

MANAGEMENT OF MARKETING ACTIVITY IN AGRICULTURAL ENTERPRISES PRODUCING WHITE SEA BUCKTHORN**Sergiu MÎRZA, Assoc. prof., PhD**

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Abstract

One of the features of the agricultural sector is the diversity of the organizational forms of management, the forms of ownership of the means of production and the products sold. A significant part of food products is produced in the private households of the population and in peasant (farmer) households. But the activity of large enterprises, representing all three areas of the agro-industrial complex (the technical-material supply of agriculture, agriculture itself and the valorization of agricultural production), has the greatest influence on the formation of the agri-food market. The category of these enterprises also includes those specialized in the cultivation of white sea buckthorn, which are increasingly forced to react to changes in the factors of the marketing environment. Fast and efficient adaptation to such changes is possible only if the company focuses its activity on the marketing concept, orients itself towards satisfying consumers, namely the full satisfaction of their needs, wishes and expectations.

In this paper, the problems related to the management of the marketing activity in agricultural enterprises specialized in the cultivation of sea buckthorn are elucidated, such as: monitoring of environmental factors, forecasting of the activity based on the state of the market situation, the formation of product, price, distribution and promotion policies as well as adapting the marketing mix, on the one hand to the demands and preferences of consumers and on the other to the behavior of competitors, intermediaries and resource providers. Based on the study, the need to carry out a series of actions is argued, which requires the creation of an integrated management system of the marketing activity. Only an integrated management system can offer rational solutions to the problems that arise in the enterprise, taking into account its material, financial and human resources.

Keywords: *management, marketing activity, agricultural enterprise producing white sea buckthorn, marketing department, organizational structure, planning, control*

1. Introduction

The socio-economic transformations and the "boom" of science and technology at the beginning of the 21st century cause substantial changes in the approach to marketing strategies, methods and techniques. In order to be able to effectively use the opportunities that have arisen, it is necessary to know the fundamental elements of marketing activity management.

For farmers in the Republic of Moldova, the cultivation of sea buckthorn is a new sub-branch, which requires the managers of agricultural enterprises to carry out specific marketing actions to expand the cultivation and consumption of sea buckthorn products. Thus, the main objective of this paper is to optimize the marketing activity of agricultural enterprises, including those specialized in the production of sea buckthorn. Achieving this objective requires addressing aspects and concepts of management, marketing and analysis of economic activity, taking into account the coordinates of the market economy.

This objective is important for the activity of the agricultural enterprise in order to increase the level of profitability, starting from the premise that the existence and future development of a business in the agricultural field is conditioned by the existence of demand for the enterprise's products/services on the market, and for this business to be profitable, a concrete analysis must be carried out.

As defined by Ph. Kotler, marketing management encompasses the process of analysis, planning, implementation and control of activities aimed at establishing, strengthening and maintaining profitable exchanges with target customers in order to achieve certain organizational objectives, such as making profit, increasing sales volume, increasing share market etc. [1].

Thus, by marketing management we understand a set of managerial actions related to their organization, forecasting and coordination with other activities carried out within the company, as well as the training of the staff as a whole to acquire and adopt the marketing philosophy, including the control of the way of achieving the marketing policy developed in the enterprise.

Marketing activity management it is a complex process and its objective is, first of all, to anticipate the possible evolutions of market phenomena under certain conditions, for a shorter or longer period of time, with the aim of adapting the company's activity to the changes on the market. The anticipation of these developments takes place through the marketing forecast, which represents an estimate of market development in the following periods, based on the analysis of the evolution of external factors (endogenous and exogenous), in order to reduce risk, avoid uncertainty and frame the activity carried out by the company at present in a broad perspective vision. Forecasting is an important function of management, namely it provides information on the possible trends of some market phenomena (demand, sales, etc.), estimates the effects that will be generated in the future by the present decisions and actions. Based on the forecasts, strategic alternatives are developed from which the optimal development strategy of the agricultural enterprise is chosen.

Marketing management provides for the creation of an appropriate organizational structure within the enterprise, which has the mission of orienting and directing the activity/actions of each member of the enterprise, regardless of the position and function they occupy, in accordance with the marketing concept and vision.

In order to adopt reasoned decisions, the top management of the enterprise must be provided with truthful, operative and complete information. Thus, it is necessary to create a marketing information system, capable of ensuring the collection, storage and processing in the appropriate form of the information necessary to substantiate decisions.

Marketing management can influence the correlation, formalization and anticipation of the decisions of the company's management, therefore it is necessary to develop marketing programs, through which marketing strategies and actions are coordinated, increasing the efficiency of the company's economic activity.

In the conditions of the globalization of the economy, the business environment forces the management of agricultural enterprises specialized in the cultivation and production of sea buckthorn to develop effective marketing activities. Thus, marketing management plays a decisive role in creating and maintaining a competitive advantage of the enterprise in the market.

2. Degree of investigation of the problem

It is known that any marketing action involves certain costs, sometimes quite significant. For these reasons, specialists and experts in the field are concerned with the search for ways to optimize marketing activity, especially in the era of globalization and digitalization, when competition is not only at the local and regional level, but also at the global level. Thus, scholars have been researching this issue for a long time, and many of them consider marketing a management function. The issue of marketing activity management is often addressed in the works and publications of economists and marketing specialists. Renowned management and marketing scholar Ph. Kotler, defines marketing as "...a social process by which individuals or groups obtain what they want by creating, offering, and freely exchanging valuable products and services" [1].

At the same time, the American Marketing Association approved the definition of marketing management, which means "the process of planning and executing the operations of conception, pricing, promotion and distribution of ideas, goods and services, in order to carry out exchanges that satisfy the objectives individual and organizational" [4].

In turn, other researchers analyzed this problem even more, as a result they established that the marketing management process consists of three stages: marketing planning, marketing organization and marketing control [2]. The main task of this process is to research, analyze and confirm the causes of the negative relationship towards the product or service and to develop strategies to improve the image of the product in the market.

