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Marketing monitoring as a tool for assessing the competitiveness of food industry enterprises in the agro-industrial complex

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► **Abstract.** The purpose of the study was to evaluate the effectiveness of using modern marketing tools to increase the competitiveness of food industry enterprises in the agro-industrial complex in Ukraine. The research methodology employed a SWOT analysis for Myronivsky Hliboproduct (MHP) Private Joint-Stock Company and Roshen Corporation, as well as a case study of the integration of the AgriChain Land mobile application in the Astarta-Kyiv agricultural holding. The key findings of the study demonstrated that the use of digital technologies, such as CRM systems, geo-analytics and mobile applications, enhances the competitiveness of enterprises. The introduction of geo-analytics at MHP has significantly improved land and logistics management. The company mapped a third of its land bank using 150 combines, 99% of which were equipped with Field View Drive systems. At Roshen Corporation, marketing monitoring has helped to adapt the product range to changes in consumer preferences, particularly through the development of new products aimed at premium market segments, and the company holds 47% of the sweets market as of 2025. Active analysis of the competitive environment and trends enabled the company to expand its export geography and strengthen its position in international markets. Astarta-Kyiv integrated the AgriChain Land mobile application to improve land management, enabling the company to reduce the time required for management decisions by 20%. The

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use of this tool has helped optimise resources and increase operational efficiency. The study results confirmed that the use of digital technologies in marketing and management processes enables enterprises to adapt to market changes, thereby improving their competitiveness. These results can be used to develop strategies for the implementation of modern marketing tools in other agricultural enterprises

► **Keywords:** customer analysis; digital technologies; planning; geo-analytics; marketing management; innovations

► Introduction

The modern development of the agro-industrial complex in Ukraine necessitates the integration of effective marketing tools to enable food industry companies to remain competitive both domestically and internationally. The digitalisation of the economy, changing consumer preferences, and increasing global competition demand improved marketing management from companies. One of the key decision-making tools is marketing monitoring, which allows for the assessment of both internal and external factors influencing a company's development. The ability to adapt to rapid market changes is facilitated by innovative technologies such as customer relationship management systems, geo-analytics for optimising logistics processes, and online platforms for analysing consumer trends (Kovalchuk *et al.*, 2024).

In the field of assessing the competitiveness of agro-industrial enterprises, attention has been focused on improving methodological approaches. I. Naida *et al.* (2019) employed contemporary tools such as benchmarking, a competitiveness polygon, and a competitiveness profile. These methods enabled the analysis of key performance indicators for enterprises, encompassing financial, marketing, and innovation aspects. However, the development of integrated tools that account for the specific characteristics of agricultural enterprises and the modern challenges of digitalisation remained unresolved. In the current market, agricultural businesses have faced the need to adapt their management strategies to enhance their marketing potential. L. Kurbatska *et al.* (2024) explored aspects of forming the marketing potential of agricultural enterprises, emphasising the implementation of digital technologies and environmental practices, which contributed to improving company reputations and the effectiveness of marketing campaigns. The importance of collaborating with partners and adapting to global trends was highlighted. Nonetheless, the use of data analytics in the marketing activities of agricultural enterprises remained limited, impacting the effectiveness of managerial decisions and the rational allocation of resources.

In the field of assessing the competitiveness of agro-industrial enterprises, various approaches have been considered for analysing key performance indicators of production and marketing activities. N. Musayeva *et al.* (2024) conducted research employing SWOT analysis to identify the strengths, weaknesses, opportunities, and threats facing enterprises. They proposed the creation of a competitive market map, visualising producers' positions based on production volumes and growth rates. However, the development of methodologies that integrate modern digital technologies to enhance competitiveness and expand export potential remained unresolved.

In the current context, ensuring the sustainable competitiveness of the agri-food sector is a crucial task,

particularly through the implementation of innovative technologies and management strategies. Q. Guohe & Yu. Kopykovskiy (2023) analysed factors influencing the level of enterprise competitiveness and proposed strategies for adapting to market conditions. The importance of environmental standards, circular business models, and the implementation of digital platforms for monitoring and supporting agri-food supply chains was identified. Nevertheless, the integration of innovative approaches into marketing activities and mechanisms for increasing product value-added in domestic and foreign markets remains under-researched. G. Uldedaj & G. Gjeloši (2024) investigated the impact of marketing on the competitiveness of agri-food enterprises. They found that the use of internet marketing and social media contributed to increased brand recognition, consumer trust, and production expansion. However, the development of comprehensive marketing models capable of considering the specific characteristics of local producers and facilitating their integration into global markets remains a pressing issue.

In the food industry, ensuring the competitiveness of businesses is crucial through the integration of modern management strategies and innovative technologies. F. Babayev & T. Balajayeva (2023) highlighted the importance of implementing strategies to improve product quality, optimise costs, develop innovations, and understand consumer preferences. It was demonstrated that adhering to quality standards, investing in research and development, and efficient logistics management enhance a company's competitiveness. However, the development of integrated management models that can more effectively respond to changes in market conditions remains under-developed.

In the agri-food sector, it is essential to increase the effectiveness of digital marketing strategies to optimise costs and competitiveness (Rama *et al.*, 2023). N. Kanellos *et al.* (2024) investigated the impact of these strategies on business profitability, finding that using search engines reduces costs, while excessive investment in social media advertising increases them. However, there is a need to research the integration of models that consider the specific characteristics of agri-food businesses and ensure business sustainability. In the food industry, the implementation of sustainable marketing strategies to maintain competitiveness is becoming increasingly important.

