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Ukrainian-American Concordia University

Faculty of Management and Business

Department of International

Economic Relations, Management & Business

MASTER’S QUALIFICATION WORK

**DEVELOPMENT OF EXPORT(IMPORT) STRATEGY OF THE
TERRAFOOD ENTERPRISE
(based on LLC “TerraFood” case)**

Master student of

Field of Study 07 – Management
and Administration

Speciality 073 – Management

Educ. program – Business Administration

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Ph.D. in Economics

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Abstract Topic – Development of export (import) strategy of the TerraFood enterprise (based on LLC “TerraFood” case).

The work is the development of an export (import) strategy for Terra Food due to favorable conditions for foreign economic activity, fierce competition in the domestic market, the company's strategic goals, and the difficulties and risks associated with entering new markets.

The purpose of this thesis is to show that the development and implementation of an export (import) strategy is a complex and multifaceted process that requires careful planning and execution. The exit of the endeavor to outside markets contributes to the adjustment of the economy to the framework of worldwide financial relations and the arrangement of an open economy. One of the critical needs for the improvement of the country's foreign financial movement is to extend the volume of trades and increase the trade potential. Be that as it may, this definition and its fundamental constituent components have not yet been indicated. The methodological basis of this study is the analysis of the strengths, weaknesses, opportunities and threats of soil products in foreign markets. Assessment of political, economic, social, technological, environmental and legal factors affecting exports/imports. The effectiveness of the export strategy is ensured by the ability of exported products to meet the requirements of the foreign market. This is ensured by a high level of competitiveness and compliance with the main functional capabilities of the products with consumer requirements. Therefore, in the process of assessing the impact of the external environment, the assessment of competition and the evaluation of the existing and hidden needs of the consumer are the keys to its realization.

When making the research, the materials of LLC "TerraFood" were used, namely, the information system, sales management via the Internet and attracting customers. The work draws conclusions about the overall positive impact of strategy of export and import of the company, and also provides recommendations.

Keywords: strategy, export, import, economic, products, factors affecting export and import.

Анотація

Тема анотації – Розробка експортної (імпортної) стратегії підприємства «TerraFood» (на основі ТОВ «TerraFood»).

Робота являє собою розробку експортної (імпортної) стратегії компанії «Терра Фуд» у зв'язку зі сприятливими умовами зовнішньоекономічної діяльності, жорстокою конкуренцією на внутрішньому ринку, стратегічними цілями компанії, а також труднощами і ризиками, пов'язаними з виходом на нові ринки.

Метою даної дипломної роботи є показати, що розробка та впровадження експортної (імпортної) стратегії є складним та багатогранним процесом, який вимагає ретельного планування та виконання.

Вихід підприємства на зовнішні ринки сприяє пристосуванню економіки до рамок світових фінансових відносин і організації відкритої економіки. Однією з найважливіших потреб для покращення зовнішнього фінансового руху країни є збільшення обсягів торгівлі та підвищення торговельного потенціалу. Як би там не було, це визначення та його основні складові компоненти поки що не вказані. Методологічною основою даного дослідження є аналіз сильних і слабких сторін, можливостей і загроз ґрунтової продукції на зовнішніх ринках. Оцінка політичних, економічних, соціальних, технологічних, екологічних та правових факторів, що впливають на експорт/імпорт. Ефективність експортної стратегії забезпечується здатністю експортованої продукції задовольняти вимоги зовнішнього ринку. Це забезпечується високим рівнем конкурентоспроможності та відповідністю основних функціональних можливостей продукції вимогам споживачів. Тому в процесі оцінки впливу зовнішнього середовища оцінка конкуренції та оцінка наявних і прихованих потреб споживача є ключем до її реалізації.

При виконанні дослідження були використані матеріали ТОВ «TerraFood», а саме інформаційна система, управління продажами через Інтернет та залучення

клієнтів. У роботі зроблено висновки про загальний позитивний вплив стратегії експорту та імпорту підприємства, а також надано рекомендації.

Ключові слова: стратегія, експорт, імпорт, економіка, продукція, фактори впливу на експорт та імпорт.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of Management and Business

Department of International Economic Relations, Business and Management

Educational level: **Master degree**
Specialty **073 «Management»**
Educational program **“Business Administration”**

APPROVED

Head of Department

Prof. Zharova L.V.

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TASK

FOR MASTER’S QUALIFICATION WORK OF STUDENT

Diana Ismail

1. Topic of the master’s qualification work

**DEVELOPMENT OF EXPORT(IMPORT) STRATEGY OF THE
TERRAFOOD ENTERPRISE
(based on LLC “TerraFood” case)**

Consultant of the master’s qualification work Natalya Amalian, Ph.D. in Economics,

Which approved by Order of University from **“10” February 2024 № № 10-02/2024-1к**

2. Deadline for master thesis submission “25” April 2024.

3. Data-out to the master thesis

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed)

There are three main topics a master student should develop in this work:

- 1. Theoretical aspects of the development of export (import) strategy of the enterprise**

2. Analysis of the export (import) potential of the TerraFood company

3. Development of export (import) strategy of TerraFood company

5. List of graphic material (with exact indication of any mandatory drawings)

Graphs and figures for analysis of economical and statistical information on the company and its development, visualization of mechanism of development, etc.

6. Date of issue of the assignment December 4, 2023

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of master thesis	01.03.2024	In time
2.	II part of master thesis	20.03.2024	In time
3.	III part of master thesis	20.04.2024	In time
4.	Introduction, conclusions, summary	25.04.2024	In time
5.	Pre-defense of the thesis	30.04.2024	In time

Student Diana Ismai



Consultant



Conclusions. *The master qualification work was designed according to the requirements: it contains all necessary parts of scientific research with the practical recommendations. The paper was written on the basis of the analysis of particular aspects of TerraFood company (a vertically integrated agro-industrial holding that specializes in milk processing and the production of dairy and meat products), with special attention paid to the export (import) potential of the company. The study provides a meticulous analysis of the trademarks and their marketing, as well as of the activities of the competitors of TerraFood on national and global market. The practical recommendations for the development of export/import strategy of TerraFood company, based on the SWOT analysis of the company, are formulated correctly, being focused on the main goal and tasks of the work. Student takes active part in scientific life of the University. In general, if successful defense, the thesis can claim to be "excellent".*

Consultant



Natalya Amalian

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INTRODUCTION

Ukraine is one of the world's leading agricultural producers and exporters. Its fertile black soil, favorable climate and vast land resources make it an ideal place to grow a wide range of crops.

Ukraine plays an important role in supplying food to the global market: It is one of the largest grain exporters: 4th in the world in wheat exports (18 million tons in 2022/23 MY), 5th in corn exports (23 million tons in 2022/23 MY). Ukraine is the leader in sunflower oil exports: about 50% of the global market (5.4 mln tons in 2022/23 MY). It is a significant exporter of other agricultural products: sugar (1.4 million tons in 2022/23 MY), meat (400 thousand tons in 2022), milk (400 thousand tons in 2022), vegetables and fruits (2.5 million tons in 2022).

Terra Foods is the largest Ukrainian exporter of vegetable milk, vegetable cream mixtures, butter and cheese. Terra Foods Group has been developing its export business for over 15 years and currently imports both finished food products and products for the B2B segment from 55 countries. The annual international sales development strategy envisages both the development of new markets and the development of the product range and increase in volumes in priority markets.

Thanks to its many years of experience in dairy product development and modern equipment, Terra Food is one of the few companies in Ukraine that can produce products that meet all the requirements of its partners. For example, it can produce products in different packaging and weights. It can also produce products that align with the specifics of the local market, such as products with different fat content or different flavors.

The development of brand distribution in international markets and building long-term relationships with business partners are the strategic goals of Terra Food's international sales department. The company provides marketing support to international partners, adapting their products to the market, expanding their assortment and providing them with all the necessary promotional materials.

The relevance of this work is the development of an export (import) strategy for Terra Food due to favorable conditions for foreign economic activity, fierce competition in the domestic market, the company's strategic goals, and the difficulties and risks associated with entering new markets.

The purpose of this thesis is to show that the development and implementation of an export (import) strategy is a complex and multifaceted process that requires careful planning and execution.

Based on this goal, the following tasks are formulated:

The tasks must correspond with the sub chapters. For example:

- to outline main concept of an enterprise's export (import) strategy.
- to analyze different types of export (import) strategies.
- to trace stages of developing an export (import) strategy.
- to research factors influencing the choice of export (import) strategy

The methodological basis of this study is the analysis of the strengths, weaknesses, opportunities and threats of soil products in foreign markets. Assessment of political, economic, social, technological, environmental and legal factors affecting exports/imports.

The object of the study is the process of forming export (import) strategies of the enterprise.

The subject of the study is the export (import) strategy of territorial enterprises.

The thesis consists of an introduction, 3 chapters, a conclusion and a list of references. The first section includes analysis of the theoretical aspects of developing an export (import) strategy of enterprises. The second section analyzes the import potential of Terra Food enterprises. The third section develops suggestions for the strengthening of the export (import) strategy of Terra Food enterprises.

Work is carried out on 92 sheets, 8 tables, 6 figures. Reference include 90 literature sources.

CHAPTER 1 THEORETICAL ASPECTS OF THE DEVELOPMENT OF EXPORT (IMPORT) STRATEGY OF THE ENTERPRISES

1.1 Definition of the main concepts of the study «strategy», «export», «enterprise», «trade police», «production cooperation»

The enterprise's overall plan of action focused on utilizing resources and production capacity to accomplish predetermined goals is known as the strategy. The terms “stratós” (which means “army”) and “ágein” (which means “to command”) are the roots of the word "strategy.”.

It was solely connected to the art of battle in the first version.

"Strategós” was the word for commander in chief and inventor of warfare. Commanders had multiple responsibilities in the past, including diplomatic relations and military supply, in addition to leading army movements.

We can therefore draw the conclusion that strategy has always been associated with responsibility and planning for all tasks.

The result of the troop movement was victory in the war and in combat. The same is true today: the business putting the plan into practice anticipates benefits and the execution of the intended actions. According to AD Chandler (1962), the strategy delineates the enterprise's long-term objectives, aligning with the overarching directions of action. It also outlines the allocation of resources required to accomplish the approved goals.

Concept of strategy**Table 1.**

Author	Definition of strategy
W.F. Glack	Strategy is a comprehensive and holistic plan that identifies a company's strengths over its expectations and environmental challenges.
P. Wright, C. Pringle, M. Kroll	The strategy refers to the planned results (defined by the company's top management) in relation to the mission and goals of the enterprise.
R.W. Griffin	<p>Well-thought-out strategy focuses on four main factors:</p> <ol style="list-style-type: none"> 1) the scope of the strategy is the set of markets in which the organization will compete; 2) resource allocation – the way an organization distributes its resources between different applications; 3) distinctive competence - what the organization does especially well; 4) synergy - a way in which different areas of the company complement or support each other. <p>Strategy – a broad program of establishing and achieving organizational goals; timely response of the organization to the impact of the environment.</p>
J. Stoner, R. Freeman, D. Gilbert 1997	Strategy – a broad program of establishing and achieving organizational goals; timely response

	of the organization to the impact of the environment.
A. Zub	Strategy is a generalizing model of actions necessary to achieve set long-term goals through coordination and distribution of enterprise resources.
B. Karloff	Strategy is a generalizing model of actions that are necessary for the coordination and distribution of enterprise resources.
L. Zaitsev, M. Sokolova	Strategy is a combination of planned actions and quick decisions to adapt the enterprise to the new situation, to new opportunities for obtaining competitive advantages and new threats of weakening competitive positions.
G. Mintzberg	Strategy is a consistent, coherent and integrated structure of management decisions.
P. Doyle	Strategy is a set of decisions.
M. Mescon, M. Albert F., Khedoury	strategy is a detailed comprehensive comprehensive plan designed to ensure the implementation of the enterprise's mission and the achievement of goals.
B. Ryzberg, L. Lozovsky, B. Starodubtseva	Strategy is the long-term, most fundamental, important settings, plans, intentions of the company's management in relation to production, income and expenses, budget,

M. Tulenkov

taxes,
capital investments, prices, social protection.
Strategy is a combination of planned actions
A strategy is a set of norms, guidelines,
directions, spheres, methods and rules of
activity established for a fairly long period of
time, which ensure the growth and high
competitiveness of enterprises, which
strengthen their positions on the market,
increase their
ability to survive in competitive conditions.

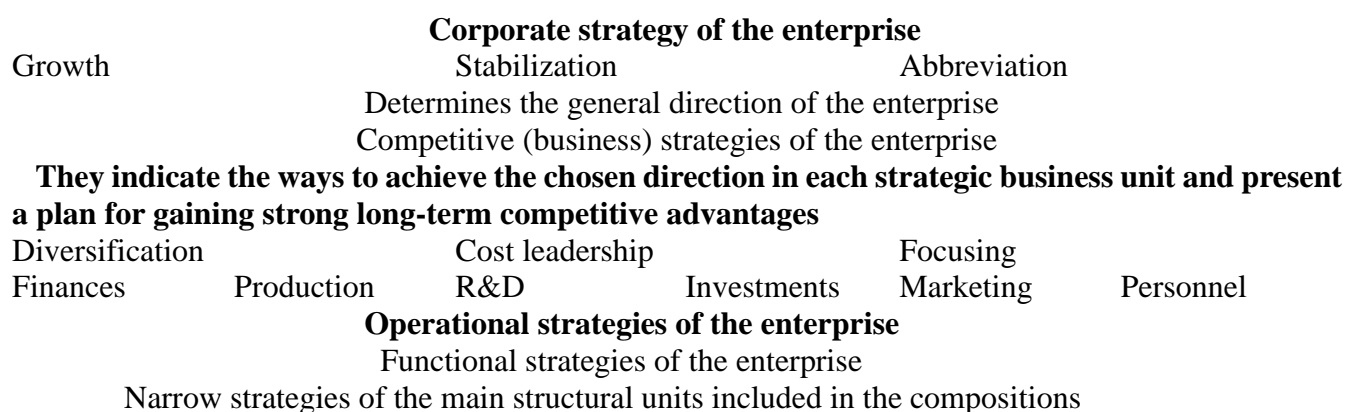
Source: created by the author based on materials of: (Kravchenko, 2007), (Marchenko, Lebedeva, 2017) and (Vasiliga, 2020).