Marketing activity management is achieved when at least one of the parties to a potential exchange analyzes the objectives and methods of obtaining the expected reactions from the other parties [3]. Etymologically, the term "management" comes from the Latin "manus", which means hand, or from the French word "manège", which means to train. In English, this word has the form of the verb "to manage", which means to administer, to lead, and this term is known all over the world.

So, in order to carry out an effective activity, enterprises specialized in the production of white sea buckthorn, as in other businesses, are obliged to know and apply the marketing concept through which they are oriented towards satisfying the needs of consumers, and on the other hand, the methods and principles of management which would ensure obtaining a high level of profitability.

3. Research methods

In this work, a series of scientific and empirical research methods and their components based on analysis and synthesis, comparison, graphic presentation of the obtained results, but also in the form of schemes and diagrams, were used. The research has an interdisciplinary, descriptive and applied character with a logical-deductive approach.

The research focused on the study of problems related to marketing management, especially the process of analysis, planning and realization of marketing actions, the principles, functions, methods, strategies with the help of which the established objectives are achieved.

The work is carried out within the Research Project "Elaboration of the production technology of white sea buckthorn in an ecological system and of the processing of fruits and biomass", with code no. 20.80009.5107.13. The data on the organization of marketing activity and marketing management were accumulated by researching the process of organizing marketing actions within agricultural enterprises, including those specialized in the cultivation of white sea buckthorn, namely SRL "Big Cuker" from the village of Clișova, Orhei district, SRL "Pomiproconsult" - consultant in the design of sea buckthorn orchards and "Argoexpert" - information company in agriculture.

4. Results obtained and discussion

Being a new culture and having an insignificant weight in the baciferal cultures, in the official statistics of the Republic of Moldova there are no data about the area of the plantations nor the amount of cultivated white sea buckthorn.

The white sea buckthorn began to be cultivated as a horticultural crop in the Republic of Moldova starting in 2013, with the planting of the first commercial plantation. In the year 2021, over 224 hectares of sea buckthorn are already registered, with a tendency to increase the areas, and geographically, white sea buckthorn plantations are registered in most districts, and the largest plantations are in the districts of Orhei, Dubăsari, Hâncești, Ungheni and others being cultivated the female varieties Clara, Mara and Dora, and from the male varieties Andros [6].

According to the data of SRL "Pomiproconsult", specialized in the design of sea buckthorn plantations, in 2022 over 220 hectares of plantations came into fruition, with over 895 tons of white sea buckthorn harvested, and in 2023 the area of plantations that came into fruition increased by 30 hectares (figure 1).

Along with the increase in the areas and the amount of sea buckthorn cultivated by agricultural enterprises, there is the need to efficiently manage their activity, so as to ensure the achievement of the expected results. There is a need not only to produce a larger amount of sea buckthorn, but also to ensure its commercialization, both on the local and international markets.

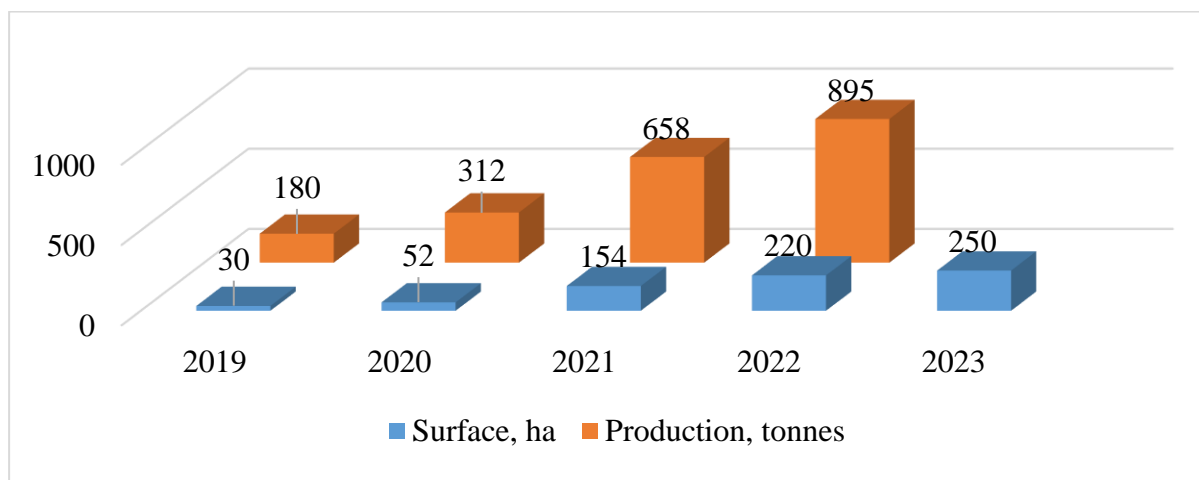


Figure 1. Area and production of sea buckthorn in the period 2019-2023 in the Republic of Moldova

Source: Report SRL "Pomiproconsult"

The white sea buckthorn and its derivatives are at the forefront of healthy human nutrition. As a result of the study carried out within the mentioned project, it was determined that sea buckthorn is used most often in the preparation of teas - 56.9%, for jams and jellies - 45.1%, fresh consumption in the proportion of 31.3%, oil and other bioactive substances – 29.4%, juices – 27.5%, but also other forms of consumption (figure 2). Of course, the share of products in the food set differs from one country to another and depends a lot on the economic development of the state. All these arguments favored the start of the research process on the consumption of sea buckthorn products in the Republic of Moldova.