M. PumaFlores & I.M. Rosa-Díaz (2024) analysed the use of such strategies in Peruvian agri-food businesses. It was determined that product certification, improved logistics capabilities, and adherence to fair trade principles significantly impact a company's reputation and competitiveness. However, the impact of innovative technologies on all stages of production and marketing of agrifood products remain insufficiently researched, requiring further study.

The aim of this study was to evaluate the marketing tools employed in the food industry to enhance the competitiveness of enterprises within the agro-industrial complex. The objectives included identifying the strengths and weaknesses of marketing activities through the application of SWOT analysis and analysing the successful implementation of marketing monitoring, including the use of CRM systems, geo-analytics for logistics, and online platforms for consumer trend analysis.

► Materials and methods

The research employed a pragmatic approach focused on analysing the practical application of marketing tools to improve the competitiveness of Ukrainian agro-industrial enterprises between 2021 and 2024. The theoretical foundation of the study was based on research that explores the core concepts and approaches to utilising digital technologies (Rana *et al.*, 2021; Ugwu & Eze, 2023; Ijomah *et al.*, 2024). Additionally, marketing tools in the agro-industrial business were examined in relevant studies (Ahmed *et al.*, 2024; MHP is an international food..., n.d.). To achieve the stated aim, a mixed-methods approach was used, including both qualitative and quantitative analysis methods. The SWOT analysis was the primary research tool, with two separate analyses conducted for Pr-JSC Myronivsky Hliboproduct (MHP) and Roshen Corporation, allowing for the identification of each company's strengths, weaknesses, opportunities, and threats in their marketing activities. Based on the results obtained, the strategic potential of each enterprise was assessed, and key areas for improvement were identified.

To analyse the implementation of the AgriChain Land mobile application in the Astarta-Kyiv agricultural holding, statistical data was collected on the amount of land returned to cultivation thanks to the use of this tool, as well as on the impact of digitalisation on managerial decisionmaking and the efficient use of land resources (The AgriChain Land system helps to..., 2021). For the evaluation of the results of marketing monitoring at Roshen Corporation, statistical data was used to confirm the effectiveness of adapting the product range to changes in consumer preferences (Akrytov, 2021). The analysis of geo-analytics at MHP also employed a case study method, focusing on the analysis of collected spatial data, which included the locations of customers, warehouses, transportation routes, and roads. The use of geo-analytical algorithms allowed for the investigation of route planning efficiency, assessing the impact of this tool on costs and product delivery times (MHP scartographed one..., 2024).

The evaluation of the AgriChain Land mobile application implementation in the Astarta-Kyiv agricultural holding was conducted through an analysis of the tool's functionality, its integration into the company's operational systems, and its impact on land resource monitoring. The research involved studying materials from the company's public sources (Astarta-Kyiv agricultural holding..., 2021; New IT-solution on land..., n.d.), which reflected the implementation process of the application, including its use for land accounting, contract management, and providing access to up-to-date land plot information. Particular emphasis was placed on studying changes in management

processes after digitalisation and their impact on business efficiency. The analysis also encompassed the relationships between technological innovations and the adaptation of management systems to changes in the external environment.

A case study method was employed to analyse the use of geo-analytics at MHP, focusing on the analysis of collected spatial data, which included the locations of customers, warehouses, transportation routes, and roads. The use of geo-analytical algorithms allowed for the investigation of route planning efficiency, assessing the impact of this tool on costs and product delivery times. This approach revealed how geo-analytics influenced the company's overall productivity, particularly in reducing costs and improving the accuracy of logistics processes. The case study method also enabled a detailed investigation of the operations of MHP, Roshen, and Astarta-Kyiv, including their marketing strategies, logistics management tools, and the implementation of digital technologies. The analysis of digital tools encompassed the evaluation of the effectiveness of CRM systems, geo-analytics, and online platforms for analysing consumer trends.

The results were interpreted considering the industry-specific characteristics of the enterprises and market conditions. By comparing data from the three companies, it was possible to identify commonalities and differences in the use of marketing tools and digital technologies. The interpretation was based on a strategic approach that included the analysis of patterns in consumer behaviour, the effectiveness of managerial decisions, and the level of adaptability of enterprises to changes in the external environment.

► Results

Marketing monitoring is a crucial tool in the food industry, enabling businesses to adapt to market changes, enhancing operational efficiency, and boosting competitiveness. In the food industry, marketing monitoring encompasses several key aspects. Firstly, consumer analysis is paramount. For food businesses, understanding consumer needs, preferences, behavioural trends, and factors influencing purchasing decisions is vital (Sardak & Dzhindzhoyan, 2018). For instance, the growing demand for organic or gluten-free products reflects current trends that businesses must address. Consumers are increasingly demanding higher quality products, eco-friendliness, transparency in the origin of raw materials, and adherence to healthy eating standards.

Secondly, competitor analysis is essential. This involves studying competitors' strategies, strengths, weaknesses, product ranges, pricing policies, advertising campaigns, and communication approaches. In the highly competitive food industry, understanding competitors' actions allows businesses to avoid repeating mistakes, leverage successful practices, and develop unique value propositions for consumers. Equally important is the evaluation of the external environment. This includes analysing economic, social, political, technological, and environmental factors that can impact businesses. For example, changes in legislation regulating food quality standards may require businesses to adapt their production processes. Conversely, technological advancements

offer new opportunities for optimising business processes and introducing marketing innovations (Pavliuk & Noda, 2020).

