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## FEATURES OF THE FORMATION OF THE STRATEGY FOR POSITIONING OF AGRICULTURAL ENTERPRISES

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**Abstract.** The article is devoted to the study of the peculiarities of the formation of the strategy for positioning of agricultural enterprises. The interpretation of the concepts of "strategy", "positioning strategy" and the cycle of strategic formation of competitive advantages of an agro-industrial enterprise are studied. The main principles that can be taken into account in the process of forming the strategy for positioning agricultural enterprises are highlighted. The study emphasizes the importance of studying and implementing effective positioning strategies to ensure the stability and competitiveness of an enterprise in the market. In the context of modern challenges and trends in the development of the agro-industrial sector, the authors consider the key aspects that determine the effectiveness of the positioning of enterprises in a competitive environment. Factors such as technological level of production, compliance with quality standards, logistics infrastructure, as well as the influence of economic and political conditions on the formation of the strategy for positioning of agricultural enterprises are analyzed. The authors highlight the need for an in-depth analysis of internal and external factors affecting the activities of agricultural enterprises and consider the importance of effective communication to achieve unique value to consumers. The study examines legislative initiatives aimed at simplifying the change in the target designation of land plots in order to attract investments for the reconstruction of Ukraine. The authors consider how military events affect strategic management in agricultural sector and change approaches to business. The work aims to reveal current challenges and opportunities for agricultural enterprises during the military conflict and provides practical recommendations for effective management in conditions of instability. It is noted that the implementation of digital technologies and innovations plays a key role in the formation of a successful positioning strategy, ensuring the effective use of resources and increase in competitiveness in the market. The paper also examines the prospects and challenges facing agricultural enterprises in the context of forming a positioning strategy in modern conditions. The study indicates that the use of digital technologies is becoming a strategic direction for the development of the Ukrainian agro-industrial complex in the conditions of modern technological progress.

**Keyword:** positioning strategy, agrarian business, strategic planning, digital technologies, innovations in agricultural sector, the latest strategy

### Introduction

Today's agricultural business is significantly different from what it was five years ago, and many people cannot imagine what it will be like in the next five years. These changes have made adjustments to key challenges and opportunities for farmers. It is important that farmers understand the volatile nature of the industry and carefully examine the options for adapting their business. Those who do not invest time and resources in evaluating and strategically planning the future development of their business may find themselves in a difficult position in the coming years.

Effective management of agrarian business requires a clear understanding of the tasks of the enterprise and its prospects. Given the dramatic changes in the agricultural industry, the need for a clear purpose for every business is now greater than ever. Each agricultural enterprise is tasked with determining its competitive advantages and developing strategies to ensure its competitiveness. Strategic planning presents them with the task of solving modern challenges, and therefore, skills in the field of strategic planning should be an important addition to the management toolkit. However, it is important not only to plan, but also to effectively implement the plans, assess operational performance and re-evaluate the implementation strategy if they are not up to standard.

In the past, success in agriculture was determined mainly by the management's ability to implement effective work methods. In the production of agricultural products, it was important to develop strategies that allowed agricultural enterprises to achieve a cost of production that exceeds the average in the industry. Successful manufacturers actively implement new technologies, manage resources and control their use, and adjust production processes to achieve high output and control production costs. Constant introduction of new technologies at agricultural enterprises has led to significant advantages from the concentration of production or optimization of processes.

With the growth of industrialization, it becomes more important to develop a clear strategy for managing agrarian business. Strategic decisions are related to such aspects as the company's product range, marketing relationships, and financial structure. The relationship between suppliers of agricultural products and buyers of products continues to change while preserving the identity of the industry. The use of contract manufacturing emphasizes the importance of careful selection of partners, as payment for products depends on the financial status of the partner, not on market conditions. In such an environment, success will require operational efficiency, but there will also be increasing returns on strategic decisions and making the right moves.

In particular, Kadyrus (2020) expressed the concept of "development strategy" as a set of interrelated strategic decisions that determine the main directions of the enterprise's activities to achieve its mission, goals and objectives for the long term. In turn, Katsemir (2021) noted that the effectiveness of the strategy of positioning a new product on the market depends on active work with initial studies of the perception of the product by potential target audience.