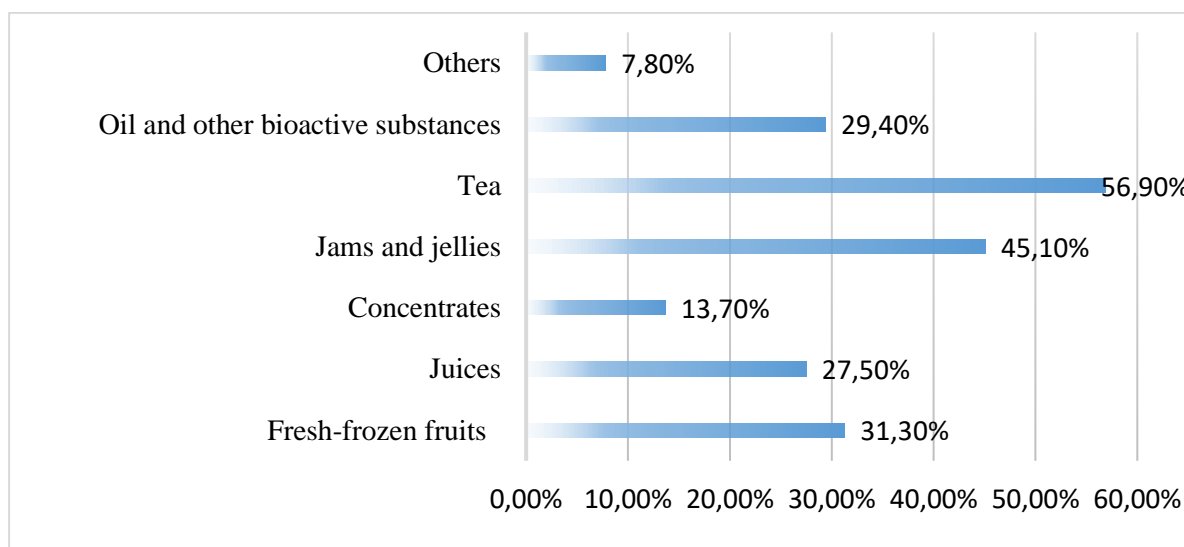


Figure 2. The structure of the consumption of sea buckthorn products in the Republic of Moldova

Source: results of the survey carried out during 2021 within the mentioned project

These data demonstrate that agricultural enterprises must strengthen their efforts to create a profile association, which is concerned with the problems of the development of the white buckthorn branch. Thus, in order to successfully carry out the activity of cultivating and

marketing white sea buckthorn within agricultural enterprises, it is necessary to implement an integrated management system, which includes both the production process and the processing and marketing at the country level.

In the vision of Poșataev A., the author of the work "Marketing Management in the agro-industrial complex", an integrated management system in the agricultural field implies "directed action of the subject of management on the object of management, carried out in the best way using a certain technology, taking into account the influence of the legalities of the development of the market space, using that system of methods that would lead to the achievement of the goals of the agricultural enterprise" [7].

At the level of the agricultural enterprise, the management of the marketing activity involves the collection and processing of market information, the making of forecasts for its future development using the collected information, the development of the marketing plan based on the forecasts and the implementation of specific activities that will lead to the achievement of the planned objectives, but also monitoring the implementation of plans, evaluating the results obtained.

It is necessary to note that the management of the marketing activity at the agricultural enterprise level, as a rule, has a series of objectives:

- *improving the quality of life of consumers in the area, or country, region* where the agricultural enterprise operates. At the same time, we understand the quality of life as a socio-economic category, which includes not only the level of consumption of material goods and services by an individual, but also the satisfaction of his spiritual needs - spiritual comfort, preservation and maintenance of health, life expectancy, climate moral and psychological, etc.;
- *ensuring the balance between supply and demand*, that is, between the amount of goods that buyers are willing and able to buy at a given price in a given period of time and the amount of goods that producers are willing and able to sell;
- *the impact on the production process*. When forming the portfolio of products (goods and services), it is necessary to take into account market requirements, ensure a high level of quality, but also a level of competitiveness of the costs of these products, etc., using the latest achievements of scientific progress and technological;
- *increasing the efficiency of market relations* by establishing relations between market participants of an economic (volume of profit, level of profitability, etc.), social (positive image of the agricultural enterprise, improving the quality of life of the population through the consumption of specific goods, services, etc.), ecological (minimization of environmental damage in the process of production and (or) consumption of specific goods, services, etc.) and of another order.

In order to achieve the objectives of the management of the marketing activity at the agricultural enterprise level, it is necessary to establish and solve a number of tasks such as:

- competitiveness analysis, i.e. the ability of products to compete with similar products on the market;
- substantiating and choosing a certain position on one or more markets with the subsequent development of a marketing mix for each individual market;

- establishing a competitive balance, which would ensure a price at which the total quantity of the product from the agricultural branch can be sold and equalize the volume of demand with supply;
- regulating the internal and external potential of the agricultural enterprise in order to maintain the capacity to stimulate and maintain demand for its products;
- determining the strategic behavior of the agricultural enterprise, establishing the goals of its operation on the target market or the chosen market segment, choosing the means to achieve the goals established in a certain period of time.

Therefore, management actions aimed at achieving the goals of marketing activity management by solving certain marketing tasks are called marketing activity management functions.

In figure 3 the classification of marketing activity management functions is represented, which today has the greatest practical significance and according to which these functions are divided into general and specific ones, depending on the direction of the management action.

The analysis of the management system of marketing activity includes the collection, processing, storage and permanent interpretation of market information obtained with the help of the marketing information system, conducting marketing research to obtain the information necessary for making individual management decisions related to the marketing activities of the enterprise agricultural, market segmentation and selection of target segments, justification and selection of product types in target segments, etc.

Marketing activity planning is the process of establishing objectives, substantiating and choosing a strategy to achieve them, as well as carrying out specific marketing activities aimed at implementing the chosen strategy for a certain period of time. Depending on the period for which these objectives are expected to be achieved, but also the fact that large enterprises have four organizational levels, then the planning of the activity will be structured according to them. As stated by Ph. Kotler, at the corporate level [1], the enterprise needs a strategic plan, covering the entire enterprise, at the departmental level – a divisional plan, at the activity unit level a unit strategic plan and at the product level a plan for each individual product.