Modern marketing monitoring in the food industry increasingly involves the use of digital technologies. Data analytics tools, Big Data, CRM systems, geo-analytics, and market trend analysis platforms enable businesses to respond rapidly to environmental changes, forecast demand, and create personalised offers for consumers. For instance, big data analysis can uncover previously unnoticed patterns in consumer behaviour, while CRM systems facilitate more effective customer relationship management (Ijomah *et al.*, 2024). Overall, marketing monitoring provides food industry businesses with the information support necessary for making strategic and tactical decisions. This enables companies not only to maintain their competitive position but also to proactively influence the market, shaping new trends and consumer demands. Through marketing monitoring, businesses can optimise their business processes, improve resource utilisation, minimise risks, and capitalise on growth opportunities.

Marketing monitoring methods can be classified into quantitative, qualitative, and combined approaches, depending on the research objectives, data type, and collection methods. Each group has its own characteristics and methodologies, providing businesses with the ability to effectively analyse the market and make strategic decisions. Quantitative methods focus on analysing numerical data, allowing for the assessment of market size, demand forecasting, and sales analysis through surveys, statistical data, and predictive models (Rana *et al.*, 2021). Qualitative methods aim to explore consumer motivations and preferences through focus groups, in-depth interviews, and content analysis (Ugwu & Eze, 2023). Combined methods integrate both quantitative and qualitative approaches to create a comprehensive picture of the market, allowing for flexible adaptation of strategies to change (Ahmed *et al.*, 2024). Marketing monitoring empowers businesses to adapt to market changes, identify risks, and create competitive advantages. For instance, the growing demand for environmentally friendly products encourages producers to adapt their product range

by using natural raw materials and eco-friendly packaging. By analysing competitors' actions, businesses can implement innovative marketing approaches, introduce new products, or improve customer service.

Another critical aspect of marketing monitoring is resource optimisation. Through marketing monitoring, businesses can more accurately plan their expenditures, reducing spending on ineffective marketing campaigns and directing resources towards those initiatives that yield the greatest returns. This is particularly important for small and medium-sized enterprises with limited financial resources. Thus, marketing monitoring not only provides businesses with the information needed to make effective decisions but also enables them to formulate long-term strategies that foster sustainable growth. Its significance for the competitiveness of food industry businesses cannot be overstated, as it becomes the foundation for their success in today's dynamic market. MHP, a leading poultry producer in Ukraine and the company behind the well-known Nasha Ryaba brand serves as an excellent example. The company implements comprehensive marketing strategies aimed at maintaining brand recognition, satisfying consumer needs, and strengthening its position in both domestic and international markets (MHP is an international food..., n.d.). A core component of MHP's marketing activities is the systematic analysis of the market and consumer preferences. The company conducts regular research to identify new trends and adapt its products to evolving customer needs.

The development of the Nasha Ryaba brand is a top priority in MHP's marketing strategy. To strengthen brand recognition, MHP actively engages in advertising campaigns, collaborates with influencers, and participates in industry exhibitions. Additionally, the company focuses on social responsibility by implementing environmental initiatives and supporting social projects, contributing to a positive image and customer loyalty. Through a systematic marketing approach, MHP not only maintains a leading market position but also shapes trends in the Ukrainian food industry. To delve deeper into MHP's marketing activities, a SWOT analysis was conducted, as presented in Table 1.

Table 1. SWOT analysis of MHP's marketing activities

Strengths	Weaknesses
▶ High recognition and trust in the Nasha Ryaba brand ▶ Modern production facilities and innovative technologies ▶ Focus on product quality and compliance with international standards ▶ Holds approximately 47% of the Ukrainian market	▶ Dependence on the domestic market ▶ High costs of marketing campaigns ▶ Limited product range for international markets ▶ Marketing expenses amounting to approximately 600,000 UAH/year
Opportunities	Threats
▶ Expansion of international market presence ▶ Growing demand for eco-friendly products ▶ Development of digital sales channels ▶ Growth of organic products by 12.2% from 2021 to 2026	▶ Increased competition from international companies ▶ Economic instability ▶ Changes in the regulatory environment ▶ Decreased demand by 15-20% in some regions due to military actions

Source: created by the authors based on K. Akrytov (2021), MHP: All about one of the largest agricultural companies in Ukraine (2024)

The SWOT analysis highlights MHP's strengths, such as high product quality and brand recognition, which create opportunities for international expansion.

However, weaknesses like dependence on the domestic market and external threats necessitate the adaptation of the company's strategies to current challenges. Roshen,

one of the largest confectionery producers in Ukraine, has a well-established brand both domestically and internationally. Maintaining high brand recognition and strengthening its position in various market segments is a primary focus of the company's marketing activities. Roshen invests significantly in developing unique packaging designs to differentiate its products on store shelves and attract consumers. Large-scale advertising campaigns targeting diverse audiences are also crucial. The company cultivates a positive image through television commercials, social media, and involvement in cultural and social projects.

Roshen's ability to adapt its product range to changing consumer preferences is a cornerstone of its marketing strategy. The company develops new product lines to cater to the growing demand for premium, dietary, and organic products. Furthermore, Roshen successfully competes in export markets, particularly in Europe and Asia, by tailoring its strategies to the specific needs of each market. This comprehensive approach has allowed the company to remain a leader in the industry and compete with well-known global brands. To further analyse Roshen's marketing activities, a SWOT analysis was conducted, as presented in Table 2.