### **Literature review**

The study of the peculiarities of the formation of the strategy for positioning of agricultural enterprises is an important task that highlights the key aspects of management in agriculture. Among the directions and aspects of research on this subject, the following should be highlighted: analysis of strategic positioning, influence of the external environment, risk management, innovative development, competitive strategy, social responsibility, globalization and export, financial management. Scientists study the influence of economic, socio-cultural, technological and political factors on the formation of the strategy for positioning of agrarian enterprises, analyze financial aspects and develop strategies for optimizing the financial management of an agrarian enterprise. The study of these aspects will allow to deeper understand the features and determine the optimal strategies for positioning of agricultural enterprises.

Among foreign researchers, we should note: Aaker & Loughlin (2010), Grant, Porter, James, Thomson, Mintzberg, Chandler, Strickland, Quinn, and among domestic scientists – Logosha & Polova (2018), Vakulenko *et al.* (2019), Dovgan *et al.* (2011), Kostetskyi (2017), Starostina *et al.* (2009), Shcherbak (2020) and others. Ukrainian scientists Dovhal *et al.* (2017) dealt with the issue of developing methods for assessing the competitiveness of an agricultural enterprise in Eastern Europe.

### **Materials and methods**

The purpose of the article is a deep understanding and analysis of the features of the formation of the strategy for positioning of agricultural enterprises with the aim of developing recommendations for optimal management and achieving competitive advantages in this sector.

In addition, the main types of agricultural enterprises and their specific features, which can influence the formation of positioning strategies, are determined; the impact of the external environment on

agricultural enterprises, including economic, socio-cultural, technological and political factors, is analyzed; internal strengths and weaknesses of enterprises, as well as external opportunities and threats affecting their activities are determined; competitive advantage strategies and their impact on positioning in the market environment are studied and the search for opportunities to introduce innovations in the production and management of agricultural enterprises is carried out.

### Results and discussion

A strategy is a long-term plan of action that is developed to achieve specific goals or results. In different contexts, the term "strategy" can have different shades of meaning, but the general idea is that the strategy defines how an organization or an individual plans to use its resources and capabilities to achieve defined goals.

In business, the strategy defines the main steps and directions a company should take to achieve its goals and succeed in the market. It is a plan of action that determines how the organization should use its resources, carry out innovations, produce goods or services, interact with customers and competitors. A successful strategy allows agricultural enterprises to effectively respond to changes in the business environment, use their advantages and avoid threats.

The strategy includes an analysis of the market, the competitive environment, one's own strengths and weaknesses, as well as definition of the company's mission, vision, and goals. It must be adaptive and capable of change, as the business environment is constantly evolving.

The strategy also defines ways to monitor and measure results so that the company can assess its progress and adjust plans if necessary. In addition, it must be known and understood by all team members, so that everyone works in the same direction and directs his efforts to achieve common goals. Therefore, the strategy is a key element of the successful functioning of any company, it determines the way to achieve competitive advantage and stable development.

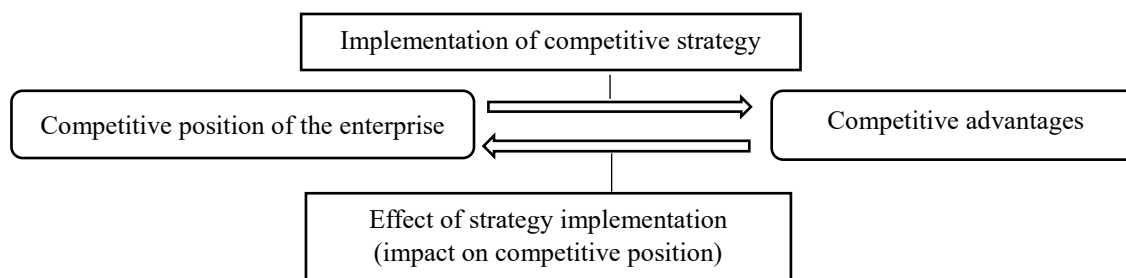
**Table 1.** Interpretation of the concept of "positioning strategy"