- a) long-term or strategic plan (over 5 years);
- b) medium-term plan (from one year to 5 years);
- c) the short-term (annual) plan.

The plan, as a rule, reflects the desired objectives, defined quantitatively and qualitatively, as well as the strategies for achieving them in a determined period. The specific activities that the agricultural enterprise intends to implement to fulfill the marketing plan are reflected in the marketing program, which is an integral part of this plan.

Organization function involves determining the structure of the management of the marketing activity, selecting and placing personnel in accordance with the chosen structure, establishing the rights and obligations of the employees of the marketing activity management service, determining the order of its interaction with other departments within the agricultural enterprise, etc. The key content of the function of organizing the management of marketing activity is to ensure the implementation of the developed plan by forming a management system, determining the place and role of each employee. It is necessary to decide on the

structure of the subdivisions and the organization of the interaction between these subdivisions, to develop the documents that regulate their activity, but also the management apparatus and their employees, etc. (regulations, job descriptions)



Figure 3. The functions of the management of the marketing activity of the agricultural enterprise

Source: adapted from [1]

Control function in the management of the marketing activity consists in the continuous monitoring, analysis, evaluation of the actual process of carrying out marketing actions and comparing its results with those established in the marketing program, as well as identifying the necessary actions in the next management cycle.

The personnel involved in marketing activities to carry out an activity creatively and effectively must be motivated. Motivation as a function of management in the marketing activity involves the development of measures to encourage consumers, employees of the

agricultural company's product distribution channels, sales staff, etc. to the implementation of specific actions necessary to achieve the goals of marketing activities (for example, consumers - to buy and consume a certain product, sales staff - to make additional efforts to increase the number of goods sold, etc.).

In addition to the performance of general functions, the management of the marketing activity at the level of the agricultural enterprise involves the implementation of a number of specific functions (figure 3), such as the management of the demand for the enterprise's products, the product policy, the range of products, the quality of the products and services, the risks associated with the activities of marketing, communication policy, innovative activities (primarily the development of new products), pricing policy, personnel (primarily employees of the marketing subdivision), finances and the effectiveness of marketing activities of the agricultural enterprise.

The implementation of both general and specific marketing activity management functions is based on a series of rules and regulations, which reflect the main models of the market mechanism and which form the system of marketing activity management principles (figure 4) [7].

Marketing activity management in an agricultural enterprise specialized in the cultivation of sea buckthorn involves the use of a set of techniques, methods or levers, with the help of which the objectives are achieved and certain tasks are solved. Such methods form the marketing activity management system, which includes:

1. Economic methods. These methods are based on the idea of material motivation and are expressed both in the form of a system of material rewards for the achievement of a certain quantity and quality of work, and in the form of a system of sanctions for the missing quantity and (or) inadequate quality. Of these we can mention: direct material reward, salary, prize, participation in the distribution of profit and capital, fines.
2. Organizational-administrative methods. This category includes methods that are implemented in the form of direct influence and that are directive (mandatory) in nature and based on discipline, responsibility, power and coercion. As an example, we can cite the status of the agricultural enterprise, its internal standards, instructions, accounting rules, production and financial plans, etc. – documents that establish general rules, binding for all, that determine the content and procedure of the company's activities. Another example is the issuing by the management of the agricultural enterprise specialized in the cultivation of the white sea buckthorn of orders, resolutions, indications, which, as a rule, refer to specific situations and are addressed to certain executors. These methods include: organizational design.
3. Socio-psychological methods that are based on inducing a person to specific actions, through moral encouragement of employees who demonstrate the best results, the formation of a favorable moral climate within the work team and which contribute to improving the performance of all team members, etc. These methods include, for example: moral encouragement, planning of social activities, belief, suggestion, own example, regulation of interpersonal relations in the collective, creation and maintenance of a moral-psychological climate in the collective.