The definitions provided fall under the following categories, as we can see: decision-making, executing a management plan, applying a model of actions, and determining the course of the company's development. Based on the aforementioned experience, the authors believe that the strategy is a comprehensive set of actions that the business needs to implement in order to reach the right level of profitability in the present and create the possibility of competitive and financially secure market entity development in the future. The reason for this interpretation is that profitability may not always accurately reflect the circumstances and does not offer a means of evaluating the enterprise's potential for future growth. On the contrary, the comprehensive nature of strategy extends its reach not only to all functional directions but also to all levels. The nature of business is to produce goods or services. The most common goal of business is to make a profit by satisfying consumer needs. From a financial point of view, the company's goal is to increase market value in the medium to long term in favor of the owners. The legal specificity of an enterprise is that an enterprise has rights and obligations, the form of which is determined by the enterprise owner and depends on the current legal regulations in the trader's territory. The acquisition

of legal personality by a company is an entry in the register. A separate business entity means a unit organized on the basis of specific management methods and organizational processes that enable the conduct of business activities. The separation of engineering and production is reflected in a separate technical system that enables the unit to produce goods or provide services. Economic separation means separation of assets, autonomy of decisions and independence of income, expressed in the desire to achieve a positive difference between efficiency and costs. Businesses are almost always legally affiliated with only one state. Taxes and other legal requirements usually lead to the use of individual legal entities to operate in each jurisdiction. A scheme of the hierarchy of strategies of the enterprise as a production and economic system is demonstrated in Fig. 1.

Fig.1.

Scheme of the hierarchy of strategies of the enterprise
as a production and economic system



Source: created by author based on materials of: (Tyukha I. V., Denisyuk I. O. Strategy development of a system of strategies enterprises. Economics of the food industry No. 3 of 2013)

In general, strategic management is a complex process that requires a wide range of knowledge and skills from management personnel. It provides for the implementation of certain stages, the implementation of which, in accordance with the essence of the strategy,

should ensure the profitability of the business at a specific moment and will allow the development potential to be formed in the future.

Table 2.

The process of implementing strategic management of the enterprise

Strategic analysis of activity:

- Analysis of the mission and existing goals of the enterprise
- Analysis of the internal environment;
- Determination of strategic orientation
- Analysis of the external environment;

Making a strategic choice:

- Meaningful analysis of strategic alternatives
- Justification of strategic choice
- determination of strategic development alternatives

Formation of the company's strategy:

- Establishment of stages of implementation of strategic plans
- Development of a model of resource provision for the implementation of the strategy
- Formation of the organizational and motivational basis of the strategy
- Development of strategy provisions at the main hierarchical levels

Implementation of the company's strategy:

- Achieving a level of competitiveness and economic security sufficient for stable management
- Functioning of the enterprise as a production and economic system
- Revision of individual provisions in the event of significant deviations from performance indicators provided for in the plan
- Formation of the company's development potential in a strategic perspective

Source: created by author based on materials of (Baidala, 2013), (Zozulev,2005)

Therefore, influencing today's B2B buyer-directed purchasing processes requires digital resources that effectively help buyers advance along their purchase process on their own terms to promotional or company-centric marketing communications (Holliman & Rowley, 2014; Järvinen & Taiminen, 2016; Taiminen & Ranaweera, 2019), but no studies have

provided a systematic DCM conceptualization that would outline the comprehensive set of activities for putting its customer-centric principles into practice. Extant research has offered rather scattered notions of particular aspects of DCM, such as DCM-related organizational processes and the use of technology (Järvinen & Taiminen, 2016) or specific content tactics (Taiminen & Ranaweera, 2019; Wang, Malthouse, Calder, & Uzunoglu, 2019). Moreover, DCM has been approached narrowly, by taking the creation and delivery of valuable content as a starting point of the concept, without considering how firms gain insight into what is valuable information for various decision makers (Holliman & Rowley, 2014; Wall & Spinuzzi, 2018). This is particularly problematic in challenging B2B markets characterized by complex, multi-actor decision-making processes, typically involving a diverse set of buying and usage center members (c.f. Johnston & Bonoma, 1981; Macdonald, Kleinaltenkamp, & Wilson, 2016; Huber & Kleinaltenkamp, 2020). Second, among the reports of positive outcomes of DCM, such as increased sales performance (Järvinen & Taiminen, 2016; Wang et al., 2019), improved customer relationship performance (Taiminen & Ranaweera, 2019) and improved brand performance (Hollebeek & Macky, 2019), we know of no research that explores the contingencies of DCM performance. Recent industry white papers often suggest that the success of DCM is entirely dependent on the strategic planning of its activities (e.g., Content Marketing Institute, 2021; HubSpot, 2021; Marketing Insider Group, 2021). While strategic excellence is certainly crucial for DCM performance, the different factors that can enhance or undermine this performance are just as significant.

A certain level of competitiveness and financial security accomplished by the venture, which fulfills the conditions at the minute, after a few times will not allow the market entity to supply the required productivity. This circumstance is determined by the dynamism of the enterprise's outside environment, in particular, changes in buyer requirements and the actions of comparable ventures within the process of competition. Subsequently, I was able to draw a conclusion about the significance of creating the company's potential within the hands of key administration. In common, the procedure can be characterized as a complex program of activities that must be executed by the venture in arrange to realize the

appropriate level of productivity within the current period and create the potential for competitive and financially secure improvement of the advertisement substance in the future. It was decided that the progression includes the advancement of corporate, competitive, utilitarian, and operational techniques at the venture. It is the complex nature given by their deductive-inductive association that ought to contribute to expanding the quality of administration within the course of accomplishing the required outcomes of the endeavor. Trade is the deal of merchandise or administrations created in this nation to outside substances. According to the charge enactment of the European Union, sends out are characterized as the deal of goods or administrations outside the EU. The sale of goods inside the European Union is a deal. The exporter has the right to apply a zero VAT rate (subject to the arrangements of the tax law). The exit of the endeavor to outside markets contributes to the adjustment of the economy to the framework of worldwide financial relations and the arrangement of an open economy. One of the critical needs for the improvement of the country's foreign financial movement is to extend the volume of trades and increase the trade potential. Be that as it may, this definition and its fundamental constituent components have not yet been indicated. According to the Law of Ukraine «On Outside Financial Activity» dated April 16, 1991 (Baidala, 2013), remote financial movement is the action of financial substances of Ukraine and outside substances of financial movement, built on common relations between them, which takes place both on the territory of Ukraine and outside its boundaries. The focus is on expanding the level of exports. The key degree of the impact of trades within the usage of remote financial movement of the state within the universal division of labor and the world economy is decided through the supply of competitive items and administrations, acquiring vital distant funding for the nation for the completion and slow or total reestablishment of the economy. With the assistance of present-day innovative, specialized, and managerial developments, improvements, and concepts, payment for imported merchandise is vital for the nation.

That's, firstly, to send out the potential of the nation, which comprises sending out the potential of persons' businesses, and to send out the potential of the industry, which consists of the export potential of person endeavors; besides, send out potential is dispassionately

related to the competitiveness of items intended for deal on the world showcase. Given that, national competitiveness incorporates a three-level structure: the nation, industry, and individual ventures. Timofeenko (2014) agrees as well with this conclusion, noticing that the country's export potential is made up of territorial possibilities. In any case, certain regions have certain highlights of development and specialization and, therefore, distinctive potential. Summarizing the approaches to deciding the substance of send-out potential, we distinguished four primary classification highlights by which researchers isolate the quintessence of trade potential:

- 1) Accessible assets, and etc., send-out potential, are a set of all assets included within the trade handle focused on the action of the enterprise.
- 2) Potential opportunity is the production capacity of competitive items that can be sold on the outside;
- 3) The result of outside exchange, in spite of the fact that, in our conclusion, it has exportable potential, is not a particular pointer, but an abstract concept that must be evaluated by quantitative and subjective markers of financial efficiency;
- 4) Numerous researchers consider send-out potential to be a portion of financial capability (Timofeenko S.A. Valuation of the external economic potential of the regions of Ukraine)

1.2. Export strategy of the enterprise as a basis of activity in the international market

According to Rokochi V.V. (2010) dispatch process —a long-term course of trade exercises, which contains a set of assignments for the advancement of real commercial, as well as venture, logical and specialized, generation, and benefit exercises with outside accomplices and a framework of measures pointed at understanding issues (Rokocha V.V. International economics / V.V. Rokocha. – K.: Takson, 2010. – Book. International trade: theory and policy.).

A. Olin (in the middle of XX century) characterizes the trade methodology as a crucial program of activity that determines the spectrum of needs of the endeavor in remote markets, taking into consideration its accessible assets and necessities in outside markets (A. Kredisov. Competitiveness of the region and strategy for exporting to the light market./ O.G. Derevianko.// Service of Ukraine (economics, right) – 1997).

B. The definition of trade technique as an administration handle to form and keep up vital compliance between the goals of the undertaking within the field of sendout and its potential is additionally found within the work of A. Kredisov and O. Derevyanenko (1997). In international economic action, the driving part has a place in the trade procedure. The send-out procedure could be a nitty-gritty, comprehensive arrange of trade exercises for the company, outlined to guarantee the competitiveness of its products in global markets and accomplish certain vital objectives. The trade methodology should support in general methodology of the company and the center's activities to attain the fullest conceivable execution. The errands of the supervisor in making and actualizing the trade technique of the company comprises five interrelated parts:

- 1) the formation of key directions for the development of trade exercises of the company;
- 2) change of common objectives into particular ranges of work;
- 3) capable execution of the chosen arrange to attain the specified comes about;
- 4) successful usage of the chosen methodology;
- 5) assessment of the development of methodology usage, investigation of the circumstances on the outside advertise, making alterations to long-term objectives, methodology, or its

execution (given the modern conditions, thoughts, or capabilities of the company). Characterizing particular goals helps to move from the common course of the company's export development to individuals' work plans that can be utilized to realize victory. The methodology sets out the means, methods, and tools utilized to achieve these objectives. When defining key objectives, it is exceptionally vital to distinguish specific positions: “what,” “where,” and “when” (A. Kredisov. Competitiveness of the region and strategy for exporting to the light market./ O.G. Derevianko.// Service of Ukraine (economics, right) – 1997).

International market strategies are based on more weighty factors than domestic ones, requiring a clear understanding of foreign market processes through a company's international division or marketing department. Their main goals include increasing product awareness, increasing sales volume and profit, forming an appropriate image among consumers, and securing higher positions in the target market. Factors affecting the formation process include a company's mission, strategic goals, resources, market conditions, and external marketing environment conditions. The marketing department's role is to analyze market parameters, such as volume and growth prospects, competition structure, and communication systems (according to works of Sokol K.M. 2016, Tsygankova T. M. 2004).

Economic development and the interactions between market participants and marketing have formed the philosophical foundation of relationships in both local and global markets. Marketing encompasses not only the production and service industries but also serves as the scientific basis for economic growth. It is a business philosophy that focuses on efficient use of space and meeting consumer needs. Marketing is a system of actions that identify consumer needs and requirements, organizing them to meet high productivity levels. Enterprises are based on marketing principles, strategies, and activities aimed at active market participation (The American Journal of Management and Economics Innovations (ISSN – 2693-0811) 2021)

To develop a successful marketing strategy, a company should analyze its core business metrics, including customer acquisition cost (CAC), lifetime value (LTV), average revenue per user (ARPU), and churn rate (CR), to understand the potential implementation

possibilities and ensure the right metrics are used (according to Stal T.V., Kozub V.O., Nakhmetov A.N. 2018, Shcherbak V.G., Lozenko A.P. 2015).

The reason for the procedure is an ideal result of action in the future, subsequently it should: be unambiguously defined and clear to agents; be quantifiable; have deadlines; propel the activities of the entertainer; be consistent within the general objectives of the organization and the group of entertainers; be formalized. Most companies that unravel key arranging errands perform the organizing of defining the objective and selecting the factors that influence its accomplishment, based on databases given by previous marketing research. This makes it clear that the quality of promoting inquiry can influence the general result of the vital arranging assignment, so extraordinary consideration ought to be paid to the issue of expanding the likelihood of its coming about. Not at all like strategies (short-term plans), the company's methodology within the remote market operates over a few arranging periods (Thomas M. Thomson. Management by objectives. - Originally published in The 1972 Annual Handbook for Group Facilitators by J. William Pfeiffer & John E. Jones (Eds.), San Diego, CA: Pfeiffer & Company).

In a time of rapid technological and social change, managers must adapt to produce results and avoid being consumed by it. They must anticipate change and set aggressive goals to gain control over their environments and destinies. Managers must instill commitment, control efforts, and help subordinates grow. Various approaches have been used to increase individual production, such as economic pressure, teaching efficient methods, and promoting well-being. However, none have fully injected vitality and adaptability into organizational life, ensuring it remains viable in this age of change and sociology-technological turmoil.

No matter what form the MBO approach takes in a given organization, it is essentially a process that helps to:

- direct managers' attention toward results
- force members of the organization to commit themselves to specific achievement
- facilitate their thinking in terms of their organization's future needs and the setting of objectives to meet those needs.

In addition, the MBO approach can supply the manager with greater measures of three of the tools he or she needs to make the best use of the organization's greatest resource: people. The manager can:

1. Gain greater commitment and desire to contribute from subordinates by:
 - a) allowing them to feel that the objectives they are working toward were not just handed to them but are really theirs because they played a part in formulating them,
 - b) giving subordinates a better sense of where they fit in the organization by making clear how the subordinates' objectives fit into the overall picture,
 - c) injecting a vitality into organizational life that comes with the energy produced as a worker strives to achieve a goal to which he or she has taken the psychological and (sometimes economic) risk to commit.
2. Gain better control and coordination toward goal accomplishment by:
 - a) having a clearer picture of who is doing what and how the parts all fit together,
 - b) having subordinates who are more likely to control and coordinate their own activities because they know what will help and what will hinder their goal achievement, and
 - c) being able to see which subordinates consistently produce and which do not.
3. Gain an increased ability to help subordinates develop by:
 - a) being better able to see their strengths and weakness in operation on a specific objective,
 - b) using a management approach that teaches the subordinates (and the manager, for that matter) to think in terms of results in the future—an approach that teaches them to try to anticipate change, to define clear and specific objectives, and to delineate concrete measurements that will tell them when they have achieved their goals. (according to works of: Drucker, P. 1954, Humble, J. 1968 and 1970, McGregor, D. 1966, Odiorne, G. 1970, Reddin W.J. 1971).