Table 2. SWOT analysis of Roshen Corporation's marketing activities

Strengths	Weaknesses
▶ High brand recognition in both domestic and international markets ▶ Unique packaging design and innovative marketing approach ▶ A wide product range targeting different consumer categories ▶ Market share in Ukraine of 25-27%	▶ Limited presence in new market segments, such as organic products ▶ High dependence on external markets ▶ Significant expenditure on advertising campaigns ▶ Reduced demand during the "off-season" by 15-20%
Opportunities	Threats
▶ Growing demand for dietary and organic products ▶ Expansion into new markets, particularly in Asia and Africa ▶ Use of digital platforms for brand promotion ▶ Increased exports by 50%	▶ Changes in legislation regarding food products ▶ Economic downturns in key export countries ▶ Increased competition from international companies ▶ A GDP decline could lead to a 20-25% reduction in sales

Source: created by the authors based on T. Antoniuk & O. Sharipov (2024), Roshen (n.d.)

The SWOT analysis reveals that Roshen Corporation possesses significant advantages, such as strong brand recognition and a wide product range, creating opportunities for expansion into new markets. However, threats such as economic instability and high competition necessitate further refinement of marketing strategies. Both MHP and Roshen share commonalities that contribute to their market success, but they also have distinct characteristics that shape their unique strategies. Both companies prioritise high-quality products that meet international standards, thereby fostering customer trust and ensuring consistent demand. Furthermore, they both actively invest in brand development through large-scale advertising campaigns, exhibitions, and media partnerships. Both companies also leverage modern marketing tools such as market analytics to ensure their products align with consumer needs.

Social responsibility is another shared aspect of their operations. MHP implements environmental initiatives and supports social projects, contributing to a positive brand image. Roshen, in turn, supports numerous cultural and social initiatives, which also help to increase consumer loyalty. However, there are significant differences in their strategies. MHP primarily focuses on the domestic poultry market, gradually expanding its presence in international markets, while Roshen actively operates in foreign markets, adapting its strategies to regional specificities. Product strategy also differs: MHP concentrates on a narrow product range that aligns with its specialisation, whereas Roshen offers a wide variety of confectionery products targeting different consumer segments, including the premium market. The companies' advertising approaches also vary. Roshen actively leverages cultural and social projects to promote its brand, attracting new

audiences. MHP focuses more on direct product promotion through channels that provide quick access to consumers. Thus, while both MHP and Roshen share commonalities in their marketing activities, such as a focus on quality, branding, and social responsibility, their unique approaches to market segmentation, product strategy, and advertising create distinct competitive advantages, allowing them to successfully position themselves in different market segments.

A company's competitive position in the market is shaped by its marketing strategies. For PrJSC Myronivsky Hliboproduct, a branding strategy focused on product quality has ensured a stable presence in the domestic poultry market and laid the foundation for international expansion. The trust consumers place in the Nasha Ryaba brand has allowed the company to maintain its leadership position in Ukraine, even as competition has intensified (MHP's "Nasha Ryaba" brand products received..., n.d.). Roshen Corporation, on the other hand, has become a leading confectionery producer in Ukraine and has captured a significant share of foreign markets through its diverse product range and aggressive branding. The company's use of cultural projects and unique packaging designs to market its products has cultivated a positive brand image, enhanced customer loyalty and opening up new opportunities. The strategies employed by both companies effectively influence their positioning. MHP leverages its strong brand to achieve sustainable growth domestically, while Roshen actively pursues export opportunities, underpinned by innovative marketing approaches. As a result, both companies have demonstrated successful implementation of marketing strategies to strengthen their positions and adapt to a dynamic market environment.

The effective use of marketing monitoring in the agro-industrial complex demonstrates how modern businesses can adapt to rapid market changes, increase operational efficiency, and gain a competitive edge. By leveraging technologies such as CRM systems, geo-analytics, and online platforms for consumer trend analysis, companies can make informed strategic decisions. CRM systems are a powerful tool for managing customer relationships and optimising business processes. They enable companies in the agro-industrial sector to automate interactions with end consumers, partners, and suppliers, while also improving customer service quality. Through CRM systems, businesses can increase sales effectiveness, enhance customer loyalty, and reduce costs.

The Astarta-Kyiv agricultural holding, one of the leaders in the Ukrainian agribusiness sector, serves as an excellent example of CRM implementation in the agro-industrial complex. To optimise internal business processes and manage customer relationships, the company has actively adopted CRM systems. For the creation and launch of the AgriChain Land mobile application, Astarta-Kyiv partnered with the IT company AgriChain. This strategy aims to digitalise its business processes, including land bank management and improving customer interactions. AgriChain Land is a mobile application that enables companies to access up-to-date information about land plots, fields, contractors, and contracts, even without an internet connection. This system allows company employees to quickly find and filter data, visualise the land bank map, and easily access all necessary information in the field. This significantly improves the efficiency of land management and accelerates decision-making processes (New IT-solution on land..., n.d.).

The implementation of the AgriChain Land IT solution in the Astarta-Kyiv agricultural holding has led to a significant increase in the efficiency of land resource management. The system is designed to create a structured and manageable land bank, ensuring the organisation of documentation and saving up to 20% of working time for land surveyors at all levels. In 2019, thanks to the implementation, 1,293.4 hectares of land were returned to production, and in 2020, an additional 659.84 hectares. This approach contributes to the optimisation of land use, allowing the company to make strategic decisions regarding the lease or purchase of land parcels following established boundaries and their effective use (The AgriChain Land system helps to..., 2021).