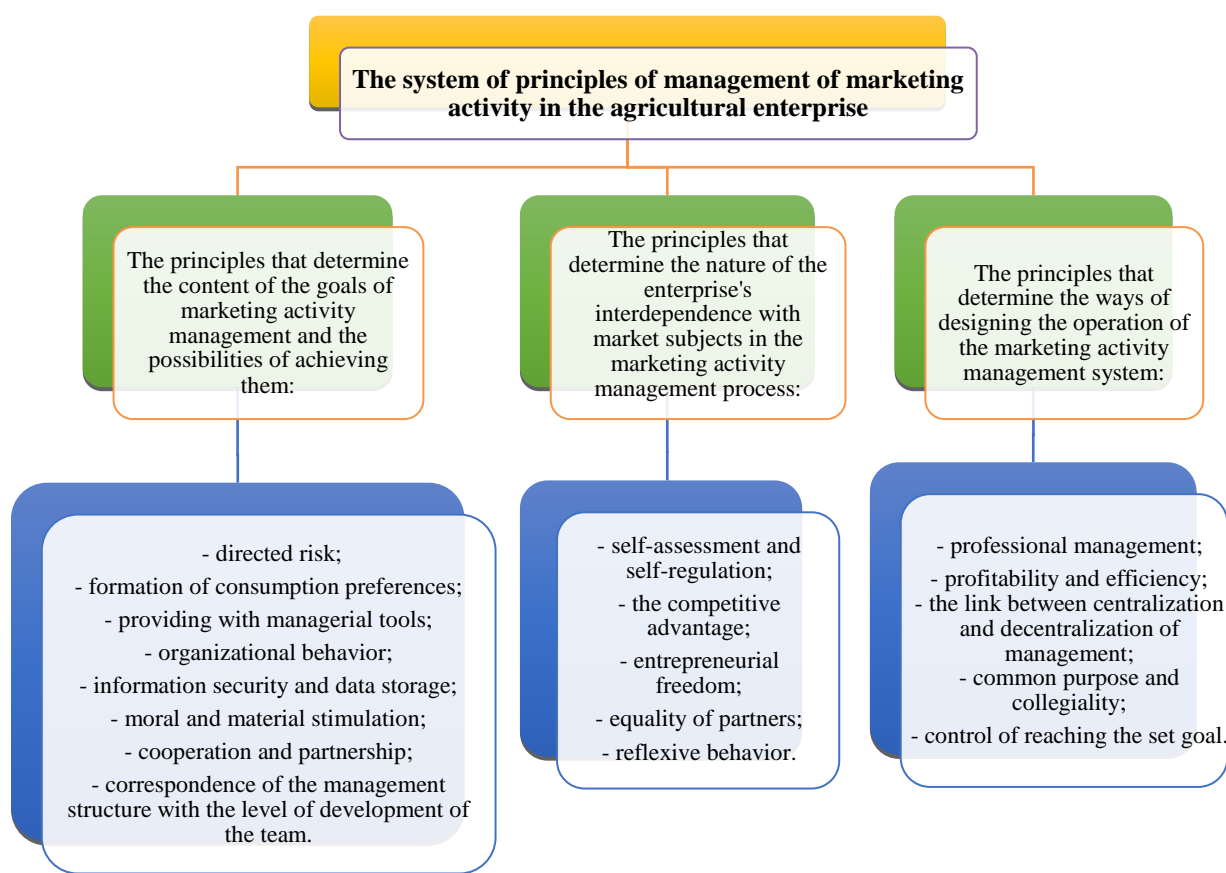


Figure 4. The principles of marketing activity management at the agricultural enterprise level

Source: adapted from [7]

The ability of the agricultural enterprise to adapt to changes in its market environment is significantly influenced by its internal structure, by which it refers, first of all, to the set of subdivisions that solve various problems and to the way in which these subdivisions interact with each other in order to achieve the objectives of the company's operation. The totality of these units and the links established between them represent the organizational structure of the agricultural enterprise. From this point of view, the organization of marketing activities at the level of the agricultural enterprise implies:

- designing and improving the organizational structure of marketing activity management;
- the selection of qualified specialists necessary to solve the marketing tasks faced by the agricultural enterprise;
- creation of conditions for ensuring the effective work of employees of subdivisions of the agricultural enterprise that solve marketing problems (organization of workplaces, provision of appropriate machines and equipment, means of communication, provision of necessary information, etc.);
- organization of effective interaction of subdivisions solving marketing problems with other structural subdivisions of the agricultural enterprise.

In agricultural enterprises, including those producing white sea buckthorn, the mechanism of marketing activity management depends on marketing objectives, the form of ownership and management, the size of the enterprise, the availability of its material and labor resources, the level of staff training, the market conditions and the policy followed by the state in the development of agriculture and the national economy as a whole.

The direct organization of the marketing activity depends primarily on the size of the agricultural enterprise and its managerial orientation. Large enterprises (holding type, corporations) are focused on the marketing concept, they create marketing departments with a fairly detailed structure, with the orientation towards a specific market, a product line, or the issues of developing and implementing marketing strategies. price, distribution, or promotion. On the contrary, small agricultural enterprises (cooperatives, peasant households, farmers) tend to entrust all types of marketing activities to a small number of marketing managers.

For small agricultural enterprises specialized in the production of white sea buckthorn, it is recommended to organize marketing by assigning marketing functions by managers directly subordinate to the director or by hiring associate marketing managers or consultants from outside the enterprise (figure 5):

- assigning marketing functions to one of the most trained managers/employees of the enterprise;
- joint implementation of marketing activities with other small businesses (market research, advertising campaigns, etc.);
- inviting consultants and experts through one-time or permanent agreements regarding the development of the assortment range, the formation of a sales network, trial sales, promotion and public relations, etc.

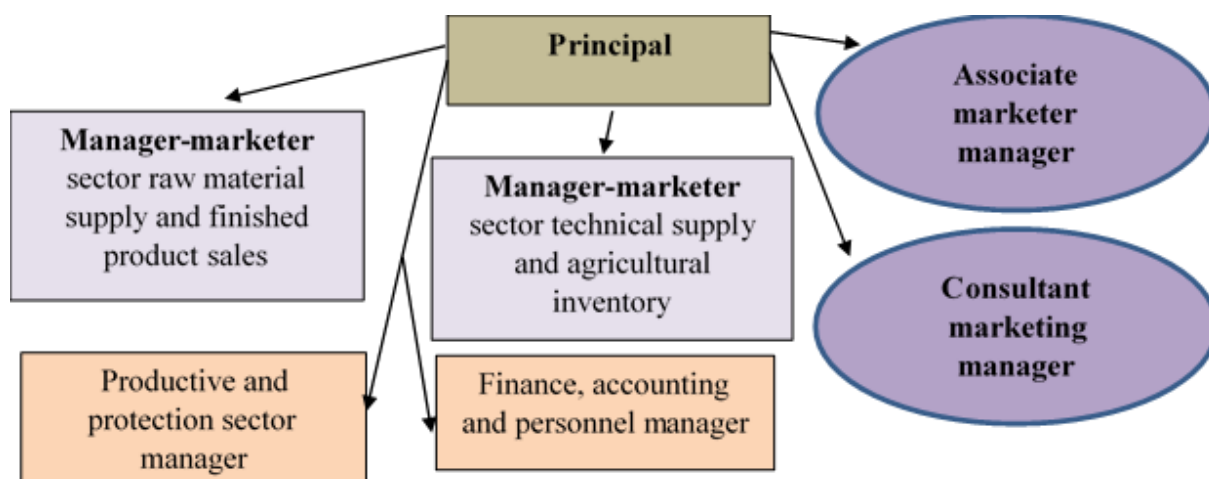


Figure 5. The model of the marketing management structure within the agricultural enterprise

Source: elaborated authors

For large enterprises in the agricultural sector, there are several typical organizational structures that have been formed for different levels of development and integration of marketing in the enterprise's activities. One of these structures is *production orientation* [1]. In such enterprises, marketing mainly fulfills the functions of product distribution, and the development of new products and the modification of existing products is carried out by other

services (subdivisions where the finished product is produced). This approach to organizing marketing activities is possible in cases where market research, sales planning, promotion, etc. are not essential to the business. As a rule, this situation is observed in the activities of large agricultural producers of unprocessed food products for which they have reliable channels for marketing these products to processing enterprises.