Many organizations are implementing human resource development (HRD) systems and practices to provide a comprehensive framework for human resource development, generate systematic information for manpower planning, increase employee capabilities, and create a climate for full development. HRD components include performance appraisal, potential appraisal, career planning, feedback and counseling, training, reinforcement, organization development and research, and management information systems. Performance appraisal involves identifying key performance areas, target setting, and self-assessment, while potential appraisal identifies critical functions and qualities for each role. Career planning and development systems identify career opportunities, plans for growth, and feedback and counseling. Training involves assessing needs, disseminating information, and evaluating and following up (Pareek, U., & Rao, T.V. (1981). Designing and managing human resource system)

Internationalization strategy – development of new, foreign markets, using not only the expansion of exports of goods, but also exports of capital, when enterprises are created abroad, producing in goods to former importing countries, by passing restrictive trade barriers and taking advantage of cheap labor and abundant local raw materials (Shcherbak V.G., Lozenko A.P. Problems of domestic infiltration enterprises to foreign markets. Finances of Ukraine. 2015.)

Today, Ukraine occupies rather low places in international rankings of global competitiveness WEF (World Economic Forum) (Sidenko S.V., 2019), Global

Competitiveness Index (The Global Competitiveness Index) is a global study accompanied by a ranking of the countries of the world according to indicator of economic competitiveness (Abugre J. B., Anlesinya A. 2020).

The basis of the GCI assessment 113 factors, combined into 12 control groups of indicators, are laid down describe in detail the competitiveness of each of the world's countries and the world economy as a whole.

Based on marketing approaches, there are two types of markets: B2B (business-to-business) and B2C (business-to-consumer) (Tompson, A. A. and Striklend, A. Dzh., 2008). Ukrainian enterprises were exported to B2B markets (agricultural, metallurgical, mining, chemical, logging, textile, and machine-building enterprises). Enterprises in the food, light, and woodworking industries in the form of ready-made food products, textile materials and textiles products, shoes, head-wear, and furniture are oriented towards the implementation of strategies of export to B2C markets. The peculiarities of the functioning of both markets determine the peculiarities of the implementation of export strategies, depending on the type of market. Enterprises, focused on B2B markets, having a narrow range of products and limited product diversification opportunities, implement export strategies, for the purpose of which there is a «breadth» of development. Such strategies include geographical diversification and the absorption of competitors. On the B2C market, the company's growth strategy is being implemented through product diversification of exports and distribution to each of the markets. For multinational companies, the marketing strategy is used as a way of realizing one's own potential, including export potential, for the achievement of defined goals. In multinational marketing strategy, industrial and commercial activities of transnational structures are chosen according to the conditions of differences in one national market from another. In the specified strategy, significant political, and economic features of different countries are identified. Each market is considered as a separate segment, and, accordingly, products that are created by TNC divisions are adapted to the specific demand characteristics of countries. The global marketing strategy of production and commercial activity of transnational structures is distinguished by the provision of standardized directly in marketing resolutions regarding the national markets of the countries of stay or regions of countries. Global competition requires companies' rapid response to changes in the

external economic environment. The leadership of a transnational structure can make a choice among strategic options, choosing from one to several, for example:

- 1) Global cost minimization strategy;
- 2) Access to the markets of host countries with reduced prices for goods and services compared to competitors' prices;
- 3) Introduction of a global differentiation strategy;

The strategy of monopolistic competition, which involves significant differences of goods and services from competitors' products;

- 4) A strategy of global focus, which consists in servicing a narrow segment of the target consumer audience in different host countries;
- 5) A global innovation strategy, which involves the manufacture and Promotion of fundamentally new goods and services;
- 6) A strategy of flexible response and adaptation to changes in marketing consumer attitude (Lavriv I.M. Theoretical aspects of export potential formation.).

In addition to the main signs of development, in the theory of strategic management, one can distinguish three types of general strategies: growth, stabilization, and survival. The growth strategy involves increasing sales volumes of the company's products, thanks to the advantages of the foreign market and the internal capabilities of the enterprise. The main functional strategies that successfully implement the growth strategy are the export strategy and the innovative strategy. The stabilization strategy is aimed at maintaining the volume of sales and profit with their subsequent growth. Characteristic for periods of business, decline in activity in the economy, as well as due to the corresponding life cycle of enterprises. Signs of the transition to the implementation of the stabilization stage are the deterioration dynamics of the economic indicators of the enterprise. On the basis of implementation, the stabilization strategy consists of a combination of defensive and offensive measures. A survival strategy or a defensive strategy is used when the company is in a state of crisis. It is used in cases of full unbalancing of the economic activity of the enterprise, which is characterized by critical deterioration of indicators of economic dynamics. This strategy is based on short-term measures aimed at restoring activity and enterprise and bringing them to a state of stabilization. Each of the general strategies is implemented through a system of

functional ones that must be logically and structurally subordinated and implemented to the goal of the overall strategy. In addition, each export strategy, regardless of the type of market, should be supported by a system of implementation directions and tools for innovative marketing and logistics strategies. Therefore, during the development of the export strategy, a necessary condition of implementation is compliance with the principles of systematic, mutual agreement, and balance between general and functional levels of management. The strategy of export activity should be flexible, adapt to external changes, and respond to market needs and changes. The basis for the stable development of industrial enterprises exports in the long term is the presence of a strategic action plan made with the forecast volumes of demand and consumer requirements regarding quality products on foreign markets.

It might be offered based on scientific opinions regarding the function and substance of the export strategy within the framework of the creation and execution of successful export activities. The company's export strategy is a long-term action plan that defines the priority areas, goals, and tasks of activity enterprises in foreign markets, taking into account demand forecasts, the requirements of foreign consumers, and the company's available resource (European Commission website). The formation of the export strategy of enterprises should be carried out in the order presented in Figure 2.

Figure 2.

The formation of the export strategy of enterprises

- Determining the capacity of foreign markets
- Forecasting consumer needs
- Analysis and forecasting of competitors' activities
- Development of the general export strategy of the enterprise
- Development of private export strategies for regional markets and products
- Justification of the planning period
- Definition of resources
- Choice of priority by costs
- Assessment of strategy effectiveness

Source: created by author based on materials (Poberezhnij, R. O. (2010) "The essence of strategic management of enterprise development in modern conditions").

1.3 Stages of developing an export (import) strategy

The advancement methodology of the enterprise's financial improvement ought to be shaped as follows: in such a way that the item or benefit has high competitive qualities all through a long time. It is essential to set up a clear thought about the improvement procedure undertakings in outside markets and decide the financial nature, standards, components of this methodology, and levels of its advancement. The period of key arranging of the undertaking depends on the sort of items, the industry in which it works, and the ease of outside changes in the environment. Execution of the technique for the improvement of foreign economic movement ventures could be an exceptionally complex and critical process that is isolated into two main stages: technique arrangement (development) and its usage. In common within the frame of procedure arrangement could be a prepared that includes appropriation administration choices around what the endeavor ought to do, and usage—commonsense execution of arranged activities. At the organizing of arrangement methodology, recognizable proof of objectives, and advancement of vital plans for their accomplishments, advancement of a procedure for the improvement of remote financial action, the endeavor essentially depends on ideally arranged and organized work on entering outside markets and supply competitiveness of the enterprise's goods and services on them, which is carried out with the assistance of certain stages, at each of which choices are made specific assignments (Shershn'ova, Z. Ye. (2004), *Stratehichne upravlinnia*). Within Table 3 appears the arrangement of the fundamental stages of the advancement of a methodology for the advancement of the enterprise's outside financial action. It ought to be emphasized that the substance and number of stages of methodology advancement related to the improvement of outside financial movement may alter essentially depending on particular conditions, components, and variables.

Table 3.

**Stages of forming a strategy for the development of
foreign economic activity enterprises**

Number of stage	Stages
1.	Defining prerequisites and setting incentives for strategy development of the enterprise's foreign economic activity
2.	Identification and analysis of factors affecting the development of foreign economic the company's activities.
3.	Analysis of the role of the state in the enterprise's conduct of foreign trade activity
4.	Justification of ways of development of foreign economic activity enterprise and goal definition.
5.	Analysis of the company's own capabilities.
6.	Determination of geographical and territorial development priorities foreign economic activity of the enterprise.
7.	Choosing the most acceptable strategy of foreign economic activity enterprises among alternative ones.
8.	Implementation of the foreign economic development strategy the company's activities.
9.	Control over the implementation of the chosen foreign economic development strategy the company's activities.

Source: created by author based on materials of (Sheshn'ova, 2004)

Stage 1. Determination of all admissible prerequisites, installation incentives, and criteria for developing a foreign economic development strategy of the company's strategy.

Prerequisites include:

- The enterprise's current stage of development.
- The willingness and potential to enter new markets and/or enhance foreign economic relations.
- Existing competition and the most likely future competition in the target market.
- Availability of marketing information.

Stimuli include:

- Maximizing company profits by entering new markets.
- Ensuring long-term economic growth.
- Acquiring the latest technologies, equipment, raw materials, and components, as well as attracting labor.
- Modernizing production and management processes, strengthening export potential, and improving competitive positions in foreign markets through foreign investments.

Stage 2. Isolation and analysis of possible factors that affect the development of the enterprise's foreign economic tactic (Nalivaiko A.P. Enterprise strategy: adaptation by the organization to influx of light suspense-economic processes).

Table 4.

Factors influencing the development of the enterprises	
EXTERNAL FACTORS:	INTERNAL FACTORS:
Market (openness/closure foreign markets, data prices markets);	Resources (availability sufficient quantity resources for proceedings);
Economic (existence of tariffs and level of non-tariff barriers economic freedom, perfect banking system, availability effective credit system and insurance);	Production (level of quality goods/services/works, them compliance with international standards, level technological software);
Investment (investment attractiveness of the industry, opportunity investment attraction);	Institutional (availability highly qualified management staff foreign

economic activities);

Competitive (availability and level
competition);

Informational (availability/
reliable information, quick access to it);

Legislative (availability perfect and effective
legislation bases, trade mechanism
economic relations with foreign countries
parterres);

Psychological and social
(corporate culture, enterprises, level of
negotiation, compliance with agreements,
trade norms, and interests of partners).

Political (the possibility of political or
economic changes, reforms; state business
support);

Geographical (features location, climate,
seasonality goods and services);

Social (standard of living of the
population, culture and mentality, etc.)

Source: created by author based on materials of (Bilik, 2007), (Oleksyuk,1998).

Stage 3. Review and analysis of the role of state regulation for management enterprise of foreign economic activity. It is determined by the need to study various legal regulations documents that regulate and regulate foreign economic activity. They include

- International agreements on trade and commercial activity;
- Agreements between partner countries;

Resolutions of the Cabinet of Ministers of Ukraine and orders of the President of Ukraine;
Current international, regional, and national standards, which regulate the relevant technical and economic indicators of the quality products of the enterprise, as well as prospective norms and standards, the introduction of which is only planned;

Normative acts (NBU, State Customs Service, Ministry Finance, etc.);

Government resolutions, legislative acts and other legal regulations documents that determine the requirements for products in those countries to which deliveries are planned;
Manuals, magazines, regulations, and various materials from counterparties that contain requirements for the goods and services they intend to purchase and plan to acquire;

The results of the research of market conditions, as well as long-term ones trends of their development.

Stage 4. Justification of ways of foreign economic development enterprise's activities and definition of the main goal, which should be aimed at its successful implementation, taking into account external factors economic growth (Oleksyuk O.S. Systems to support the adoption of financial decisions macro-river 1998). Ways and goals of foreign economic activity enterprises are presented in table 5.

Table 5.**Ways and goals of foreign economic activity of the enterprises**

Ways of implementation of the enterprise:	<ul style="list-style-type: none"> - import-export supplies of goods, services, capital or workforce; - entering a new foreign market; - currency, financial and credit operations; - cooperative agreements (licensing, franchising); - partnership; - international marketing; - monitoring of national economic policy and economic relations; - outsourcing and other areas of implementation of foreign economic activity, provided for legislation of Ukraine.
Implementation goals of the enterprise:	<ul style="list-style-type: none"> - increasing competitiveness; - reduction of commercial and other risks; - reduction of production costs and costs per unit products; - extension of the life cycle of the enterprise, technologies, goods; - conducting foreign economic activities on the basis of principles Industries 4.0; modernization and expansion of production resources; - expansion of production, increase of income at the expense new foreign markets;

- increasing the technical and economic level of production under the influence of international competition;
- savings due to replacement of raw materials or improvement equipment;
- increase in currency resources of the enterprise, etc.

Source: created by author based on materials of (Voitko, 2019).

Stage 5. Research and detailed analysis of own capabilities (internal and external) of the enterprises.

Internal factors include:

- Analysis of the enterprise's export-import capabilities.
- Economic analysis of the enterprise's performance indicators.
- Financial analysis of the enterprise.
- Assessment of the competitiveness of goods and services.
- Evaluation of the company's personnel qualifications, potential, and opportunities for involvement in the enterprise's foreign economic activities, as well as the style and behavior models of management.

External factors include:

- Research of the infrastructure of selected foreign markets and the macroeconomic environment.
- Detailed analysis of the competitive environment.
- Research of the market situation and forecasting its changes in the short, medium, and long term.
- Portfolio analysis of the enterprise in the foreign market using matrix analysis.

When conducting a matrix analysis of foreign economic activity enterprises mostly use the following matrices:

- GEM matrix (analysis of comparative competitiveness attractiveness of the market);
- matrix ADL (analysis of the life cycle of the industry and relative position on the market);

- the Shell/DPM matrix (analysis of the attractiveness of the resource-intensive industry depending on the level of competitiveness).

Stage 6. Determination of geographical and territorial priorities in relation to the development of the enterprise's foreign economic activity. It is taken into account here the potential of a foreign counter-party, the presence of common borders between the countries, the national interests of partners, the similarity of ethnic groups, the logistics system, etc.

Stage 7. Choosing the most acceptable foreign economic strategy of the enterprise among the alternative ones. So, at the seventh stage, strategic alternatives are being developed for the development of the enterprise's foreign economic activity, and their comparative assessments are analyzed and confirmed by the higher-level management of the strategic development of units.

Consistency is ensured, and the most optimal development strategy for specific conditions is the selected foreign economic activity of the enterprise. According to the nature of market behavior, the following strategies are distinguished:

- **Strategies for penetration or expansion into foreign markets** (these include: the strategy of expanding market boundaries, the strategy of active expansions, laser beam strategy, offensive strategy, strategy "accumulation of combat equipment", "conquering a bridgehead" strategy, "frontal assault" strategy, "rake" strategy);
- **Strategies for preserving foreign markets** ("serf" strategy defense", the strategy of deep penetration into the market, the development strategy of new goods, the strategy of "maintaining the defense perimeter", the strategy of "battle in rearguard", strategy of "guerrilla warfare", strategy of diversification);
- **Leadership strategies** (leader strategy, challenger strategy, niche strategy);
- **Forced strategies** (follower strategy, survival strategy, retreat strategy).

