. У роботі обґрунтовано доцільність впровадження цифрового маркетингу, електронної комерції, брендингу, соціальних мереж, CRM-систем, автоматизованих платформ для комунікації зі споживачами. У роботі проаналізовано сучасні виклики, з якими стикаються фермерські господарства в Україні, зокрема зниження платоспроможного попиту, порушення логістичних ланцюгів, обмежений доступ до фінансування та маркетингової інфраструктури. Було проведено SWOT-аналіз, який дозволив охарактеризувати сильні й слабкі сторони господарств, а також зовнішні можливості й загрози для реалізації маркетингових стратегій. Обґрунтовано доцільність впровадження цифрового маркетингу, електронної комерції, брендингу, соціальних мереж, CRM-систем, автоматизованих платформ для комунікації зі споживачами. Також у дослідженні було приділено увагу ключовим аспектам трансформації маркетингових стратегій відповідно до змін кон'юнктури аграрного ринку. Визначено роль інформаційно-комунікаційних технологій як інструменту забезпечення фермерських господарств необхідними ресурсами для реалізації ефективної виробничо-збутової діяльності. Систематизовано сучасні підходи до маркетингу, що передбачають активне використання цифрових каналів просування продукції в умовах воєнного стану. Практичне значення результатів полягає в можливості їх використання для вдосконалення маркетингових стратегій фермерських господарств, аграрних об'єднань і регіональних програм підтримки сільського підприємництва

Ключові слова: цифровий маркетинг; конкурентоспроможність; аграрний сектор; маркетингові стратегії; SWOT-аналіз