In cases where an agricultural producer has problems with selling products, the place of marketing in the managerial structure of the agricultural enterprise must be reviewed. In this case, the diagram of the distribution of functions for managing the activities of the agricultural enterprise needs to be focused *on the sale of its products*. Such a marketing organization is typical for enterprises engaged in the production of relatively homogeneous products with a low degree of processing (canned fruits and vegetables, meat semi-finished products, etc.). This approach to marketing organization is also widespread in enterprises engaged in the production of means of production, that is, they do not work in consumer markets, but in the markets of goods and services for industrial purposes (machines and equipment, fertilizers, feed, plant protection products and animals etc.).

If we talk about manufacturers of food products with a high level of processing, that is, producing a wide range of products intended for final consumption, the importance of marketing in their activity increases dramatically. As a rule, in such agricultural enterprises, the management functions of the marketing activity they are transferred to a special subdivision – the service or the marketing department (figure 6).

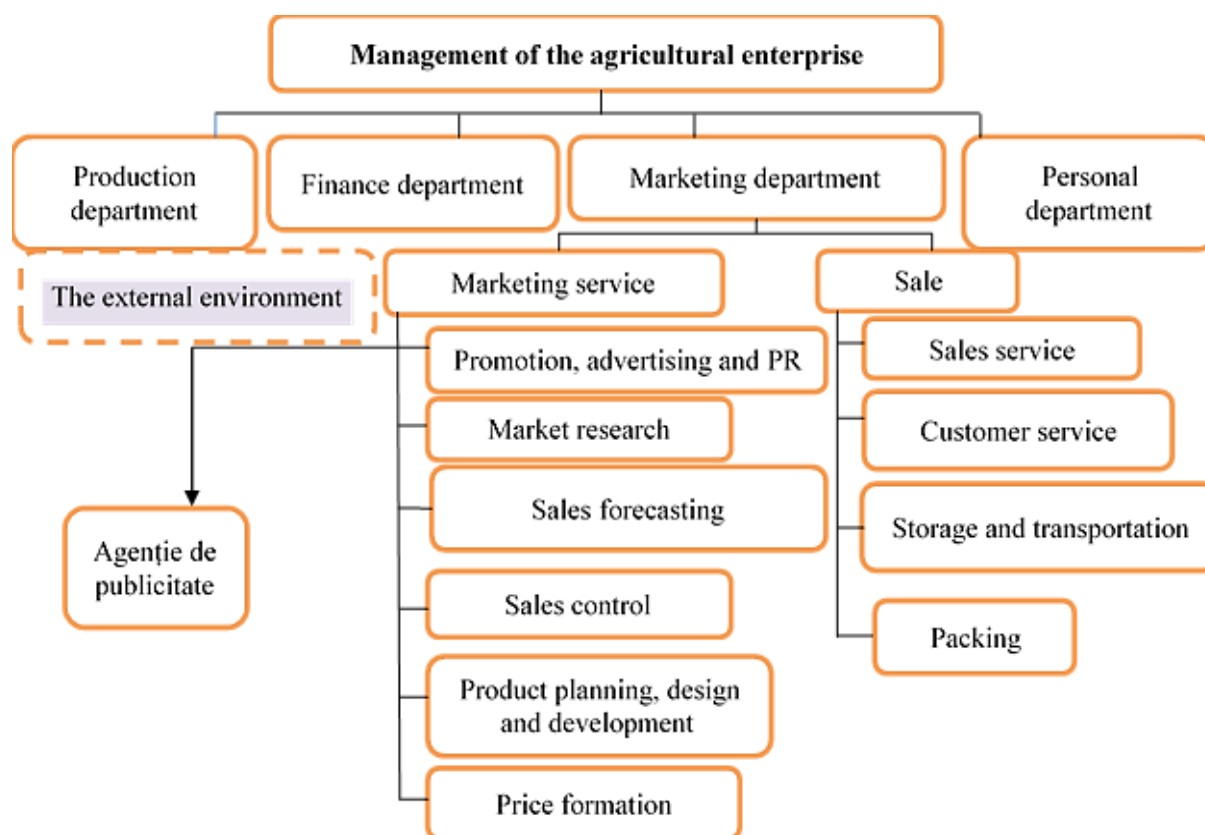


Figure 6. The organizational structure of the agricultural enterprise focused on the marketing concept

Source: developed by the author

The marketing department in agricultural enterprises is responsible for planning the product range, setting prices, etc. and interact with other market participants. Responsibility for making decisions regarding the appearance of the goods, their packaging, the name of the product, etc. it's up to the marketing professionals. It should be noted that the duties regarding the development of a marketing communication system can be transferred (on a remuneration basis) to specialized firms such as advertising agencies. This is due to the fact that for agricultural enterprises that grow sea buckthorn, the level and quality of the means and forms of sales promotion used is extremely important.

As I mentioned, the structure and the optimal form of organization of marketing activity depend on various factors and conditions in which the enterprise operates. Of course, the determining factors are the conditions of its marketing environment (both external and internal).