Stage 8. The implementation of the development strategy for the enterprise's foreign economic activity involves several stages. Initially, the final version of the strategic plan for foreign economic activity is prepared. Based on this strategic plan, medium-term tactical plans are developed for the enterprise's foreign economic activities. Following this,

operational plans and projects are created, and the implementation process begins with the strategic plan, marking the start of strategic management.

The chosen strategy is then executed, aligning the enterprise's activities with its strategic goals while adapting as much as possible to the prevailing internal and external conditions. For effective implementation, it is crucial to prioritize, identify the most complex and significant aspects, and divide the company's activities into primary and auxiliary processes. Focus should be placed on the primary activities, with the strategy gradually being implemented across all areas. This approach ensures better control over the implementation. Auxiliary processes, being more flexible, will adapt independently during the overall strategy implementation, aligning with the chosen direction of the enterprise's foreign economic activities.

Stage 9. Control over the implementation of the chosen development strategy for the enterprise's foreign economic activity and the evaluation of its efficiency

At this stage, continuous monitoring of the internal and external environment is essential to ensure a timely and effective response to any changes in business conditions. This involves not only keeping track of the current situation but also recording any deviations from set goals, adjusting activities accordingly, and forming an action plan for unforeseen changes. A key feature of strategic foreign economic management is its continuous cyclical nature, where plans are constantly adjusted to align with set goals while considering changes in both the internal and external environments. Understanding the challenges and opportunities that lie ahead is crucial for the enterprise.

A potential defining problem in developing the system for strategic development of foreign economic activity is the lack of technologies or methodologies for creating an enterprise strategy based on the results of strategic analysis. This highlights the need for robust strategic planning tools and processes that can effectively translate strategic analysis into actionable strategies. This is due to the fact that no known practice or technique will ensure that the enterprise, in the persons of its managers, will use the most optimal or most effective tactic (Vakulchik O. M. Budgeting of external economic activity enterprises as a function of planning and control of economic safety

enterprises, 2011).

In conclusion, we can add that stages of developing an export (import) strategies include:

- Market Research: Identify potential markets by analyzing demand, competition, and regulatory environments.
- Product Assessment: Evaluate your products/services for compatibility with target markets and make any necessary adjustments.
- Regulatory Compliance: Understand and comply with import/export regulations, tariffs, and trade restrictions in both your home and target markets.
- Logistics Planning: Develop a robust logistics plan, including shipping, distribution, and inventory management, to ensure smooth operations.
- Financial Planning: Assess costs, pricing strategies, and financial risks associated with international trade. Consider factors like currency rate fluctuations and payment terms.
- Risk Management: Implement risk mitigation strategies, including insurance coverage and contingency plans for potential disruptions.
- Legal Considerations: Address legal aspects such as contracts, intellectual property protection, and dispute resolution mechanisms.
- Market Entry Strategy: Choose an appropriate market entry method, whether through distributors, agents, joint ventures, or establishing your own presence.
- Cultural Adaptation: Understand and adapt to cultural nuances in your target markets, including communication styles, business practices, and consumer preferences.
- Promotion and Marketing: Develop effective marketing strategies tailored to each market, considering cultural and linguistic differences.
- Build Partnerships: Establish relationships with local partners, suppliers, and networks to facilitate smoother operations and market penetration.
- Monitoring and Evaluation: Continuously monitor market conditions, evaluate performance, and be prepared to adapt your strategy based on changing circumstance (Ichugina T. S. Structural elements of the scientific and methodological approach to assessing the development of enterprises 2017).

1.4 Several factors influencing the choice of export (import) strategy for a company.

In today's trade environment, keeping trade flourishing and competing in the worldwide field isn't a straightforward errand. The world serves as your billboard and sending it out makes it less demanding for your trade. It is an exciting and developing opportunity for your company. Whether you're a little venture or a million-dollar manufacturer company, sending out could be an incredible way to discover unused clients and make tremendous benefit. Past all of these openings, the pace of competition is significantly expanding, and exporters ought to be at least as great as—or ideally superior to—their competitors.

Sometime recently you begin your long trade travel, a few Variables ought to be considered carefully:

1) THE Culminate Arrange:

In your export travel, everything must culminate, especially the arrangement. Clients expect a perfect arrange.

TIPS: Like repeat buyers, importers prefer to work with businesses that consistently bring exchanges to a successful conclusion. For that reason, you ought to be able to provide orders, make shipments culminate each single time, and pay special consideration to their requests. Something else will cause you to lose your clients.

2) GETTING PAID – PAYMENT Strategies:

In the event that you need to be effective and win deals against your competitors in your send-out travel, you ought to be able to offer your clients appealing conveyance terms through suitable installment strategies. Getting paid in full and on time, Fulfilling the needs of your clients must be your ultimate objective in your trade deals. For that reason, what is one of the suitable installment strategies (from underneath the table) must be carefully selected in order to play down the payment risks.

TIPS:

As a rule of thumb in international trade, in the event that you're unused to trade or it is your to begin with shipment, the most secure way of installment – cash in progress must be chosen until building trustable and dependable relationship with clients. I DO NOT AGREE with that thought, since competition is fierce in worldwide showcases and merchants need to get the products as early as conceivable, but to delay payment as long as conceivable. Rather than advertising cash in progress, asking for 20% or 30% of the add-up to payment in advance may be another option. In this manner, you'll be able to take a toll or have a shipment fetched.

TAKING Obligation – INCOTERMS:

Worldwide exchange terms or conveyance terms are aiming to clearly define the tasks, costs and risks associated with the transportation and conveyance of the merchandise. FOB & CIF are the two most well known and utilized conveyance terms by the parties (exporter & merchant). These two terms are favored regularly since most of the parties don't know other terms in subtle elements. Do you think that it may be a great rule to take after? The reply is NO!!!!!!

TIPS:

You should take the following variables into consideration while distinguishing conveyance terms in your exchanges:

- Cost and risk control: There may be a negative connection between cost and risk. In the event that you need to keep the hazard under your control, you've got to bear all the costs involved in exchanges. The more cost you bear, the more control you'll be able to take over the hazard.
- Partial shipments (if your shipment is little (less than 1 container) or partial, EXW is superior. In the event that you organize CIF for your little shipment, the nearby and goal nation charges must be paid by your customer.)
- Freight rates: (use diverse forwarder operators and shipping offices whereas looking for the rates and check your advertised rates along with your clients. Now and then your client may get more sensible rates than you and in such cases, your client may orchestrate the most transportation).
- International exchange involvement and knowledge: (If you're new to universal trade or

don't have sufficient encounters or competency, you do not want to require all obligations to provide the products from your manufacturing plant to your client distribution centers, and you have got to require the least chance. The most perfect way in such circumstances is EXW. With this conveyance term, you're dependable for making the merchandise ready to stack in your manufacturing plant, and all other things have a place for your client.)

3) Traditions & Nation Control:

By nature of exporting, you ought to bargain with numerous specialists and individuals related with traditions and nation control.

Customs Clearance:

For exporters, knowing both nations' (your claim nation and your target nation) enactment and traditions method related together with your item is must. In case you know your target nation traditions controls and method well sufficient, you'll have chance to work on required reports for consequence clearance in development.

TIPS:

you ought to ask your client to send you the required records for consequence clearance some time recently the shipment. In this manner, you'll check whether they are arranged in your claim nation.

Nation Direction:

Every country has distinctive direction and as an exporter, in case you want to offer your product completely different markets or nations, you have to comply all rules and requirements of the target market. For example, some countries have two or more than two official dialects and specialists can inquire you to announce all clarifications and descriptions on the items in both official dialects.

TIPS:

The best sources for nation-control are clients, official specialists, exchange issues, and neighborhood marketing agencies in your target market. Make pertinent looks some time recently trading.

In conclusion ready to include a key components to consider:

1. Advertise Characteristics:

- Request:

Assess the request for the product or service in target markets.

Competition:

Survey the level of competition and advertise immersion.

2. Company Assets:

- Budgetary Capacity:

Decide the budgetary assets accessible for showcase passage and maintained operations.

- Human Capital:

Survey the expertise within the company for overseeing universal exchange complexities.

3. Product or Benefit Sort:

- Nature of Item:

Consider whether the item is standardized or requires adjustment for differing markets.

- Perishableness:

Assess how rapidly the product needs to reach shoppers.

4. Regulatory Environment:

- Trade Boundaries:

Consider import/export controls, duties, and non-tariff obstructions in target markets.

- Compliance Requirements:

Assess the complexity of meeting regulatory standards and certifications.

5. Hazard Resilience:

- Political and Financial Solidness:

Assess the soundness of political and financial conditions in target nations.

- Money Dangers:

Consider presentation to cash vacillations and supporting alternatives.

6. Advertise Section Taken a toll:

- Initial Venture:

Survey the fetched of entering a showcase, counting showcasing, conveyance, and adjustment costs.

- Long-term Costs:

Consider progressing operational costs and potential vacillations.

7. Time Contemplation:

- Speed to Showcase:

Assess the dire of entering the advertise and the time required for each passage methodology.

- Market Development Time:

Survey the time required to construct brand awareness and showcase share.

8. Dissemination and Coordination:

- Framework:

Consider the accessibility and proficiency of transportation and distribution infrastructure.

- Supply Chain Complexity:

Evaluate the complexity of managing the supply chain across borders.

9. Cultural and Social Variables:

- Shopper Behavior:

Get it social inclinations and buying propensities in different markets.

- Social Acceptance:

Consider the social acknowledgment of the item or benefit.

10. Mechanical Contemplation:

- E-commerce Potential:

Evaluate the feasibility of utilizing e-commerce stages for universal exchange.

- Innovation Exchange:

Consider the require for innovation exchange in certain markets.

11. Natural and Sustainability Factors:

- Natural Controls:

Consider adherence to natural measures and controls.

- Feasible Hones:

Assess the significance of maintainability within the target markets.

By carefully analyzing these variables, companies can make educated choices when creating their trade or purport procedures (Chaikova O.I. Methodical tools for shaping

implementation of the strategy for the development of external economic activity of the enterprise, 2012).

CHAPTER 2 ANALYSIS OF THE IMPORT POTENTIAL OF THE TERRAFOOD ENTERPRISES

2.1 Characterization of TerraFood enterprises

The case study for the MQW is “TERRA Food” LLC.

"Terra Food" (Terra Food, "Terrafood") is a vertically integrated agro-industrial holding that specializes in milk processing and the production of dairy and meat products under the trademarks "TERRA FOOD", "Ferma", Premialle, "Tulchynka", "White Line", "Golden Reserve", "Vapnyarka", TM "Laureat", TM "Sorochynske", TM "By Nature" and others.

The research's viable noteworthiness comes from its application in organizing the enterprise's universal financial action and selecting the most excellent public financing way of thinking. This makes strides in the enterprise's degree of organization and adequacy when conducting overseas trade.

The errands of complex proficient capability hone that were given:

1. Work with diverse portions of the target gathering of people
2. Swot examination
3. Precise examination of qualities and shortcomings
4. Inspiration instruments
5. Foresee both brief- and long-term execution, as well as customer request for the item
6. Characterize the objectives of deals agents
7. Distinguish abundance stock
8. Collect representatives' accounts of transactions.
9. Showcase specialty, target group of onlookers, level of buyer request considers
10. Think about of competitive field
11. Consider the rules of universal exchange.

Comes about of hone are the investigation of movement of the given organization, capacities and competences. Too shapes and strategies utilized at the choice of legitimate questions, ways of upkeep of authenticity in movement of the organization. Securing of encounter of work in labor collectives. Acquisition and improvement of abilities of the free choice of the issues and the issues emerging within the course of labor action.

The results of the Terra Food group's work in 2020 were displayed at counseling board assembly. The dairy producer Terra Nourishment is within the lead in various categories at once, concurring to the announcing measurements.

Nearly 4 rate focuses higher than the same marker in 2019, the company's share of the generation of vegetable-cream blends at the conclusion of 2020 was 37.7 percent. Terra Nourishment is presently able to claim undisputed authority in this showcase division and hold a lion's share of the spread advertise much appreciated to this result. The showcase for vegetable-cream blends "sank" by 8.5 percent at the conclusion of the year, concurring to the expository entry Infagro. Altogether favorable elements appear Terra Food's incredible adjustment to changing advertise substances and its sound trade arrange.

Concurring to the discoveries of 2020, Terra Nourishment maintains its advertise dominance within the generation of oil (12.2% of the advertise at the conclusion of 2020), in spite of a decay within the showcase by and large in this segment (by 3.5 percent). The capabilities of the Tulchinsky Creamery, which fabricates oil beneath the FERMA and Premialle trademarks, supply Terra food items in this category.

With a showcase share of 32.7% within the distribution of handled cheeses, Terra Food is still the advertise pioneer in Ukraine. Cultivate, Brilliant Save, and Tulchinka are trademarks utilized to recognize items in this segment.

Terra Nourishment proceeds to be an advertiser pioneer within the fabricating of cheeses and cheese items, ranking second and to begin with within the positioning of dairy makers, individually.

The business keeps up a solid position of administration within the send out industry. Hence, based on the comes about of the work exhausted 2020, Terra Food proceeds to hold a commanding 37 percent showcase share that includes a total distribution of spreads. It moreover has 21.8 percent of the advertise for handled cheese and 11.2 percent of the advertise for entirety drain. Terra Food is able to reach 12.4% of the Ukrainian dairy industry's generally trade showcase much appreciated to these measurements (TerraFood increased its market share in the production of vegetable-cream mixtures and retained leadership in 3 key categories at once. Retrieved August 25, 2022).

Deals arrange by MENA, AFRICA, ASIA, and others:

- The development of the Africa and Asia locales is anticipated due to the development of deals markets and modern merchants in existing markets;
- Price positioning for market entry – <5% of the price of a key competitor in the market;
- The increase will be 27%, with the main growth due to the countries of Africa and Asia (milk, yogurts, spreads, industrial).