Author	Interpretation of the concept
Kozak L.V.	Determination of priorities in the market for the enterprise consists in creating a unique consumer value and developing long-term partnerships with customers. In modern conditions, positioning strategies consist of various tools and methods to achieve this goal, and their role in the formation of strategic arsenal of enterprises is continuously growing.
Starostina A.O., Goncharova N.P., Krykavskiy E.V. et al.	The main goal of the positioning process is to transform the consumer's consciousness. Marketing strategy includes a number of directions, such as market and product strategies, positioning strategy (which aligns market and product strategies), marketing strategy, pricing strategy, and marketing communications strategy (including sales and promotion strategies).
Aaker D.	This is the positioning of the business strategy, which demonstrates the desire of the company regarding its perception (compared to competitors and the market as a whole) by customers, employees and partners.
Shcherbak I.	It is necessary to implement this plan of action in order to separate our own branded products from the range of competitors and positively shape their image in the eyes of consumers.
Kudenko N.	Consideration of the positioning process, which consists in determining the place of the company's product in the market compared to similar product offers.

**Source:** developed by the authors based on the research of Kozak (2011), Starostina *et al.* (2009), Shcherbak (2020), Kudenko (2006)

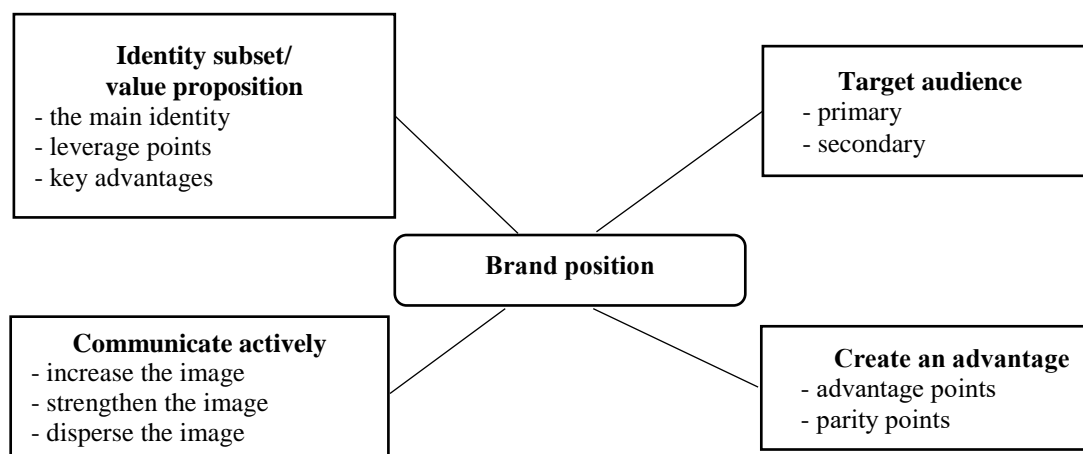
Ukrainian scientist Zozulov (2006) expresses an opinion about the influence on the consumer's consciousness and indicates the need to systematically develop a product positioning strategy. Such a strategy should aim to actively intervene and change existing perceptions of the industry in a way that is beneficial to businesses.

The cycle of strategic formation of competitive advantages of an agro-industrial enterprise was developed by Dovgal *et al.* (2017) in Fig. 1.



**Figure 1.** Cycle of strategic formation of competitive advantages of an agro-industrial enterprise  
**Source:** Dovgal *et al.* (2017)

Scientists have identified four main characteristics of brand positioning (Fig. 2).