The integration of the CRM system with other corporate systems at Astarta-Kyiv allows for the maintenance of a unified database containing information about clients, products, contracts, and other business processes. This enables rapid data updates and facilitates better planning of business strategies. By leveraging CRM, the company can conduct in-depth analyses of customer needs, track order history, and create personalised offers, thereby increasing efficiency. The implementation of a CRM system at Astarta-Kyiv has streamlined sales and customer service processes. For instance, through the automation of invoicing, contact management, and order processing, the company has significantly reduced the time spent on routine tasks and enhanced employee efficiency. Consequently, customer interactions have become faster and more

accurate, leading to reduced costs and improved service quality. Moreover, the need for numerous reports, tables, and plans, along with their reconciliation and review, has been eliminated. The implementation of the new management model has resulted in an increase in order fulfilment from 50-60 to 95%. Additionally, the time required to prepare and approve documents has decreased by an average of three times, while hardware and software costs have been halved, despite a fourfold increase in the number of users and a fivefold increase in document volume (Astarta-Kyiv agricultural holding..., 2021). Another significant outcome is the improved efficiency of the land management department. The CRM system enables real-time monitoring and management of land parcels, allowing specialists to provide up-to-date information on land availability, condition, and usage history (Bovsh *et al.*, 2024). This enables the company to respond promptly to changes in land relations and optimise production processes based on accurate information.

The implementation of a CRM system has enabled Astarta-Kyiv to adopt a comprehensive approach to land bank management, integrating with other corporate systems to automate business processes. By automating data collection and processing, the CRM system facilitates more accurate planning for procurement and product supply. As a result, Astarta-Kyiv has been able to reduce transportation costs, optimise inventory, and ensure timely delivery to end consumers (Creation of a unified..., n.d.). Thanks to increased sales across all segments, Astarta's consolidated revenue for the first nine months of 2023 reached 392 million EUR, a 15% increase compared to the same period last year. This demonstrates the significant impact of the CRM system on the company's financial performance. The implementation of a CRM system at Astarta-Kyiv marks a significant milestone in the digital transformation of the agro-industrial business. This technology has enabled the company to significantly enhance operational efficiency, improve interactions with customers and partners, and adapt to market changes, ensuring long-term competitiveness and sustainable growth.

In today's competitive agro-industrial market, effective management of logistics processes is crucial to gain market access and ensure high levels of customer service (Kim *et al.*, 2025). Geo-analytics has emerged as a vital tool in achieving these objectives. Businesses are leveraging geo-analytics to collect, process, and analyse spatial data, enabling them to optimise various business processes, including logistics, and make more informed decisions. Given the perishable nature of many agricultural products, geo-analytics is particularly essential for reducing costs and improving the efficiency of logistics operations. A prime example of successful geo-analytics implementation is MHP, a leading poultry producer in Ukraine. MHP utilises geo-analytical technologies to plan its logistics processes, allowing it to not only optimise delivery routes but also effectively manage transportation costs.

MHP's geo-analytics is rooted in the collection and analysis of spatial data, including customer locations, warehouses, and points of sale, as well as data on roads, infrastructure, and available transportation. This enables the company to construct more efficient delivery routes, reducing transportation time and, consequently,

decreasing fuel costs, vehicle maintenance expenses, and driver wages. Given the perishable nature of poultry products, ensuring swift delivery is crucial for maintaining product quality and meeting customer demands. By leveraging data analysis algorithms, MHP can determine optimal delivery times and the most efficient routes for transporting products to end consumers. For instance, geo-analytics allows for the consideration of factors such as road conditions, weather, traffic congestion, and other external variables that can impact delivery times. This significantly reduces the risk of delays and unexpected costs (Chickens and BigData..., 2020). Moreover, the application of geo-analytics helps MHP to assess and optimise its company infrastructure, including warehouses and distribution centres. By identifying the most advantageous locations for warehouses and sales outlets, the company can significantly reduce transportation costs, as products are delivered directly from the nearest warehouse to the end consumer. This not only reduces transportation costs but also minimises expenses on goods handling, storage, and internal movement within the warehouse. Geo-analytics also enables the company to forecast seasonal demand fluctuations and plan its operations accordingly. For instance, during periods of high demand associated with holidays or festive seasons, the company can use geo-analytics to adapt delivery routes, avoiding delays and optimising transportation volumes.

By harnessing geo-analytics, MHP has not only reduced logistics costs but also significantly improved customer service. Swift delivery times have enabled the company to ensure timely supply and enhance customer relationships, fostering loyalty and encouraging repeat purchases. Furthermore, the company can leverage geo-analytical data to expand into new markets. By conducting precise geographic data analysis, MHP can identify promising new business regions and efficiently organise deliveries to these areas, mitigating risks and costs associated with limited market knowledge. Since the full-scale Russian invasion of Ukraine, MHP has rapidly adapted its logistics infrastructure to the new circumstances. Notably, the company significantly increased the volume of goods transported through Danube ports, compensating for losses incurred from the blockade of traditional sea routes. Additionally, the company has intensified operations at the western border, where new dry ports have emerged, facilitating the diversification of logistics routes and enhancing supply chain resilience. Overall, the application of geo-analytics in the logistics of agro-industrial enterprises is a crucial tool for improving efficiency and reducing costs. In the case of MHP, geo-analytics has not only enhanced logistics processes but also contributed to improved customer service, a key factor in maintaining competitiveness in the agro-industrial sector (Chickens and BigData..., 2020).