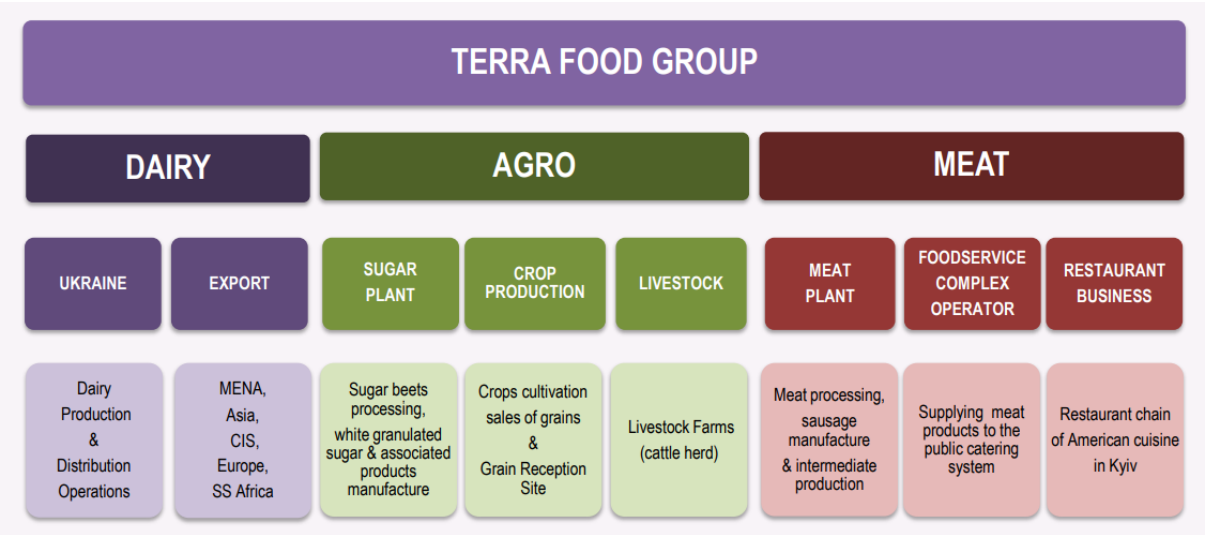
Sales plan for CIS countries:

- The main growth in the CIS region will be 24% due to new CIS markets, and the development of packaged products in key markets;
- In the key CIS markets, it is necessary to maintain a position in the market and continue to develop packaged products through aggressive trade marketing in the client's networks and ATL programs;
- The main increase in sales in the new countries of the CIS region (Turkmenistan, Tajikistan, Uzbekistan, Kyrgyzstan) bringing the category of monoliths, group SPREADS and CHEESE (cheese product).

Enterprises of the dairy industry are equipped with production equipment serving to mechanize manual labor and automate its management. Production equipment designed to perform operations for processing raw milk into food and technical products (Figure 3).

Figure 3.

**Production equipment designed to perform operations
for processing raw milk into food and technical products**



Source: created by author based on materials of (TerraFood's history of development. Retrieved from website of company)

There are many product groups that the company exports. Not all of them generate the same profits. Revenue is often generated by spreads, processed cheese and whey. Every year there is +12% income from these 3 products.

2.2 The range of products

The objective of the offer, concurring to Sergey Kuchma, head of Terra Food's lawful division, is to stop the encroachment of mental property rights to the protected mechanical plan.

They point to drive businesses to desist bundling butter sold beneath the FERMA and Molika trademarks in a way which will be mixed up for merchandise sold beneath the FERMA title.

As a result of the Molik case being taken into thought, a master evaluation for the similitude of mental property objects has as of now been relegated, and a company is expecting a comparative course of occasions in regard to the moment brand, Molochny diva (TerraFood's production).

After thoroughly analyzing TERRA FOOD's operations and considering all the SWOT analysis factors, it is clear that the company is a highly influential industry leader both domestically and internationally. While there are areas for improvement, these aspects serve to highlight the brand's potential further. Alongside developing ambitious strategies to enter new markets, it is evident that the corporation has plans to establish new representative offices in countries where it currently sells its products. The firm's commitment to product quality and customer satisfaction is demonstrated not only through quality certificates but also by the company's core objectives.

A budget of UAH 12,386,000 is planned to ensure an overall sales growth by 25% by opening new markets, increasing sales in current markets and working with distributors, retailers and end users. The budget is 1.08% of PE.

Main items:

1. The main items of expenditure are product range expansion, BTL support to distributors in all regions, sales promotion;
2. Trade marketing support to distributors in the new CIS markets (presenters, tastings, POS), in the AFRICA region (boards, tastings, posters);
3. POSM for end consumers in CIS, Africa, MENA;

4. Advertising campaign in key CIS countries – Azerbaijan and Moldova, which account for 41% of export sales.

5. 3 exhibitions in MENA, AFRICA, ASIA regions;

6. Purchase of Euromonitor market research data to update market data for oil and dairy product groups (Web-resource from Delta Wilmar).

Table 6.

Main marketing activities in 2022 year

A budget of UAH 12,386,000 is planned to ensure an overall sales growth of 25% by opening new markets, increasing sales in current markets and working with distributors, retailers and end users. The budget is 1.08% of PE.

Main items:

The main items of expenditure are product range expansion, BTL support to distributors in all regions, sales promotion;

Trade marketing support to distributors in the new CIS markets (presenters, tastings, POS), in the AFRICA region (boards, tastings, posters);

Promoting:

Arranging, analytics (deals, competition), brand administration (brand control, brand mindfulness, brand utilization, brand devotion), budget, measurements of advertise, promotion.

The company goes to distinctive shows in several nations and cities, presenting itself to a distinctive advertise, displaying its contents and assembly individuals. An official site too makes a difference to discover financial specialists and potential workers.

Coordination:

Supply Chain, purchase of crude materials, conveyance of wrapped up products, arranging.

In case the goods go to Georgia, at that point the company has to pay taxes first. There's competition with the neighborhood dealer and the European markets. This is often why you wish to know the advertise exceptionally well so that the products are on the level. There's

too a difference in item advancement since the company includes an estimating arrangement at one cost (crude materials), and in Georgia, it'll be at a distinctive cost, so it is consistent that it'll be cheaper.

1. DeltaWilmar (fats):

Uncommon reason fats known as «drain fat replacers» are made from refined, deodorized oils, fats, and normal colors (on client request). Having made the Z 100 – Z 500 MFR arrangement combination run to meet all client prerequisites see table 7.

Table 7.

Arrangement combination run to meet all client prerequisites

Our MFR Series				Features
Z 100	Z 200	Z 300	Z 500	With flavoring and coloring agent
Z 101	Z 201	Z 301		Without flavoring agent, with coloring agent
Z 102	Z 202	Z 302		Without flavoring and coloring agent

Organoleptic parameters of our MFR	
Taste and smell	EClear. Odors of aromatizers are permitted
Consistency	Solid, dense, pliable
Color	White/yellow

Source: created by author based on materials of (Ranking of the largest milk processors in Ukraine. Retrieved August 18, 2022).

- Milk fat replacer (MFR) Z 100 series

The special features of the product include improved compatibility with milk fat, the possibility to use it on the production lines equipped for traditional dairy products.

- Milk fat replacer Z 200 series. The range of Z 200 series of products were developed to correspond to customer's requirements. The special features of the product include the absence of Trans Fats, the optimal melting temperature, and good organoleptic characteristics if used as a base for ice cream or other dairy products.

- Milk fat replacer Z 300 series

MFR Z 300 series increases the shelf life of the finished products due to the minimum content of free fatty acids, low peroxide value (which indicates a high oxidative stability of fats), minimum content of trans fatty acids and the absence of GM components. It is used in the dairy industry for production of fermented milk products, hard cheeses, spreads, ice cream, in the confectionery and bakery industries.

- Milk fat replacer Z 500

It is used in the dairy industry for the production of fermented milk products and cheeses. Cheese products made from milk fat replacer Z 500 will accurately simulate the appearance and functional properties of the natural cheese (hardness, easy cutting, melting features, etc.) (Schedro Fattyfill fats. B2B Production. Retrieved August 15, 2022).

2. Schedro (fats) – B2B PRODUCTION

- FATTYFILL FATS:
 - • «Fattyfill» H2 TF-21
 - • «Fattyfill» H2 TF-61
 - • «Fattyfill» H1 TF-31
 - • «Fattyfill» SS1 TF-31
 - • «Fattyfill» S1 TF-41
- Fat content: 99,7%
- Packing: 20 kg

- Shelf life: from 12 to 18 months ((Schedro Fattyfill fats. B2B Production. Retrieved August 15, 2022).

Fattyfry fats:

- «Fattyfry» FTF-11
- «Fattyfry» STF-11
- «Fattyfry» FTF-21

Product specification «Fattyfry»

Fat content: 99,7%

Packing: airtight «bag in box» — 9.0 kg, 13.8 kg, 18 kg.

Shelf life: from 12 to 18 months

Expiration date — from 12 to 18 months (Schedro Fattyfry fats. B2B Production. Retrieved August 15, 2022).

Fats Fattymilk:

- «Fattymilk» 02 AK»
- «Fattymilk 03 AK»
- «Fattymilk — Cheese 01 AK»
- «Fattymilk — Cheese 02 AK»
- «Fattymilk- Ice 01»

Fat content: 99,7%

Packaging: 20 kg (monolith)

Shelf life: — from 12 to 18 months (Schedro Margarine for puff pastry. B2B Production. Retrieved August 15, 2022).

CONFECTIONERY FATS:

- «Confectionery shortening»
- «For fillings»
- «For fillings-T»
- «For waffle and cooling fillings»
- «For chocolate products and candies»
- «Olivia glaze LUX»

- «Solid» i «Solid Lux»
- «For deep frying»
- «For frying»
- «Universal»

Fat: 99,7%

Packing: a box with bags-tabs made of polymeric films, 20 kg.

Shelf life: from 12 to 24 months.

Expiration date — from 12 to 18 months (Schedro Margarine. B2B Production. Retrieved August 15, 2022).

MARGARINES:

- «Exquisite» 40%
- «Stolychnyi special» 60%
- «Sunny special» 72%
- «For cakes» 80%
- «Universal» 82%
- Package: a box with bags-tabs made of polymeric films, 20 kg.
- Expiration date — from 9 to 12 months (Schedro Milk fat substitutes. B2B Production. Retrieved August 15, 2022).

MARGARINES for puff pastry

- Sloika for puff cookie 70%
- Puff for home-made products 80%
- European sloika 80%
- Sloika for classic puff products 80%

Fat: 70%-80%

Package: 5 kg, 2 kg.

Expiration date — from 6 to 12 months (The world's top eight dairy market trends for 2020. (2021, December 31). Retrieved August 17, 2022).

3. Altrade (packaging)

BOXES AND FITMENTS

At Altrades, they take pride in ensuring that you have everything you need and more. They offer a wide range of cardboard boxes, from small, lightweight, quick-assembly postal cartons to heavy-duty shipping cartons and crates.

Have you ever considered putting your very own logo on the side of the box? Stand out from the competition, go that extra mile, and show your customers that you truly mean what you say about your brand.

There are:

1. Standard Cartons
2. Postal Cartons
3. Heavy Duty UN Certified Cartons
4. Pallet Boxes
5. Warehouse Shelf Bins
6. Corrugated Sheet Board (Altrades Packaging. Boxes and Fitments. Retrieved August 16, 2022).

LABELING AND TAGGING

There are many different types of labels and tags. It is essential having the correct markings on products to make it quick and easy for picking, packing and ensure careful treatment when necessary.

Having the necessary in stock whether it be Documents Enclosed wallets to Fragile Labels or why not esquire about Bespoke Printed Labels (Altrades Packaging. Labelling and Tagging. Retrieved August 16, 2022).

STRAPPING

When transporting goods, a company knows how important STRAPPING is to you and even more essential that you get the correct type for need.

At Altrades a company can offer you a huge chose. From the popular polypropylene, to extruded polyester, woven polyester and steel strapping a company can assure you a company will have what you need. You will also need

the correct tools for the job so look no further for all needs (Altrades Packaging. Strapping. Retrieved August 16, 2022).

4. KBK (corrugated boxes)

Consistently develop innovative solutions without relying on a broad range of alignments. Promote impactful networks using enterprise-wide models. Efficiently transform prospective outsourcing strategies for optimal schemes. Strategically target cross-functional niches within high-value strategic areas. Actively pursue customer-focused relationships by adhering to standards-compliant best practices. Proactively cultivate user-friendly benefits through cross-media alignments.

5. Astarta (milk)

Cattle farming is one of ASTARTA's leading business divisions, with 22,000 head of cattle across its farms. The group consistently enhances both the quantitative and qualitative aspects of this business segment.

To achieve these improvements, ASTARTA constructs new cattle farms and upgrades existing ones by installing modern equipment. This investment provides better conditions for the animals, boosts milk yields and quality, and supports the breeding of highly productive young cattle.

A company produces most of the animal feed on own farms.

A company is also committed to high standards of animal welfare and a company has now become the main producer of industrialized milk in the country.

Variables demand/supply:

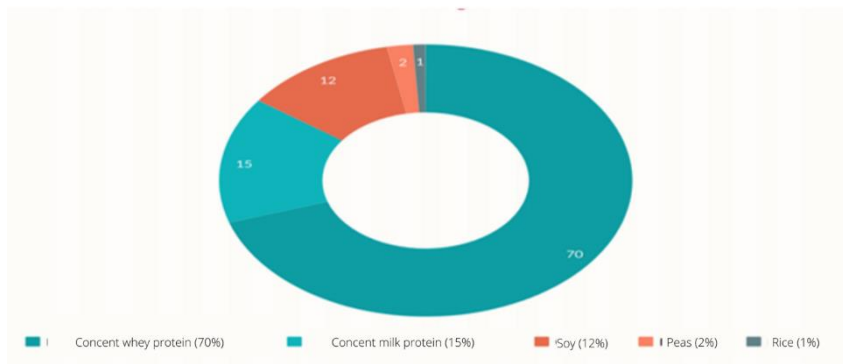
Regularity. Mid year is hot, individuals tend to eat less fat and more drinkable items like Kefir and yogurts. Winters are cold, consequently utilization of greasy items increment, such as butter, cheese etc.

The term «regular request» alludes to a time arrangement with repeating or unsurprising designs of request brought on by regular events. These repeating designs can make it challenging for companies to foresee future request patterns since they might happen over days, weeks, months, or quarters. Cases of regular

varieties in request for various items incorporate devout occasions like Christmas or Ramadan, annually celebrations like Valentine's Day or Halloween, and regular climate designs like snow in winter and searing temperatures in summer (How to Manage Seasonality of Demand to Increase Forecasting Accuracy. (2021, October 23))

In spite of the fact that the lion's share of customers of these items furthermore expend customary items made with cow's drain, the extent of plant-based options is rising. Typically generally caused by dietary alterations made by individuals for both environmental (climate change concerns and a crave to play down nursery gas emanations) and wellbeing reasons (protein sensitivities, lactose bigotry, tall cholesterol, tall blood weight, diabetes, etc.). Also, there are dietary (novel flavors, less calories), moral (concern for creatures), and regular causes for higher utilization, such as times of Standard Loaned.