**Figure 2.** Main characteristics of brand positioning

**Source:** Dovgan *et al.* (2011)

The formation of a positioning strategy for agricultural enterprises is a key stage in their development and successful functioning on the market. The main principles that can be taken into account in the formation process are the following:

1. Analysis of the internal environment:
  - assessment of own resources and competences of the agricultural enterprise;
  - determination of strengths and weaknesses that can affect positioning.
2. Analysis of the external environment:
  - study of market trends and competition in the agricultural sector;
  - analysis of consumer demand and the ability of the market to deepen new products or services.
3. Definition of the target audience:
  - identification of groups of consumers who may be interested in the products of the agricultural enterprise;
  - understanding the needs and requirements of the target audience.
4. Formulation of a unique product set of offers (UPO):
  - determination of the features of products or services that make the agrarian enterprise unique;
  - creation of an attractive offer space for consumers.
5. Development of a positioning strategy:
  - choice of a positioning strategy (for example, a leader in terms of price, innovation or quality);
  - consideration of the competitive environment and determination of the uniqueness of positioning.
6. Creation of a communication strategy:
  - development of the strategy of effective communication with the target audience;
  - use of marketing tools to support the chosen positioning.

## 7. Monitoring and constant updating:

- monitoring of the effectiveness of the strategy and market reaction;
- readiness to adapt the strategy in accordance with changes in the environment.

The formation of a positioning strategy requires a deep understanding of external and internal factors that affect an agricultural enterprise, as well as the ability to effectively communicate, function, position and convey its unique value to consumers.

When formulating the strategic direction of the development of an agricultural enterprise, it is important to take into account various factors, such as the potential of the enterprise, its purpose, the technologies used and their features, the market situation, the position of competitors, consumer demands, economic and political situation in the country, the level of scientific and technical progress, as well as natural and climatic conditions.

During a military conflict, many business sectors rethink their priorities, and the agricultural sector is no exception. Agriculture in Ukraine is constantly adapting to changes in the specialization of crop cultivation, agricultural holdings are being reorganized, and aid from international donors is insufficient, because there is a great risk of destruction of already grown products in fields, warehouses, elevators, ports by the aggressor country.

The complexity of transporting agricultural products is determined not only by the difficulty of transporting physical masses, but also by a number of other factors that affect the efficiency and safety of delivery. Here are some aspects to consider:

**Time constraints:** Some types of agricultural products have a limited shelf life or require prompt delivery to avoid spoilage or reduced quality.

**Specific storage conditions:** Some crops require special storage conditions, such as a certain temperature, humidity or ventilation, to ensure their longevity and freshness during transportation.

**Technical limitations of vehicles:** Not all types of transport may be suitable for transporting certain agricultural products. For example, uncontrolled temperature conditions in trucks can lead to spoilage of goods.

**Financial costs:** Some agricultural products may require high costs to transport them over long distances or to use specialized means of transportation.

**Logistical challenges:** The seasonality of growing some crops can create logistical challenges during transportation due to changes in volume and demand for transportation services.

**Potential damage:** Agricultural products can be vulnerable to damage during transportation, especially if proper handling and packaging are not provided.

Consideration of these factors and the use of appropriate transportation strategies helps to ensure efficient and safe transportation of agricultural products from the field to the consumer.

It is difficult to talk about the support of medium and small agricultural enterprises, because these enterprises or entrepreneurs face a number of problems: high production costs and competition in the market. These enterprises tend to have limited resources and access to capital, making it difficult for them to operate. In addition, they often face the complexity of meeting various regulatory requirements, which often require large investments in modern technology and equipment.

To support these enterprises, comprehensive measures are needed, which include access to finance on acceptable terms, provision of advice and support on doing business, as well as creation of a favorable regulatory environment. It is also important to provide these entrepreneurs with access to modern technologies and production methods that can increase their productivity and competitiveness.

Providing support to medium and small agricultural enterprises is an important element of ensuring the stability of the agricultural sector and the development of rural areas as a whole. Without such support, these enterprises may experience difficulties in doing business and may even be forced to cease their activities, which may lead to negative economic and social consequences for the regions where they are located.

According to the Deputy Director of the National Research Center "Institute of Agrarian Economics" O. Nechiporenko (Gromov, 2022), additional economic losses from war events in 2022 alone are estimated at approximately 22 billion dollars, and the decrease in the income of agriculture and related sectors may be from 10 to 30%. In 2021, the agro-industrial complex accounted for 10.6% of

the national GDP. However, the assessment of the consequences of military actions for the agricultural sector is complicated by the lack of analogies, since Ukraine is a country with such a large-scale and important agricultural sector for the world market that comparison is impossible.