The implementation of geo-analytics within MHP has significantly enhanced the management of land resources and logistics processes. Notably, the company has mapped one-third of its land bank, utilising 150 combines, 99% of which were equipped with Field View Drive data transmission systems. This has allowed for the evaluation of technology effectiveness on each field parcel, enabling subsequent improvements (MHP scartographised

one..., 2024). Analysing consumer preferences and behaviours allows agro-industrial companies to adjust their strategies, particularly in response to the growing demand for organic products. Marketing monitoring also enables the assessment of competitors, identifying their strengths and weaknesses, which in turn facilitates the development of unique value propositions and the refinement of marketing strategies. Evaluating external factors such as economic, social, and political changes that can impact business operations is equally important. Modern technologies such as CRM systems, geo-analytics, and market trend analysis platforms provide businesses with the tools to swiftly adapt to market fluctuations. Consequently, marketing monitoring empowers food industry businesses to maintain a competitive edge, respond effectively to change, and thrive in dynamic market environments.

► Discussion

The increasing need for agro-industrial businesses to adapt to dynamic market changes and intensified global competition underscores the importance of enhancing their competitiveness. In this context, digital technologies and innovative approaches play a crucial role in creating competitive advantages. The findings of this research highlight the effectiveness of marketing monitoring as a tool for enabling agro-industrial enterprises to adapt to evolving consumer preferences and market trends. The utilisation of technologies such as CRM systems, geo-analytics, and online platforms empowers businesses to respond promptly to changes, optimise business processes, and enhance competitiveness. These results underscore the significance of innovative tools for improving market strategy management. In comparison, the research conducted by I. Kryukova *et al.* (2024) emphasises the use of controlling as a tool for optimising internal processes and strategic management through the analysis of costs and financial indicators. While both studies aim to improve management efficiency in the agro-industrial sector, the primary difference lies in their focus: this research highlights the role of market-oriented tools and digital technologies, whereas study by I. Kryukova *et al.* study concentrates on internal processes and financial aspects.

A comparison with the research conducted by K.M. Łukiewska (2024), which focused on strategic resource management for achieving international competitiveness, reveals distinct approaches. K.M. Łukiewska employed factor analysis to examine the impact of resources on the competitiveness of Polish enterprises, whereas this study centred on marketing tools for analysing consumer trends and adapting to local market conditions. Consequently, the findings of this research highlight the importance of utilising digital technologies and market-oriented tools to ensure business adaptability, while the research of other authors suggests alternative approaches focused on internal resource management and strategic planning. Both approaches complement each other, providing opportunities for a comprehensive approach to managing the competitiveness of agro-industrial enterprises. In the research conducted by F.V. Guliyev (2022), the primary focus lies on marketing audits as a method for evaluating and improving the effectiveness of marketing strategies. The authors emphasise the importance of regular reviews

of marketing processes, enabling the identification of weaknesses and the subsequent adjustment of enterprise strategies, thereby enhancing competitiveness. This approach emphasises the systematic review and improvement of marketing activities, focusing on optimisation and effectiveness at all stages.

The research conducted by I.C. Baierle *et al.* (2022) and this study present distinct approaches to enhancing the competitiveness of agro-industrial enterprises. While both aim to improve business performance, they focus on different aspects. I.C. Baierle *et al.* emphasise the integration of digital technologies, particularly CRM systems, to improve business processes. Their research highlights the comprehensive application of digital solutions to enhance both managerial and marketing functions within enterprises. In contrast, this study focuses on the utilisation of various contemporary methods for market monitoring and adapting to evolving consumer preferences. This research highlights the importance of timely market response and strategic adjustments to enhance competitiveness. The primary difference between the two studies lies in their emphasis. I.C. Baierle *et al.* underscore the holistic implementation of digital technologies across all aspects of business operations, while this study concentrates on specific tools for market analysis and monitoring to adapt strategies according to changing consumer behaviour.

In the study by Q. Muftaydinov (2023), the results demonstrate an alternative approach centred on traditional methods, such as improving production processes, diversifying product ranges, and strategic planning. The use of SWOT analysis in Q. Muftaydinov's article aims to evaluate internal resources and the ability of enterprises to adapt to external environmental changes. However, compared to digital technologies that enable businesses to respond rapidly to market challenges, traditional methods may appear less flexible, although they remain effective for strategic development. The results of this study also differ from the research of K.M. Priya & S. Alur (2023), which focuses on improving production processes and product diversification strategies. Unlike the author's approach, which centres on the integration of digital technologies into marketing strategies, the findings of K.M. Priya & S. Alur emphasise the importance of analysing traditional business processes to form effective solutions in changing market conditions. While both approaches demonstrate value in enhancing competitiveness, the application of digital technologies in current research allows for more flexible adaptation to evolving consumer preferences and rapid adjustments to market strategies. Thus, the analysis shows that while traditional methods remain useful for long-term planning and strategic management, the integration of modern technologies provides an additional advantage in the face of rapid market changes, facilitating swift adaptation and increased competitiveness.