Competition from plant-based choices is developing. The advertise of vegetable alternatives is growing and could be a genuine competitor not as it were for the most dairy categories, but too for the fixings advertise. Hence, within the sports nutrition segment in 2020, more than 70% of items were created on the basis of whey concentrate and confine. Be that as it may, more than 15% of the items were made from plant sources such as soy, peas and rice, see figure 4.

Figure 4.**Protein sources for the production of sports nutrition in 2020**

Source: created by author based on materials (Will plant-based dairy products become a mass-market commodity? (2021, February 15). Retrieved August 17, 2022).

7. In the future, this trend will only grow, analysts remind. In order to maintain the market, the dairy sector will need more innovative products, the expert notes. All the largest milk producers in the world have already begun to be interested in and invest in the vegetable sector, which will contribute to the development of the category.

According to the analyst, 55% of the surveyed consumers want to pay more for the products of companies that take care of the environment. Moreover, 41% indicated that concerns about the environment and safety of goods increased during the pandemic. For the dairy industry, this trend means increasing customer interest in companies that keep cows on free grazing, produce organic products and adhere to high standards of animal care. The consequences of such a trend may be a decrease in milk production against the background of the complication of the process, while the quality, as well as the cost and price of the finished product will increase (Will plant-based dairy products become a mass-market commodity? (2021, February 15). Retrieved August 17, 2022)

2.3 Analysis of competitive advantages and disadvantages of TerraFood enterprises

Lactalis Ukraine has as of late been forcefully developing its trades, shipping its goods to the UAE, Georgia, and Moldova. The commerce begun providing dairy merchandise to Saudi Arabia and the Maldives within the spring 2022. In spite of the fact that these providers are non-systemic, the essential obligation is to analyze client request.

One of the greatest cheese and dairy-related item makers in Ukraine is Almira. 23 percent of this advertise is taken up by it. The firm too holds a 16 percent showcase share as a pioneer within the make of butter and spreads. Moreover, it holds a third of the Ukrainian advertise for canned drain. One of the greatest residential food exporters is Almira. A third of the made condensed drain, 43% of the cheeses, and 5% of the discharged butter and spread are sent out.

Within the household showcase, the greatest players are such companies as Molochny Organization together (TM Pyriatyn, Slaviya, Zlatokray, Zdorovo!), Milkiland-Ukraine (TM Dobryana), Almira (TM Slavyanskies Cheese, Hadiachsy and others).

Their combined share is 48%. Other major showcase players such as Dubnomoloko (TM KOMO), Halychyna (TM Halychyna), Bel Shostka Ukraine (TM Shostka), Zvenigorodsky Cheese Manufacturing plant (TM Zvenigora, Bongrain), "Cheese Club" (TM "Cheese Club"), "Terra-Food" (TM "Tulchinka", "Vapnyarka", "Unused Odessa"), "Molis" (TM "Molis") have offers in deals within the advertise not surpassing 10%. But with the above-mentioned pioneers, the recorded companies control 75% of the total advertise. Against the scenery of a common decrease in cheese generation, the pioneer plants for the most part held on to volumes, and a few reported arranged volume increments in 2013.

The normal cost for difficult cheese in 2021 was UAH 68 ths. per ton, which is 15% higher than the normal cost in 2020.

TerraFood Dairy:

Dispersion:

- 912 tons of drain handled per day
- 15 tons of dairy items delivered per hour
- 79 55 merchants, 10 retail chains, and 14 B2B and HoReCa clients served each day
- 42 000 focuses of deals served per month
- 85%+ Numeric Distribution

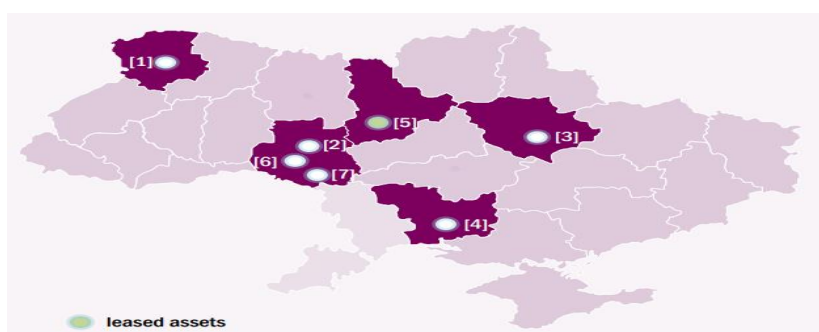
Figure 5.

Regional distribution centers of TerraFood Group in Ukraine



Figure 6.

Distribution in Ukraine and Operations: Capacities in Ukraine



Sources: created by author based on materials of (The world's top eight dairy market trends for 2020. (2021, December 31). Retrieved August 17, 2022).

1) Rozhysche:

- Hard Cheese (8,000 tonnes/ year)
- Butter/ spread (4,500 tonnes/ year)
- Curd cheese (1,000 tonnes/ year)
- Dry whey (3,000 tonnes/ year)

2) Tulchyn:

- Butter/ spread (43,200 tonnes/ year)
- Dry whey (8,500 tonnes/ year)
- Casein (1,080 tonnes/ year)

3) Reshetylivka:

- Hard Cheese (4,320 tonnes/ year)
- Butter/ spread (4,700 tonnes/ year)

4) Nova Odesa:

- Hard Cheese (4,320 tonnes/ year)
- Butter/ spread (4,700 tonnes/ year)

5) Bila Tserkva:

- Whole milk products (94,760 tonnes/ year)
- Soft cheese (3,520 tonnes/ year)

6) Vapniarka:

- Hard Cheese (7,200 tonnes/ year)

7) Kryzhopil:

- Hard Cheese (13,680 tonnes/ year)

Terra Food Agro Snapshot:

Agrocomplex “Zelena Dolyna” is a multi-branch production complex that was founded in September 2004 on the foundation of a sugar plant and farms in the Vinnytsia region’s Tomashpol and Tulchyn districts.

Agro Complex Zelena Dolyna LLC is:

- 25k ha arable land bank in Vinnytsya region;
- 2,4k tpd sugar beet processing;
- 400 tpd sugar production;
- 60 kt storage capacities of grain;
- 30 tpd feed milling plant;
- 5 livestock farms (cattle herd); Stud farm produce pedigree livestock;
- modern machine park; modern technology;

Production Unit «Crop production»

Crop production includes: wheat, barley, sunflower, soybean, corn and sugar beets for further processing and ensuring needs of livestock. Grains are also exported to Italy, the Philippines, Indonesia, and Malaysia. ACZD has a complete infrastructure for agricultural production – two united and optimized units of mechanical and shipping departments with equipment available to ensure all production processes. Possession of equipment in its own right allows: carry out fieldwork on time; reduce production costs; increase crop yield.

Production Unit «Sugar Factory»

Tomashpil sugar factory is a highly developed and technological enterprise included in top-5 enterprises of Ukraine on a basis of energy efficiency and top-10 enterprises of Ukraine on a basis of technical indicators and economic results.

Key indicators:

- Capacity to process 2 400 t of sugar beets per day.
- Capacity to produce 400 t of sugar per day.
- Capacity to produce over 40 000 t of white sugar during sugar season.

Main finished products of sugar plant: granulated sugar of I-III categories, saccharose for champagne production, associated products: molasses (beet molasses), beet pulp, lime. Products are also exported to Kazakhstan, Uzbekistan, Georgia, Moldova, Israel, Macedonia, Soudan, Mauritania, Gambia, and Estonia. Today sugar factory runs on coal for 60% of its total energy needs to reduce costs and dependence on natural gas prices.

Future investment plans of ACZD:

1. Land bank expansion by acquiring shares in the share capital of the companies that own land plots, as well as the purchase of materials and technical resources for the product cultivation.
2. The Second stage of greenfield silo construction to meet storage capacities needs due to land bank increase.
3. Biogas plant construction complex construction for the processing of sugar maize, crop residues, livestock, and other wastes of domestic and industrial origin with the purpose of waste processing resulting in the development of biogas, electric and thermal energy, as well as “liquid” and “solid” biofertilizers.

Terra Food Meat Snapshot:

“Tulchinmyaso” is a modern enterprise representing the meat business of Premier Food Group, Ukraine’s largest food service operator, which produces and distributes food products.

The meat processing plant produces over 550 tonnes of finished products and over 200 tonnes of fresh beef per month.

Tulchynmyaso (Tulchynmeat) – meat processing plant in Vinnytsya region with 7600 tons per annum production capacities; Sales of 100+ SKUs under own trademarks in big retail chains and national wholesalers (The world’s top eight dairy market trends for 2020. (2021, December 31). Retrieved August 17, 2022);

Premier FOOD group of companies is a recognized leader in the service sector of food service companies, which has been operating in the Ukrainian market for 15 years.

Premier FOOD is:

15 years of experience.

Own production of the Tulchinmyaso meat and sausage factory, which has ISO 9001-2000 HACCP and HALAL certificates.

Own logistics based on the unique 4PL principle throughout Ukraine, 5000 partner street food outlets, 2000 partner filling stations and export to more than 10 countries around the world.

In 2007, Premier FOOD started its activity as a supplier of meat and dairy products for cafes and restaurants. Today a company offers partners ready-made solutions for a successful and profitable business in 8 areas of activity (Tulchinmyaso. Retrieved August 18, 2022).

Foodservice operator Premier FOOD with a wide network of buyers:

- 1 000+ hotels, restaurants, fast-foods, and public catering enterprises;
- 1 200+ outlets of top Ukrainian fuel stations networks;
- 2 500+ outlets of own franchising retail chain for hot-dogs sales in Ukraine;
- 95% level of distribution through fuel stations in Ukraine;
- 5+ export countries.

2.4 Assessment of the export (import) potential of TerraFood enterprises

In Ukraine, the trade in services recorded a deficit of \$502 million in March 2021, compared to a surplus of \$343 million in the same month the previous year. While service imports increased by 1.6 times year over year, service exports decreased by 18.8 percent. The main reason for the decline in service exports was a sharp drop in transportation services, which fell by 41 percent year over year.

Additionally, exports of other business services and services used to process resources with third-party ownership fell by 23.4 percent and 42.5 percent, respectively. Exports of computer services also saw a decrease of 4.4 percent year over year, and a significant drop of 37.8 percent compared to February when they reached an all-time high.

The primary driver of the increase in service imports was the spending by short-term migrants and those who traveled overseas due to the conflict, which surged by 3.2 times. In contrast, imports of transportation services saw a sharp decline of 65.6 percent, and by 84.9 percent compared to all other services.

In March 2022, the current account was in surplus by USD 1.4 billion (the deficit in the prior year was USD 1.5 billion). The current account surplus for March was USD 790 million (in March of the previous year, the deficit was USD 790 million).

Russia's extensive war of aggression has had a considerable negative impact on nation's economy, particularly on the agriculture industry. According to the Ministry of Agrarian Policy, the area of land available for sowing in the region of active combat activities in 2022 was reduced by 3.5 million hectares as a result of the conflict (Voitko S. V. Project management and startups in Industry 4.0. 2019).

The company's products will be in demand in the European market, particularly in regions such as Berlin, where there are many immigrants, and Portugal, which also has a significant Ukrainian population. While Europeans accustomed to their traditional products may not immediately recognize some Ukrainian brands, there is potential for market acceptance. However, none of the Ukrainian dairy companies will be able to export their products to the European Union within the next six months. This is because

obtaining an EU export number is necessary for supplying goods to the EU, and the procedure is complex, expensive, and time-consuming.

Despite these challenges, it is anticipated that the company will eventually obtain the required certification, and 2-3 enterprises may begin supplying dairy products to Europe by the end of the year. Additionally, there are several state-level constraints that need to be addressed. The most crucial factor is ensuring that the Directorate General of the European Commission for Health and Consumer Protection (SANCO) confirms that the State Veterinary and Phytosanitary Service of Ukraine meets EU requirements. This will require several legislative steps, including passing laws on amendments to food safety regulations, as well as laws concerning the identification and registration of animals and feed. (TerraFood's. Retrieved August 18 2022).

Terra Food Dairy provides export to 50+ countries of the world, covering but not limited by CIS, MENA, Middle East, West Africa, and ASEAN regions. Terra Food Dairy: Export Terra Food Dairy Ukraine takes the leading place compared to other Ukrainian exporters.

#1 in export of:

- blended butter, cheese product and hard cheese to Azerbaijan
- blended butter, cheese product and hard cheese to Moldova
- blended butter to Armenia, Balkan countries, Kuwait, Oman
- processed cheese and butter to USA
- butter to Hong Kong

#2 in export of:

- butter and blended butter to Georgia
- blended butter to Lebanon, Jordan, Cuba

#3 in export of:

- processed cheese to Moldova
- blended butter to Egypt, Israel

The only exporter of processed cheese to Georgia, Iraq, Libya

The only exporter of butter to Kenya, Iran, Tajikistan

The only exporter of blended butter to Taiwan, Libya, Iraq, USA

Terra Food Dairy Ukraine during 2015-2019:

- it was a leader in export of Dairy and Yellow Fats (without Crude Oil) products;
 - Increased the export ratio of packaged to blocks of blended butter and butter from 30% in 2015 to 46% in 2019;
- Started the export of fat-and-oil products to new countries Cuba, Taiwan, Hong Kong, South Korea, Singapore, Nigeria, South Africa, Qatar, Iraq, Oman, Serbia, Albania, Tajikistan, Uzbekistan, Kenya, Gabon, Ivory Coast, Turkey etc.

Products:

- Development of a feta product for MENA and LIC countries;
- Launch of MAXI FRUIT yogurts with new formulation and packaging;
- Development of 100Cows brand, redesign and expansion of the brand range;
- Development of condensed product for AFRICA, ASIA;
- Development of a new improved formulation of the most popular product for AFRICA and ASIA regions – 40% condensed milk with improved taste and physical properties;
 - Introduction of new optimized formulations for the SPRED product group – packs and monoliths for CIS countries, MENA, new markets;
 - Work on optimization of export SKU portfolio;

Packaging:

- Introduction of export packaging of UHT creamer TM FERMA;
- Redesign of TM 100 Cows (in case of successful promotion of TM in new markets);
- Adaptation of Ukrainian and export packaging for new markets/customers.
- Adaptation of Tulchinka product line for new CIS markets;
- Design of tubs for processed cheese of TM Ferma for promotion on the CIS markets;
- Consolidation of monolithic packages for TM Tulchinka with Ukraine;

- Development of a jar for chocolate-nutty paste TM ChocoNutto, clear plastic 400g;
- Development of plastic tub under the paste 40% TM Gold Valley 500g;
- Optimization of minimum purchase batches of packaging (together with the Department of Logistics).