Among the above-mentioned losses, more than 14.3 thousand hectares of perennial plantations were destroyed in the territories affected by the war, the estimated value of which is approximately \$349 million. The invaders also used fuel and lubricant materials for their military needs, as well as destroyed or appropriated the means of plant protection and mineral fertilizers in the amount of almost \$95 million. According to the latest estimates carried out by experts of the KSE Agrocenter and the Ministry of Agricultural Policy (2022), the amount of damage caused to the agro-industrial complex of Ukraine as a result of aggressive actions of the Russian Federation is approximately \$6.6 billion. This amount reflects 23% of the total value of assets of agricultural enterprises, which means that almost a fourth part of the agricultural sector of Ukraine was destroyed.

The implementation of digital technologies in agriculture is becoming one of the key aspects of strategic development of the agro-industrial complex of Ukraine. Agricultural producers realize that in connection with war events, they need to use all available resources to the maximum in order to preserve their business and jobs. They are trying to do everything possible to increase the production of agricultural products in order to ensure the country's food security. In addition, the use of innovations in the agro-industrial sector provides a significant and profitable aspect, as it allows to increase production productivity and optimize work processes. Such technologies will help to optimize production processes, improve product quality, reduce costs, and promote the development of the agricultural sector.

Digital technologies contribute to the monitoring and optimization of production processes. With the help of management and monitoring systems, agricultural producers can accurately track the use of various resources such as seeds, fertilizers, fuel, chemicals and water. This contributes to the effective use of material assets and the reduction of costs for their acquisition. In addition, reduction of the use of such resources contributes to the preservation of the environment and the reduction of emissions of harmful substances.

1. Monitoring and data collection systems:

- monitoring of the state of crops and yield through the use of sensors and drones;
- collection and analysis of data on soil quality, weather conditions, other agroclimatic parameters.

2. Precision farming:

- use of GPS technologies to accurately determine the location and depth of crop rotation;
- appointment of precise doses of fertilizers and means of plant protection taking into account the needs of each segment of the field.

3. Internet of Things (IoT) and sensor technologies:

- installation of sensors to monitor the condition of equipment and machinery;
- application of IoT to automate processes and obtain real time from sensors.

4. Digital data processing technology:

- use of data analytics and artificial intelligence to forecast the harvest and optimize production processes;
- development of digital platforms for data exchange between farmers and enterprises.

5. Mobile applications for farmers:

- creation of applications for agricultural management that allow farmers to keep records, plan operations and receive useful advice.

6. Automation and robotics:

- use of autonomous machines and robots to perform routine tasks, such as watering or harvesting;
- automation of processing of products on farms.

7. Blockchain and tracking systems:

- introduction of blockchain technologies to ensure transparency of the chain of agricultural products supply;
- tracking systems for tracking the origin and quality of products.

These different types of implementation of digital technologies are aimed at improving efficiency, increasing productivity and ensuring sustainable development in the agricultural sector. Precision agriculture is a direction in agriculture that uses modern digital technologies and innovative methods to optimize production processes and resource management. In this context, it is important to take into account the accuracy and individual approach to soil treatment, application of fertilizers and means of plant protection.

Thus, the latest strategy for positioning of agricultural enterprises is focused on the use of advanced approaches and innovations to determine their unique place in the market. The strategy takes into account modern trends, technological achievements and consumer requirements, is aimed at positioning of the enterprise as a leader in the field of efficient, sustainable and innovative agriculture. The latest strategy for positioning of agricultural enterprises may include such aspects as the use of digital technologies to optimize production processes, increase in the efficiency of resource use, creation of environmentally friendly products, as well as active participation in the development of a sustainable agricultural sector.

The strategy may also take into account the expansion of sales markets, the participation in global value chains, the creation of a unique brand, or a focus on the cultivation and sale of certain types of products that meet the needs of the market.

The combination of traditional methods with advanced innovative approaches to ensure the competitiveness and sustainability of an agricultural enterprise in modern conditions is one of key aspects of the strategy.