Both this study and the article of H. Ding *et al.* (2023) delve into the significance of technology in advancing the food industry, particularly in terms of product safety and quality. While both studies focus on innovations that enhance production efficiency through the application of artificial intelligence and big data, they differ in their emphasis on specific technologies and practices. The current study places a strong emphasis on the use of tools for

analysing consumer trends. These technologies facilitate the collection of crucial data to improve marketing strategies and decision-making within agro-industrial companies. In contrast, H. Ding *et al.* highlight the role of big data and artificial intelligence in optimising production processes, enhancing product safety, and ensuring quality. While this study primarily focuses on developing market monitoring strategies through the use of cutting-edge technologies, H. Ding *et al.* concentrate on the technical aspects of implementing AI and big data to improve production efficiency and product safety. A significant emphasis in their research is the integration of AI with big data for more accurate demand forecasting, process optimisation, and cost reduction through intelligent management systems.

The present research and the study of Yu. Perehuda & N. Korobova (2023) share a common focus on enhancing the competitiveness of the agro-industrial sector, specifically in animal husbandry, through the application of digital marketing tools. However, the approaches to achieving these goals differ significantly, particularly in terms of the specific industry niches explored, such as snail farming and organic aquaculture, as studied by Yu. Perehuda & N. Korobova. The findings of Yu. Perehuda & N. Korobova emphasise the importance of planning and implementing digital marketing for livestock farms, especially in the context of economic volatility. Their research highlights the need for a deep analysis of production costs, pricing, and contractual terms. A key aspect is the use of a phased approach to implementing digital tools, including defining a targeted product mix, setting target prices, and establishing a sales calendar to ensure product competitiveness (Palamarchuk & Korkach, 2023).

The conducted study examined the effectiveness of implementing integrated digital tools to help agro-industrial businesses adapt to market changes. The utilisation of modern technologies allows not only for the analysis of market trends and demand forecasting but also for the optimisation of operational processes such as supply chain management and logistics (Shtal *et al.*, 2023). This creates a foundation for rapid responses to evolving consumer preferences and provides businesses with a competitive edge. The findings of this research highlight the advantages of this approach compared to the article of O. Ievseitseva & O. Mihalatii (2024), which focuses on a broader range of tools, including product innovations and personalised marketing strategies. Unlike the focus on specific digital tools in this study, O. Ievseitseva & O. Mihalatii's approach concentrates on developing strategies for adaptation to new market conditions through the broad integration of innovations into marketing.

The analysis also highlights significant differences between this study and the findings of Sufyan *et al.* (2024). In their research, Sufyan *et al.* focus on product innovations, particularly the creation of healthy, organic, and gluten-free products that align with current consumer trends. While such approaches foster customer loyalty and expand market share, they are less focused on the utilisation of digital technologies. In contrast, this study demonstrates the effectiveness of employing technology to optimise marketing strategies and adapt to market changes swiftly. Thus, the discussion of different approaches

underscores the importance of integrating both technological and product innovations.

Similarly, while both this study and the research of E. Rahmadani & E. Elinur (2024) focus on digital strategies to enhance the competitiveness of the agricultural sector, there are distinct approaches. E. Rahmadani & E. Elinur emphasise the use of social media, e-commerce, and SEO to expand markets and interact with end consumers. They also address challenges such as infrastructure limitations and digital literacy. This study, however, places more emphasis on the implementation of CRM systems, geo-analytics, and online platforms for analysing consumer trends, particularly for optimising logistics and production processes.

The research by R. Abiri *et al.* (2023) focuses on digital agriculture technologies such as the Internet of Things (IoT), artificial intelligence (AI), automation, and sensors, and their application in enhancing agricultural processes like crop health monitoring, soil quality control, and cost reduction. A key difference between this research and the current study lies in the emphasis. While this study concentrates on the commercial aspects of using digital tools for monitoring and managing marketing processes within the agro-industrial complex, R. Abiri *et al.* focus on using these technologies to improve agricultural productivity through automation and integration with high-precision monitoring systems.

N. Khomiuk *et al.* (2022) emphasise the importance of marketing tools in enhancing the competitiveness of agro-industrial enterprises in Ukraine. Their research highlights the role of agromarketing as a fundamental tool for driving economic growth in the agricultural sector by aligning businesses with market demands and consumer needs. The primary focus is on marketing communication strategies, market research, competitor analysis, and catering to the growing demand for agricultural products. Notably, the research emphasises the need for integrating marketing tools to optimise business operations, enabling enterprises to successfully adapt to changing market conditions and economic situations. The current study, in contrast, emphasises the use of modern digital tools to significantly improve the efficiency and accuracy of marketing management processes.

Both this study and the research of O. Dovgal *et al.* (2017) share a common focus on enhancing the competitiveness of agro-industrial enterprises, but they differ in their approaches and methodologies. While both acknowledge the significance of competitive advantages in the agricultural sector, they analyse these aspects from distinct perspectives. This study emphasises the application of digital technologies, such as CRM systems, geo-analytics, and online platforms, to enhance competitiveness in the agro-industrial sector. It focuses on innovative approaches and the use of modern market monitoring tools, enabling businesses to respond swiftly to changing consumer trends and improve efficiency.

In contrast, the research by Yu. Okhota *et al.* (2024) presents a conceptual multi-component model of an innovation mechanism for enhancing the competitiveness of agro-industrial enterprises. The authors highlight the need to implement innovative technologies and develop energy potential to increase the efficiency of agricultural

enterprises, especially in the context of globalisation and competition. They propose the creation of an innovation management system that would allow enterprises to adapt to changes and ensure sustainable development through the optimal utilisation of resources and energy. The study confirmed the importance of integrating modern technologies to improve the competitiveness of agribusinesses. A comparison of the different approaches shows that innovative tools, such as marketing monitoring and CRM systems, facilitate quick adaptation to market changes, thereby increasing management effectiveness.