Demand for whole-milk products is stable today, with an average increase of 2% annually. Buyers have shifted towards more affordable traditional products such as milk, sour cream, kefir, yogurt and ryazhenka. Butter, cheese and cottage cheese have become less popular due to high prices. Retailers are reluctant to buy such products in large bulk. More and more chain shops are emphasizing STMs in the dairy segment, as they are selling better.

Despite the fact that the demand for cheese products is falling, the company has no losses on this account. They have been working with cheese at this dosage and are still doing so. With whey and spreads, the company maintains a level of income. Although the cheese product was not at a high export level during the coronavirus period, the whey and spreads serve as a way to redirect the business.

UHT milk (ultra-pasteurized) is a quality product that, thanks to science and unique heat treatment technology, is as good as fresh milk, retaining all the nutrients that humans need for a long time. The company specializes in exporting this type of milk, because when it is pasteurised, it is heated to 120 degrees, not 70 as with normal milk. In 10 seconds, it goes down to 4 degrees centigrade. During this time, the milk no nutrients were lost, but the bacteria are destroyed, so the milk can be stored for a year. UHT milk is much more profitable because it only takes 20 days to ship, so the risk of spoilage is minimized.

In March 2022, Ukraine's exports of goods decreased by 52.4% compared to March 2021, whereas in February 2022, they had increased by 22.3% year-over-year. Imports of goods also fell sharply by 65.2% year-over-year in March 2022, after a 27.1% year-over-year increase in February 2022.

The trade in services faced a deficit of \$502 million in March 2022, contrasting with a surplus of \$343 million in March 2021. Exports of services declined by 18.8% year-over-year, while imports of services rose by 1.6 times year-over-year. The primary driver for the increase in service imports was the expenditures of people who went abroad due to the war and short-term migrants, which surged by 3.2 times. However, imports of transportation services significantly decreased by 65.6%, along with a substantial decline in all other types of services by 84.9%.

Despite these changes, the current account surplus in March 2022 amounted to \$1.4 billion, compared to a deficit of \$1.5 billion a year earlier. The current account surplus in March 2022 amounted to \$1.4 bln (in March of the last year the deficit was \$790 mln) (Voitko S. V. Project management and startups in Industry 4.0. 2019).

As the modern world continues to develop and progress, it faces increasingly urgent problems such as the reliable provision of energy, raw materials, food, fresh water, and the preservation of the natural environment and ecology. These issues are becoming universally global in nature. The spheres of ecology and economy are becoming more closely interconnected, with their interactions heightening their dependence on and influence over each other, as well as on all areas of human activity.

Economic development is grounded in international integration, including the movement of production and capital into the economies of neighboring countries. Participation in international trade is essential for obtaining the financial and technological resources needed to ensure economic growth.

In recent years, the structure of world exports has shown an increase in export activity among developing countries. A primary reason for this trend is the rise in foreign investment in countries with underdeveloped economies. Shifting production to a poorer country can enhance its welfare by creating new jobs, producing competitive products, and expanding exports to developed countries. This relocation allows the same products to be produced at lower costs, yielding additional profits for investors. However, a significant motivator for relocating production is often the high environmental standards in developed countries. Investors find it more profitable to establish production outside

their own countries, thereby shifting the environmental degradation to other nations. Consequently, the export of production is often accompanied by the "import of environmental problems," bringing economic benefits at the expense of environmental damage. This phenomenon also applies to other types of exports, which yield economic gains while causing environmental harm.

Cheese production accounts for about 10% of the dairy industry in Ukraine. About 200 enterprises are engaged in cheese production. The capacity of Ukrainian factories allows to produce more than 200 thousand tonnes annually. At the same time, the capacity of the domestic market is about 110 thousand tonnes, and Polish and Russian producers have considerable interest in the Ukrainian cheese consumer.

However, carried away by the struggle for admission to foreign markets, Ukrainian cheesemakers do not notice how Ukrainian consumers are gradually being taken away from them. Russia, unlike Ukraine, does not have enough cheese factories to meet domestic needs and Ukraine was one of the largest importers of products in the lower and medium price segments.

Export of cheese from Ukraine for 11 months of 2021 amounted to 6,272 tons worth 2,23838 thousand USD. Recall that imports of cheese to Ukraine in 2020 increased from 23.7 thousand tons to 46.7 thousand tons compared to the previous year, and in dollar terms – from \$108.9 million to \$210.5 million.

According to it's data, at the same time exports of cheese from Ukraine decreased to 6.3 thousand tons by \$24.4 million, or respectively 11.3% and 8.9% compared to 2019. Significant last year was also a drop in the export of butter – to 11.2 thousand tons by \$48.7 million, or respectively 38.6% and 36.8%, with a sharp increase in imports. It almost tripled to 10.0 thousand tons in volume terms and almost 2.5 times in dollar terms to \$40.6 million.

In addition, imports of milk and cream increased sharply in 2020 – up to 12.9 thousand tons for \$11.6 million: a jump of 3.6 times and 3.3 times, respectively. Exports of milk and cream from Ukraine decreased by a quarter to 18.6 thousand tons in volume terms and by 21.6% in dollar terms to \$12 million.

Imports of condensed milk also increased in 2020 – up to 6.1 thousand tons for \$11.6 million, or 2.4 times. Exports, meanwhile, amounted to 27.4 thousand tons worth \$55mn, down 23.4% and 27.1%, respectively.

Imports of whey to Ukraine increased to 5.0 thousand tons at \$6.9 million, or 58.9% and 34.2%, respectively. Exports of this product also increased by 11.4% to 26.9 thousand tons in volume terms, and by 22.2% in dollar terms to \$ 22.3 million (Premier food. Retrieved August 18, 2022).

CHAPTER 3 DEVELOPMENT OF EXPORT (IMPORT) STRATEGY OF TERRAFOOD ENTERPRISES

3.1 Defining the goals, objectives of the export (import) strategy and marketing strategy

Terra Food's export strategy prioritizes sustainable sales volumes over short-term profitability, focusing on long-term market presence. To achieve this goal, the company invests in marketing and Trade Marketing Activities (TMA) to support sales efforts. This approach entails several key elements: Sustainable Sales Focus: Terra Food emphasizes building a stable and consistent presence in target markets rather than pursuing short-term gains. This strategy aims to establish enduring relationships with customers and stakeholders.

Long-Term Perspective: By prioritizing long-term sales, Terra Food aims to cultivate brand loyalty and market penetration gradually, ensuring sustained growth and market share expansion over time.

Investment in Marketing: Terra Food allocates resources to marketing initiatives aimed at raising brand awareness, promoting its products, and communicating its commitment to sustainability. This may include advertising campaigns, digital marketing efforts, and participation in trade shows and industry events. Trade Marketing Activities (TMA): Terra Food engages in TMA to support its sales efforts and strengthen relationships with distributors, retailers, and other partners in the supply chain. This may involve cooperative advertising, point-of-sale displays, promotions, and merchandising support. Customer Relationship Management (CRM): Terra Food places importance on building and maintaining strong relationships with customers, distributors, and other stakeholders. This involves personalized communication, responsiveness to customer needs, and ongoing engagement to foster loyalty and trust.

Market Research and Analysis: Terra Food conducts thorough market research to identify opportunities, understand consumer preferences, and forecast market trends.

This enables the company to tailor its marketing and sales strategies effectively to meet evolving market demands.

The company supplies its items to more than 50 nations, counting the CIS and African markets, the Center East, the USA, Mexico, and Japan. This vertically coordinates dairy holding incorporates seven endeavors found within the Poltava locale with add up to preparing capacity of more than 620,000 tons of drain per year. They create dry drain items, butter, cheese, spreads, and canned drain beneath the brands "Gadyachsyr", "Lubas", "Omka", "Our drain", "Milk gifts" (The world's top eight dairy market trends for 2020. (2021, December 31). Retrieved August 17, 2022).

In order to determine the best strategy for the company's development, a SWOT analysis was made, which is shown in Table 8.

Table 8.

SWOT Analysis of TerraFood

OPPORTUNITIES	THREATS	STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> expanding the product range opening up new markets increasing distributor channels increasing volumes in markets construction of milk plants in international markets 	<ul style="list-style-type: none"> Diminished reputation, due to unfair competitive struggle on the part of competitors similar competitors use a design already sued several times for its rights Molochnoye Divo 	<ul style="list-style-type: none"> Strong export—to more than 60 nations worldwide. strict product quality control (international quality standards) Transportation and export delivery logistics are clearly defined. The company's export percentage 	<ul style="list-style-type: none"> an insufficient number of official representative offices in major exporting nations (China, Mongolia, India, and others). expenses of the company's budget for lawsuits related to the

- supply not only LLC and Molika TM total dairy product protection of the the finished product
- difficulties volume is steadily company's rights.
- but also raw with deliveries increasing.
- Geography of materials. abroad, due to strict
- created a factories. No
- Number 1, quarantine marketing plan (the specialization, Very active restrictions and war. company flexibility due to the export
- political independently size of the company. department instability provides
- the emergence commercials, of new enterprises in slogans, tastings, the market. promotions, etc. for
- no support exporting countries.) from Government.
- encouraging employees and developing the company's family values
- Full assortment
- Strong workforce and biggest distribution

Performance Monitoring and Adaptation: Terra Food continually monitors the performance of its export strategy, measuring key performance indicators (KPIs) such as sales volumes, market share, and customer satisfaction. Based on these insights, the

company adjusts its approach as needed to optimize results and achieve its long-term objectives.

By adopting this approach, Terra Food aims to build a sustainable and resilient export business, anchored by strong relationships, effective marketing efforts, and a commitment to long-term growth and success in its target markets

In terms of export strategy, Terra Food focuses on prioritizing sustainable sales (in terms of volumes) instead of opportunistic approach. Meaning that Terra Food will sacrifice short term profitability in order to stay in the market, and focuses on long term sales. In order to achieve this, Terra Food invests in marketing and Trade Marketing Activities (TMA) as a mean to support sales.

There are many products produced by the company for the countries of the Middle East, but such products are not widespread in our country. For example, egg powder, milk powder, etc.

Let's consider developing a marketing strategy in target markets. It's evident that Terra Food recognizes the importance of tailoring its marketing strategy to local consumer behavior and market dynamics, acknowledging that what works in one country may not be effective in another. By adopting an upstream marketing approach, Terra Food conducts in-depth research on local consumer behavior and collaborates closely with retail partners to develop customized marketing strategies for each country.

Here's how Terra Food's approach aligns with upstream marketing principles:

Local Consumer Behavior Study: Understanding the unique preferences, cultural nuances, and purchasing habits of consumers in each market is crucial for developing targeted marketing campaigns that resonate with local audiences.

Collaboration with Retail Partners: Working closely with retail partners allows Terra Food to gain insights into local market trends, shelf placement opportunities, and promotional strategies that can enhance the visibility and appeal of its products.

Price Positioning Analysis: Evaluating price positioning relative to competitors helps Terra Food identify opportunities to optimize pricing strategies and maintain competitiveness in each market.

Quarterly ABC Analysis: Conducting quarterly ABC analysis enables Terra Food to assess the performance of individual SKUs, identify high-performing products, and allocate resources effectively to maximize profitability.

By combining these strategies with ongoing market research, performance analysis, and adaptation, Terra Food can develop a robust and agile marketing strategy that drives sustained growth and success in diverse international markets.

What works in Poland, might not be feasible in Jordan market. Therefore upstream marketing (Google upstream marketing) approach is taken. Terra Food studies local consumer behavior and works closely with the shelves in order to create the marketing strategy for each country. However, there are few steps which are always taken. Company studies prices positioning for each market, in order to evaluate where each SKU is positioned relatively to competitors. Another thing which is similar in each country, is analyzing on Quarterly basis the ABC analysis, in order to evaluate performance of each individual SKU.

Now, given the difficult times for Ukrainians, many have left for Europe and live there, the company is now trying to distribute there products that are very popular for Ukrainians as much as possible. For example: cottage cheese, cheese, milk, kefir, yogurt. So that Ukrainians could find something for themselves and leave always a piece of Ukraine in their hearts.

3.2 Monitoring and evaluation of the effectiveness of the export (import) strategy

Indeed, monitoring and evaluating the effectiveness of an export (import) strategy goes beyond just looking at volumes and revenue turnover. Terra Food Group of Companies adopts a comprehensive approach to assess performance, including analyzing how its products perform relative to the overall market dynamics. Here's how Terra Food evaluates its strategy:

Relative Growth Analysis: Terra Food compares the growth rates of its products to the growth rates of the respective market sectors. This allows the company to gauge its performance relative to market trends and assess whether its products are gaining or losing market share.

Bench marking Against Market Trends: By bench marking its performance against overall market trends, Terra Food can identify whether its growth rates exceed or fall short of industry averages. This helps the company understand its competitive position and adjust its strategy accordingly.

Market Share Analysis: Terra Food monitors changes in its market share over time to determine whether it is gaining or losing ground compared to competitors. This analysis provides insights into the effectiveness of its marketing and sales efforts and helps identify areas for improvement.

Comparative Performance Assessment: Comparing its performance to that of competitors allows Terra Food to identify strengths and weaknesses relative to industry peers. This helps the company identify opportunities for differentiation and develop strategies to maintain or enhance its competitive position.

Market Movement Analysis: Evaluating changes in market conditions, such as shifts in consumer preferences, economic trends, or regulatory changes, helps Terra Food understand the external factors influencing its performance. This analysis enables the company to anticipate market trends and adapt its strategy proactively.

Its creation should be based on the following hypotheses of strategic management:

- the hypothesis of chance (if there is no universal solution, then each company is unique in nature and must seek its own path);
- hypothesis of dependence on the external environment;
- property hypothesis;
- hypothesis about strategy, ability, and activity (the company's activity is optimal when its strategic behavior corresponds to the level of turbulence in the environment, and business skills are strategic behavior);

- the hypothesis of multi-element (the success of the company) the result of interaction and complementary of several key elements);
- the hypothesis of balance (for each level of turbulence in the environment, you can choose a combination (vector of elements) that optimizes the success of the company) (Tompson, A. A. and Striklend, A. Dzh. (2008)).