## **Conclusions**

The article examines how agricultural enterprises form their positioning strategy. It considers the interpretation of the terms "strategy" and "positioning strategy", as well as the process of the formation of competitive advantages. The authors highlight the main principles of positioning strategy formation and emphasize the importance of implementing effective strategies for stability and competitiveness in the market. They also consider key aspects that determine the effectiveness of the positioning of agricultural enterprises in a competitive environment, such as technological level of production, quality, logistics and the impact of economic and political conditions.

An effectively developed innovative strategy using modern digital technologies provides an agricultural enterprise with the opportunity to function as effectively as possible in a competitive environment. The strategy determines the direction of development in accordance with the existing conditions, coordinates activities, reduces uncertainty and risk, allows prompt response to changes, new opportunities and threats. In particular, at the current stage, .

Precision agriculture, which is based on the use of geospatial technologies, sensors, GPS navigation and data analytics, has been studied. With the help of such tools, farmers can precisely determine the needs of each segment of the field, provide optimal doses of fertilizers, control the uniformity of irrigation and use other aspects aimed at maximizing yields.

Precision agriculture contributes to the rational use of resources, helps to reduce costs and improve product quality. This approach also contributes to the sustainable development of agriculture by reducing environmental impact and improving economic efficiency.

The analysis and implementation of precision agriculture can become an important stage in the development of the agricultural sector, contributing to the increase in productivity and competitiveness in modern economic conditions. Prospects for further research also include the monitoring of the agricultural sector, the state and possibility of using digital technologies in production processes for the future.

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**Conflict of interest**

None.

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**ОСОБЛИВОСТІ ФОРМУВАННЯ СТРАТЕГІЇ ПОЗИЦІОНУВАННЯ  
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**Анотація.** Статтю присвячено вивченню особливостей формування стратегії позиціонування аграрних підприємств. Досліджено трактування понять «стратегія», «стратегія позиціонування» та цикл стратегічного формування конкурентних переваг агропромислового підприємства. Виокремлено основні принципи, які можуть бути враховані в процесі формування стратегії позиціонування аграрних підприємств. Дослідження підкреслює значення вивчення та впровадження ефективних стратегій позиціонування для забезпечення стабільності та конкурентоспроможності підприємства на ринку. У контексті сучасних викликів і тенденцій розвитку агропромислового сектору автори розглядають ключові аспекти, які визначають ефективність позиціонування підприємств у конкурентному середовищі. Аналізуються чинники, такі як технологічний рівень виробництва, відповідність стандартам якості, логістична інфраструктура, а також вплив економічних та політичних умов на формування стратегії позиціонування аграрних підприємств. Автори висвітлюють необхідність глибокого аналізу внутрішніх та зовнішніх факторів, що впливають на діяльність сільськогосподарських підприємств, і розглядають важливість ефективної комунікації для досягнення унікальної цінності перед споживачами. У дослідженні розглядаються законодавчі ініціативи, що спрямовані на спрощення зміни цільового призначення земельних ділянок з метою залучення інвестицій для відбудови України. Автори розглядають, як військові події впливають на стратегічне управління в аграрному секторі та зміну підходів до бізнесу. Робота має на меті розкриття актуальних викликів та можливостей для аграрних підприємств під час воєнного конфлікту і надає практичні рекомендації для ефективного управління в умовах нестабільності. Зазначається, що впровадження цифрових технологій та інновацій відіграє ключову роль у формуванні успішної стратегії позиціонування, забезпечуючи ефективне використання ресурсів та підвищення конкурентоспроможності на ринку. В роботі також розглядаються перспективи та виклики, які стоять перед аграрними підприємствами в контексті формування стратегії позиціонування в сучасних умовах. Дослідження вказує на те, що використання цифрових технологій стає стратегічним напрямом для розвитку українського агропромислового комплексу в умовах сучасного технологічного прогресу.

**Ключові слова:** стратегія позиціонування, аграрний бізнес, стратегічне планування, цифрові технології, інновації в агросфері, новітня стратегія