Another direction of marketing management is the development of plans. The marketing planning process includes three main phases:

1. Analysis of the current position of the agricultural enterprise and all elements of its marketing environment (SWOT analysis and others);
2. Elaboration of the objectives, strategy and tasks to achieve them;
3. Determining the combination of tools - the marketing mix, with the help of which it will be possible to achieve the objectives set by implementing the selected strategy most effectively.

So, the process of planning the marketing activity begins with a comprehensive situational analysis, which includes the analysis of the factors that form the marketing environment of the agricultural enterprise.

Marketing objectives they must be clearly defined in time and space and expressed in a quantitative form that can be measured. They must also be feasible (that is, the agricultural enterprise must be provided with the necessary means to achieve these objectives), for example: increase product sales by 20% within three years; increasing the level of profitability of sales by 10% during the year; achieving a sales volume in the regional segment of at least 1,500 quantitative units per year, etc.

When setting marketing objectives, it is necessary to take into account the possible interrelationships between them. If the achievement of one goal will prevent the achievement of another, a goal conflict arises (for example, if we simultaneously want to improve the quality of our products and increase the profitability of our activities by saving costs on raw materials and materials). More successful will be a combination of such objectives, according to which the achievement of one will contribute to the achievement of the other, that is, in the presence of a complementary relationship between the objectives (strengthening the positive image of the enterprise and increasing sales volumes).

After setting the objectives, it is necessary to determine how they will be achieved, that is, choosing the most suitable marketing strategy. The choice of strategy is influenced by the internal and external operating conditions of the agricultural enterprise, the most significant of which are:

- market size (local, regional, national);
- market development methods (mass, differentiated, target marketing);

- the volume of market development (one segment, several segments, the entire market);
- focusing on a certain marketing tool (quality, price);
- attitude towards competitors (neutral, aggressive);
- attitude towards cooperation (with resource providers, sales intermediaries, etc.);
- attitude towards growth rates (fast, moderate growth, production reduction);
- attitude towards innovation (development of new products, adaptation of existing products and technologies for their production to current market requirements, etc.).

A very important element of the marketing activity plan is the development of the marketing budget, which can help in the correct differentiation of priorities, objectives and strategies of marketing activities and the adoption of rational decisions regarding the allocation of resources. The costs of implementing the individual marketing elements presented in the budget are prescribed in accordance with the strategic marketing plan.

In order for the marketing activities management process to proceed according to the plans, a permanent control of these activities is needed. Control of marketing activity can be defined as a comprehensive, systematic and regular study of the marketing environment of the agricultural enterprise, its objectives, strategies or operational activities, in order to identify emerging problems and opportunities and issue recommendations on a plan of action to improve marketing activities (figure 7).

Control of marketing activity it must be objective and carried out in a certain consecutiveness. It is necessary to respect the frequency of carrying out the control, to ensure a comprehensive study of the issues under consideration. The starting point for the organization of the control is the establishment of the quantitative and qualitative parameters with which the actual results should be compared. In addition, it is necessary in each particular case to establish the time intervals in which such comparisons will be made. These quantitative, qualitative and temporal parameters are the basis of the so-called standards of the control system, against which the control is carried out.



Figure 7. The object of control of marketing activities within the agricultural enterprise

Source: adapted from [5]

The control of the marketing activity is carried out to establish the degree of achievement of the objectives (deviation analysis); identifying opportunities for improvement; checking how the company's adaptability to changes in environmental conditions meets the requirements.

There are two forms of marketing control: performance control and marketing audit (marketing review).

The task of monitoring the results is to verify the correctness and effectiveness of the implemented marketing concept by comparing the planned and actual values and finding out the reasons for the deviations. Control can be directed at the marketing complex as a whole, as well as at its individual tools (goods, price, sales, communication policy).

The control of economic results (sales efficiency, market share) and non-economic results (consumer attitude, company image) is distinguished. Data from statistical and accounting reports (control of sales results, profit calculation, etc.) and data from market research (image analysis, brand awareness, etc.) are used in the control process.

At the same time, the planned measurable indicators reflect the degree of achievement of the operational and strategic objectives of the enterprise. These indicators are compared with the data of previous periods or with other enterprises in the branch.

Marketing audit is carried out to identify the weak points of the marketing concept chosen by the enterprise. The task of the marketing audit is to verify the content of the marketing mix (product, price, distribution and promotion), the size and distribution of the marketing budget.

The starting point of the audit is to find out the real state of the management of the marketing activity within the agricultural enterprise producing white sea buckthorn, namely:

- if the marketing activities correspond to the conditions of the situation on the sea buckthorn market;
- if the objectives are consistent with the company's strategies;
- if the size of the budget corresponds to the tasks;
- is the budget is allocated accordingly to the different elements of the marketing mix;
- whether all possible alternatives have been considered;
- if the activities are coordinated with each other.

The marketing audit can be carried out by the company's employees or by independent experts involved from outside. Each of these options has both advantages and disadvantages.

As part of the marketing audit, an analysis of the internal and external capabilities of the agricultural enterprise specialized in the cultivation and production of sea buckthorn is carried out. It involves the study of the market, consumers, competitors, as well as other external factors.

The main attention in the marketing audit process is given to the planning of the individual components of the marketing mix. The analysis of the product policy, price, distribution and promotion of the finished products of the agricultural enterprise is carried out. The result of this analysis are specific proposals for improving the company's activities under the circumstances considered.

The final stage of the marketing audit is the analysis of the effectiveness of the management of the marketing activity. When conducting a marketing audit, existing problems in marketing

implementation should be identified, existing marketing capabilities should be established, and recommendations should be developed to ensure a higher level of marketing effectiveness.

If problems and deviations are identified in the actual performance of the activities of the agricultural enterprise from the planned indicators, appropriate adjustments are made to the marketing plan, for which a corresponding section is provided in this document. Thus, the control of results and the review of marketing contribute significantly to the achievement of the objectives set for the agricultural enterprise, having a great impact on the level of efficiency of its functioning.