► Conclusions

The present study demonstrated the high effectiveness of using modern marketing tools in enhancing the competitiveness of food industry enterprises within the agribusiness sector. Based on an analysis of the activities of these enterprises, it was established that the implementation of marketing monitoring is an integral part of their strategic development. In particular, the integration of technologies such as CRM systems, geospatial analytics, and online platforms provides a significant competitive advantage, fostering flexibility in adapting to changing market conditions. An analysis of the activities of PrJSC Myronivsky Hliboproduct, the Roshen Corporation, and Astarta-Kyiv revealed the key aspects that define their competitiveness.

MHP actively employs geo-analytics to optimise logistics processes. This enables a reduction in transportation costs, shorter delivery times, and ensures the preservation of product quality. The use of CRM systems enhances customer relationship management, increases customer loyalty, and facilitates the creation of personalised offers. These measures have helped MHP maintain its leadership position in the domestic market and actively develop export channels. The implementation of geo-analytics at MHP significantly improved land resource management and logistics. The company mapped a third of its land bank using 150 combine harvesters, 99% of which were equipped with Field View Drive systems.

The Roshen Corporation focuses on expanding its product range and creating innovative product lines adapted to changing consumer preferences, such as premium and organic products. The high level of brand recognition is ensured through active advertising, participation in social and cultural projects, as well as an innovative approach to packaging design. This has strengthened Roshen's position in the international market and expanded its market share in new regions, with the company now holding 47% of the market share. The integration of market research into the product development process has enabled the company to anticipate market trends and introduce new products in a timely manner, providing a long-term competitive advantage.

Astarta-Kyiv has demonstrated the successful integration of the AgriChain Land mobile app, which helps optimise land resource management. This approach facilitates access to up-to-date information on land plots and contributes to cost reduction, which, in turn, positively impacts the overall efficiency of the company's operations. The use of analytical tools to monitor market conditions has enabled Astarta to adjust its strategy in response to changes in demand, regulatory conditions, and

environmental challenges. Additionally, it has reduced land bank management costs by 20% of land surveyors' working time. In 2019, thanks to the implementation of this solution, 1,293.4 hectares of land were returned to production, and in 2020, a further 659.84 hectares were brought back into use, improving land efficiency.

The application of marketing monitoring, including competitor analysis, consumer preferences, and external environment analysis, enables agro-industrial enterprises to develop adaptive strategies. The utilisation of modern digital technologies ensures flexibility and precision in decision-making, fostering competitiveness even in challenging market conditions. Special attention should be paid to combining marketing tools with operational decisions, enabling the creation of integrated business

models for long-term development. Moreover, it is crucial to note that enterprises combining market research with technological innovations demonstrate higher adaptability and the ability to respond more effectively to external challenges. Future research should focus on analysing the effectiveness of integrating the latest digital technologies into the marketing strategies of small agro-industrial enterprises and assessing their impact on economic sustainability.

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► Conflict of interest

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► References

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Маркетинговий моніторинг як інструмент оцінки конкурентоспроможності підприємств харчової промисловості в агропромисловому комплексі

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► **Анотація.** Метою дослідження було оцінити ефективність використання сучасних маркетингових інструментів для підвищення конкурентоспроможності підприємств харчової промисловості в агропромисловому комплексі України. Методологія дослідження включала SWOT-аналіз для приватного акціонерного товариства «Миронівський хлібопродукт» (МХП) та корпорації «Roshen», а також кейс-стаді інтеграції мобільного додатку AgriChain Land в агрохолдингу «Астарта-Київ». Ключові висновки дослідження продемонстрували, що використання цифрових технологій, таких як CRM-системи, геоаналітика та мобільні додатки, підвищує конкурентоспроможність підприємств. Впровадження геоаналітики в МХП значно покращило управління земельними ресурсами та логістикою. Компанія нанесла на карту третину свого земельного банку, використовуючи 150 комбайнів, 99 % з яких були оснащені системами Field View Drive. У корпорації «Roshen» маркетинговий моніторинг допоміг адаптувати асортимент продукції до змін споживчих уподобань, зокрема, шляхом розробки нових продуктів, спрямованих на преміум-сегменти ринку, і станом на 2025 р. компанія займає 47 % ринку солодошів. Активний аналіз конкурентного середовища та тенденцій дозволив компанії розширити географію експорту та зміцнити свої позиції на міжнародних ринках. «Астарта-Київ» інтегрувала мобільний додаток AgriChain Land для покращення управління земельними ресурсами, що дозволило компанії скоротити час, необхідний для прийняття управлінських рішень, на 20 %. Використання цього інструменту допомогло оптимізувати ресурси та підвищити операційну ефективність. Результати дослідження підтвердили, що використання цифрових технологій у маркетингових та управлінських процесах дозволяє підприємствам адаптуватися до ринкових змін, тим самим підвищуючи свою конкурентоспроможність. Ці результати можуть бути використані для розробки стратегій впровадження сучасних маркетингових інструментів на інших сільськогосподарських підприємствах

► **Ключові слова:** аналіз споживачів; цифрові технології; планування; геоаналітика; управління маркетинговою діяльністю; інновації