Export activities, which are complex in the context of internationalization, require particularly careful strategic planning. Export strategy plays a crucial role in improving the effectiveness of foreign economic activity and is one of the main factors contributing to the development of foreign markets and further production activities abroad. The variability of the external environment, significant international competition, and focus on foreign markets increase the relevance of strategic management of foreign economic activity in enterprises of all spheres of activity. Given the significant number of types of export strategies, it should be noted that the process of forming the export strategy of the enterprise is one of the most difficult tasks, especially given the variability of the external and internal environment. An effective export strategy must be based on the definition of priorities, namely specific sectors of the economy, whose products are in demand in certain geographical areas. Equally important is the creation of a special export infrastructure, the main components of which should be an effective credit policy, state protectionism, exchange rate regulation, a risk insurance system, and more. At the present stage, the export strategy of enterprises should be formed on the basis of mutual coordination of the interests of economic entities and the state, which also greatly complicates the process of optimally choosing development directions from among the alternatives. The success of the export strategy is determined by the effectiveness of the potential exporter's interaction with other actors in the domestic market—processing plants, competitors that can be considered partners in creating a cluster, insurance companies, and marketing agencies. The strategy of export activity can be implemented only under the condition that it takes into account the requirements of the external environment and the availability of internal potential to ensure a match between the internal potential and the requirements of the foreign market.

The implementation of export activities is connected with the need to take into account systems of state regulation of the country of export and the country of import in part compliance of exported products with safety and product quality requirements, compliance with the industrial and consumer demands of the importing country, compliance with international agreements and restrictions of the country of export, etc. The effectiveness of the export strategy is ensured by the ability of exported products to meet the requirements of the foreign market. This is ensured by a high level of competitiveness and compliance with the main functional capabilities of the products with consumer requirements. Therefore, in the process of assessing the impact of the external environment, the assessment of competition and the evaluation of the existing and hidden needs of the consumer are the keys to its realization.

The process of developing a competitive strategy of entities economy was studied by a significant number of foreign scientists, in particular: I. Ansoff, P. Drucker A., G. Mintzberg, M. Meskon, M. Porter and many others. Among the domestic ones scientists: O. Berezin, L. Dovgan, A. Mishchenko, V. Nemtsov, O. Sumets, and others (Balanovych, A. M. Theoretical and methodological foundations for enterprise development strategy, 2014). Sometimes the problem of forming strategies of business entities, as well as promotion the effectiveness of their use is also dealt with by such domestic scientists as: A. Besedina (Besedina A. O. Konkurentna rozvidka v systemi zabezpechennia stratehichnoho rozvytku pidpryemstva. Biznes Inform. Retrieved from...,2012), O. Kovtun (Kovtun O. I., 2013), Yu. Korolenko (Korolenko Yu. M. Teoretychni osnovy formuvannia konkurentnoi stratehii pidpryemstva (Electronic resource) Ekonomika Kriv. Retrieved from..., 2013), O. Krivoruchko (Kryvoruchko O. S. Udoskonalennia metodychnykh pidkhodiv do formuvannia konkurentnykh marketynhovykh stratehii torhovelynykh pidpryemstv spozhyvchoi kooperatsii. Visnyk ekonomiky transportu I promyslovosti. Retrieved from..., 2013), Yu. Lysychenko (Lysychenko Yu. O. Formuvannia systemy stratehichnoho upravlinnia na pidpryemstvi v umovakh konkurentnoho seredovyshcha Upravlinnia rozvytkom, 2013), Yu. Orlovska (Orlovska Yu. V. Svitovyi dosvid pidvyshchennia konkurentospromozhnosti

pidpryiemstva na osnovi stratehii internatsionalizatsii. Ekonomichnyi prostir. #74. Retrieved from..., 2013), O. Panchenko (Protses rozrobky ta realizatsii konkurentnoi stratehii pidpryiemstva. Tekhnolohii ta dyzain. Ekonomichnyi prostir. # 3 Retrieved from, 2014), N. Pryshchepa (Pryshchepa N. P. Analiz i klasyfikatsiia konkurentnykh stratehii pidpryiemstv. Upravlinnia proektamy ta rozvytok vyrobnytstva, # 4. Retrieved from..., 2012), V. Sokolenko (Sokolenko, V. A. and Bondarenko, O. M. 2015).

So, to form a strong position enterprises in the domestic and foreign markets should be monitored competitive environment for timely detection and forecasting of situations that affect the competitive position of the enterprise, evaluate its competitive position advantages and form and implement effective competitive strategies. Solving these tasks lies in the possibilities of building effective solutions for implementation competitive strategy of business entities.

By incorporating these analytical approaches into its monitoring and evaluation process, Terra Food can gain a deeper understanding of its performance in the export (import) market and make informed decisions to optimize its strategy for long-term success.

Technological advancements have significantly improved food safety by enhancing traceability, monitoring, risk analysis, and decision-making processes. Blockchain technology, originally developed for cryptocurrencies, has emerged as a powerful tool for enhancing traceability and transparency in the food supply chain. It allows stakeholders to track the movement of food products from farm to fork, providing an auditable record of every step in the supply chain (Arinze, C.A., Ajala, O.A., Okoye, C.C., Ofodile, O.C. and Daraojimba, A.I., 2024.). Blockchain-enabled systems facilitate rapid traceability and recall efforts in the event of foodborne outbreaks or contamination

incidents (Subha, T., 2020. Assessing security features of blockchain technology. In Blockchain technology and Applications). Examples of successful implementations include Walmart partnering with IBM to enhance traceability in the supply chain of leafy greens, IBM's Food Trust platform, and Te-Food, a blockchain-based food traceability platform (McGrath, P., McCarthy, L., Marshall, D. And Rehme, J., 2021. Tools and technologies of transparency in sustainable

Global supply chains. California Management Review, 64(1), pp.67-89.). Internet of things technologies, such as temperature, humidity, pH levels, and environmental parameters, enable real-time monitoring of critical control points (CCPs) throughout the supply chain, allowing stakeholders to identify potential hazards, detect deviations from established norms, and take corrective actions. These technologies have the potential to enhance food safety outcomes and consumer confidence (Mouha, R.A., 2021. Internet of things (IoT).)

Most writers on the subject of marketing strategy start with a broad encompassing statement of what they consider it to be. For example, Chang and Campo-Flores [44], refer to marketing strategy as being crucial and central issues to the use of the marketing function. Similarly, Baker (Baker, M. J., "Limited Options for Marketing Strategizes", Marketing, June 1978), sees it as being a broad means of achieving given aims, Luck and Ferrell (Luck, D. J. and Farrell, O. C., Marketing Strategy and Plans, Englewood Cliffs, Prentice Hall, 1979), as being fundamental means or schemes and Kotler (Kotler, P., Marketing Management: Analysis, Planning and Control, 3rd edition. Englevwood Cliffs, Prentice-Hall, 1976), as being the grand design to achieve objectives. Similar broad statements were also given by the companies participating in the previously reported research.

Several companies claimed that their marketing strategy was a long-term activity, others that it provided for the overall achievement of objectives and others that it provided abroad plan of action. Other comments were given as even wider statements, such as to sell as large a quantity as possible or to maximize profits.

A common approach in the literature is simply to link these issues to the elements of the marketing mix. Indeed, Foxall (Foxall, G. R., *Strategic Marketing Management*, London, Croom Helm, 1981), defines marketing strategy as being an indication of how each element of the marketing mix will be used to achieve the marketing objectives. This definition gives a complete reliance on the mix and therefore the utilisation of the elements is the strategy. This is, however, a very simplified and restricted approach to marketing strategy, as will be illustrated later in the Article of Chang and Campo-Flores (Chang, Y. N. and Campo-Flores, F., *Business Policy and Strategy*, Santa Monica, Goodyear Publishing, 1980), also develop this theme, suggesting a range of marketing component strategies which constitute the total marketing strategy. These they give as product strategy, distribution strategy, sales promotion strategy and pricing strategy. This approach is also followed by Jain (Jain, S.C., *Marketing Planning and Strategy*, Cincinnati, South-Western Publishing, 1981), who gives the same breakdown, again following a simple approach of relating marketing strategy to the mix elements. A modification of this approach is prescribed by Udell (Udell, J. G., "The Perceived Importance of the Elements of Strategy", *Journal of Marketing*, Vol. 32, January 1968), who splits the issues into price and nonprice strategies. Yet another modification is that by Foster (Foster, D. W., "Product—Market Strategy", *Long Range Planning*, Vol. 3, March 1970), who puts an emphasis on the companies' product mix and, in particular, reducing product proliferation.

This article explains the process of developing marketing strategy through three levels: strategic planning, actual strategy, and component parts. The first two levels are part of the company's overall strategic planning, while the third level is the actual strategy, consisting of five components. Failure to follow this process can lead to ineffective definition, implementation, and effectiveness of marketing strategies. Marketing strategy is often defined as a broad means to achieve objectives, a long-term activity, or a plan of action. Failure to follow this process can result in ineffective marketing strategies (Forbis, J. L. and Mehta, T., "Value-Based Strategies for Industrial Products", *Business Horizons*, Vol. 24 No. 3, May/June 1981).

Industrial marketing strategies, as described in this chapter, focus on product and price, utilizing the marketing mix. This review of marketing strategy explanations concludes with a review of strategic planning for developing levels one and two of the marketing strategy process.

CONCLUSION

1. Summarizing the approaches to deciding the substance of send-out potential, we distinguished four primary classification highlights by which researchers isolate the quintessence of trade potential:

1) Accessible assets, etc., send-out potential, are a set of all assets included within the trade handle focused on the action of the enterprise.

2) Potential opportunity is the production capacity of competitive items that can be sold on the outside;

3) The result of outside exchange, in spite of the fact that, in our conclusion, it has exportable potential, is not a particular pointer, but an abstract concept that must be evaluated by quantitative and subjective markers of financial efficiency;

4) Numerous researchers consider send-out potential to be a portion of financial capability.

2. Strategy is based on short-term measures aimed at restoring activity and enterprise and bringing them to a state of stabilization. Each of the general strategies is implemented through a system of functional ones that must be logically and structurally subordinated and implemented to the goal of the overall strategy. In addition, each export strategy, regardless of the type of market, should be supported by a system of implementation directions and tools for innovative marketing and logistics strategies. Therefore, during the development of the export strategy, a necessary condition of implementation is compliance with the principles of systematic, mutual agreement, and balance between general and functional levels of management. The strategy of export activity should be flexible, adapt to external changes, and respond to market needs and changes. The basis for the stable development of industrial enterprises exports in the long term is the presence of a strategic action plan made with the foretasted volumes of demand and consumer requirements regarding quality products on foreign markets.

It might be offered based on scientific opinions regarding the function and substance of the export strategy within the framework of the creation and execution of successful export activities. The company's export strategy is a long-term action plan that defines the

priority areas, goals, and tasks of activity enterprises in foreign markets, taking into account demand forecasts, the requirements of foreign consumers, and the company's available resource.

3. As a result of the formation of the system of strategic development of the foreign economy activity, there may be a defining problem, which is the absence of technologies for developing an enterprise strategy based on the results of the strategic analysis. This is due to the fact that no known practice or technique will ensure that the enterprise, in the persons of its managers, will use the most optimal or most effective tactic.

In conclusion, we can add that stages of developing an export (import) strategies include:

- **Market Research:** Identify potential markets by analyzing demand, competition, and regulatory environments.
- **Product Assessment:** Evaluate your products/services for compatibility with target markets and make any necessary adjustments.
- **Regulatory Compliance:** Understand and comply with import/export regulations, tariffs, and trade restrictions in both your home and target markets.
- **Logistics Planning:** Develop a robust logistics plan, including shipping, distribution, and inventory management, to ensure smooth operations.

Financial Planning: Assess costs, pricing strategies, and financial risks associated with international trade. Consider factors like currency rate fluctuations and payment terms.

- **Risk Management:** Implement risk mitigation strategies, including insurance coverage and contingency plans for potential disruptions.
- **Legal Considerations:** Address legal aspects such as contracts, intellectual property protection, and dispute resolution mechanisms.
- **Market Entry Strategy:** Choose an appropriate market entry method, whether through distributors, agents, joint ventures, or establishing your own presence.
- **Cultural Adaptation:** Understand and adapt to cultural nuances in your target markets, including communication styles, business practices, and consumer preferences.
- **Promotion and Marketing:** Develop effective marketing strategies tailored to each market, considering cultural and linguistic differences.

- **Build Partnerships:** Establish relationships with local partners, suppliers, and networks to facilitate smoother operations and market penetration.
- **Monitoring and Evaluation:** Continuously monitor market conditions, evaluate performance, and be prepared to adapt your strategy based on changing circumstance.

4. Terra Food proceeds to hold a commanding 37 percent showcase share that includes a total distribution of spreads. It moreover has 21.8 percent of the advertise for handled cheese and 11.2 percent of the advertise for entirety drain. Terra Food is able to reach 12.4% of the Ukrainian dairy industry's generally trade showcase much appreciated to these measurements.

5. According to the analyst, 55% of the surveyed consumers want to pay more for the products of companies that take care of the environment. Moreover, 41% indicated that concerns about the environment and safety of goods increased during the pandemic. For the dairy industry, this trend means increasing customer interest in companies that keep cows on free grazing, produce organic products and adhere to high standards of animal care. The consequences of such a trend may be a decrease in milk production against the background of the complication of the process, while the quality, as well as the cost and price of the finished product will increase.

6. In addition, imports of milk and cream increased sharply in 2020 – up to 12.9 thousand tons for \$11.6 million: a jump of 3.6 times and 3.3 times, respectively. Exports of milk and cream from Ukraine decreased by a quarter to 18.6 thousand tons in volume terms and by 21.6% in dollar terms to \$12 million.

Imports of condensed milk also increased in 2020 – up to 6.1 thousand tons for \$11.6 million, or 2.4 times. Exports, meanwhile, amounted to 27.4 thousand tons worth \$55mn, down 23.4% and 27.1%, respectively.

Imports of whey to Ukraine increased to 5.0 thousand tons at \$6.9 million, or 58.9% and 34.2%, respectively. Exports of this product also increased by 11.4% to 26.9 thousand tons in volume terms, and by 22.2% in dollar terms to \$ 22.3 million.

7. In terms of export strategy, Terra Food focuses on prioritising sustainable sales (in terms of volumes) instead of opportunistic approach. Meaning that Terra Food will

sacrifice short term profitability in order to stay in the market, and focuses on long term sales. In order to achieve this, Terra Food invests in marketing and Trade Marketing Activities (TMA) as a mean to support sales.

8. Here's how Terra Food's approach aligns with upstream marketing principles:

Local Consumer Behavior Study: Understanding the unique preferences, cultural nuances, and purchasing habits of consumers in each market is crucial for developing targeted marketing campaigns that resonate with local audiences.

9. The effectiveness of the export strategy is ensured by the ability of exported products to meet the requirements of the foreign market. This is ensured by a high level of competitiveness and compliance with the main functional capabilities of the products with consumer requirements. Therefore, in the process of assessing the impact of the external environment, the assessment of competition and the evaluation of the existing and hidden needs of the consumer are the keys to its realization.

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