5. Conclusions

The research carried out allows us to conclude that in the Republic of Moldova the sea buckthorn is a new subculture, which has an insignificant share in the structure of the baciferal products, but according to the data on the area of the plantations and the amount of cultivated sea buckthorn, it is developing at an increased rate in the last 5 years, growing by over 150.0% annually. Thus, it is proposed to create an association of sea buckthorn producers, in order to centralize information about land, varieties, agrotechnical technologies, etc. on the one hand, and to make the process of processing and marketing white sea buckthorn products more efficient, on the other hand.

It is also necessary to pay more attention to the management of marketing within agricultural enterprises, to create an efficient system of management of marketing activity at the level of an agricultural enterprise producing white sea buckthorn that could offer:

- reducing the level of uncertainty in the process of developing and adopting managerial decisions based on the results of marketing research, on the collection and processing of information both about changes in the external environment of the agricultural enterprise producing sea buckthorn (about consumers, sales intermediaries, competitors, suppliers of resources), as well as about the restrictions created by the internal environment (with reference to the production process, financial and personnel activity). To expedite the collection and processing of information, the help of electronic data processing systems and marketing information systems is needed;
- optimal use of marketing tools by substantiating and choosing the most effective product, price, distribution and promotion policy;
- the organization of marketing activities by distributing rights and obligations between the employees of the agricultural enterprise carrying out marketing activities;
- the creation of independent subdivisions within the organizational structure of the agricultural enterprise, whose task is to carry out marketing actions;
- determining the nature of the interaction between the marketing activity and other activities and structural subdivisions of the agricultural enterprise producing sea buckthorn;
- control over the achievement of the goals of the agricultural enterprise's marketing activities, which verifies the correctness of the management decisions adopted in order to further adjust the planned and actually achieved economic results of the enterprise's activities, etc.

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Rezumat

Una dintre trăsăturile sectorului agricol este diversitatea formelor organizaționale de management, a formelor de proprietate asupra mijloacelor de producție și a produselor vândute. O parte semnificativă a produselor alimentare sunt produse în gospodăriile private ale populației și în gospodăriile țărănești (de fermieri). Însă activitatea marilor întreprinderi, reprezentând toate cele trei zone ale complexului agroindustrial (aprovizionarea tehnico-materială a agriculturii, agricultura propriu-zisă și valorificarea producției agricole), are cea mai mare influență asupra formării pieței agroalimentare. Din categoria acestor întreprinderi fac parte și cele specializate în cultivarea cătinii albe, care sunt tot mai mult forțate să reacționeze la schimbările factorilor din mediul de marketing. Adaptarea rapidă și eficientă la astfel de schimbări este posibilă numai dacă întreprinderea se axează în activitatea sa pe conceptul de marketing, se orientează spre satisfacerea consumatorilor și anume pe deplina satisfacție a nevoilor, dorințelor și așteptărilor acestora.

În lucrarea dată se elucidează problemele ce țin de managementul activității de marketing în cadrul întreprinderilor agricole specializate în cultivarea cătinii albe, cum ar fi: monitorizare factorilor de mediu, prognozarea activității în baza stării conjuncturii pieței, formarea politicilor de produs, preț, distribuție și promovare precum și adaptarea mixului de marketing, pe de o parte la cerințele și preferințele consumatorilor și pe de altă parte la comportamentul concurenților, intermediarilor și a furnizorilor de resurse. În baza studiului realizat se argumentează necesitatea realizării unui șir de acțiuni, care impune crearea unui sistem integrat de management al activității de marketing. Doar un sistem integrat de management poate oferi soluții raționale la problemele care apar în întreprindere, ținând cont și de resursele materiale, financiare, umane a acesteia.

Cuvinte-cheie: management, activitate de marketing, întreprindere agricolă producătoare de cătină albă, compartiment de marketing, structură organizatorică, planificare, control

Аннотация

Одной из особенностей аграрного сектора является разнообразие организационных форм хозяйствования, форм собственности на средства производства и реализуемую продукцию. Значительная часть продуктов питания производится в личных подсобных хозяйствах населения и в крестьянских (фермерских) хозяйствах. Но наибольшее влияние на формирование агропродовольственного рынка оказывает деятельность крупных предприятий, представляющих все три направления агропромышленного комплекса (технико-материальное обеспечение сельского хозяйства, собственно сельское хозяйство и валоризация сельскохозяйственной продукции). К категории таких предприятий относятся и специализированные на выращивании облепихи, которые все в большей степени вынуждены реагировать на изменение факторов маркетинговой среды. Быстрая и эффективная адаптация к таким изменениям возможна только в том случае, если предприятие ориентирует свою деятельность на маркетинговую концепцию, ориентируется на удовлетворение потребителей, а именно на полное удовлетворение их потребностей, желаний и ожиданий.

В статье освещены проблемы, связанные с управлением маркетинговой деятельностью сельскохозяйственных предприятий, специализирующихся на выращивании облепихи, такие как: мониторинг факторов внешней среды, прогнозирование деятельности на основе состояния конъюнктуры рынка, формирование политик продуктов, цен, распределения и продвижения, а также

адаптация комплекса маркетинга, с одной стороны, к требованиям и предпочтениям потребителей, а с другой — к поведению конкурентов, посредников и поставщиков ресурсов. На основе исследования аргументируется необходимость проведения ряда мероприятий, что требует создания интегрированной системы управления маркетинговой деятельностью. Только комплексная система управления может предложить рациональные решения проблем, возникающих на предприятии, с учетом ее материальных, финансовых и человеческих ресурсов.

Ключевые слова: *управление, маркетинговая деятельность, сельскохозяйственное предприятие по производству облепихи, отдел маркетинга, организационная структура, планирование, контроль*