

MANAGEMENT MODEL FOR DEVELOPING A MARKETING STRATEGY

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ABSTRACT

The aim of the article is to propose a model for developing a marketing strategy for an agricultural farm.

The agricultural products market is characterized by a number of features, which is why it is very close to the conditions of ideal competition. This in turn determines that management decisions related to the realization of production relate to the type, place, time and form of production to be offered. Making justified management decisions is a process involving a set of activities. The quality of their implementation can be increased through the planning system in the farm and in particular the development of a marketing strategy.

The proposed model is developed on the basis of the basic methodology, taking into account the specific features of the agricultural products market. The main criterion for distinguishing stages and sub-stages of the model is the relative completeness of the procedures that constitute them. It is also subject to the criterion of the presence of a logical connection between successive activities.

The preparation and use of a marketing plan expresses to the highest degree compliance with the external business environment, i.e. application of a market-oriented approach to farm management. In this sense, the marketing strategy can be considered as a way to establish strategic correspondence between the internal environment of the farm and the dynamic changes in the environment, i.e. through it the farm converts the impacts of the environment into actions adequate to them.

KEYWORDS: customer, marketing activities, agriculture, market

ABSTRAKT

Ziel des Artikels ist es, ein Modell für die Entwicklung einer Marketingstrategie für landwirtschaftliche Betriebe vorzuschlagen.

Der Markt für landwirtschaftliche Produkte zeichnet sich durch eine Reihe von Merkmalen aus, die den Bedingungen eines idealen Wettbewerbs sehr nahe kommen. Dies wiederum führt dazu, dass Managemententscheidungen im Zusammenhang mit der Produktionsrealisierung Art, Ort, Zeit und Form der angebotenen Produktion betreffen. Das Treffen fundierter Managemententscheidungen ist ein Prozess, der eine Reihe von Aktivitäten umfasst. Die Qualität ihrer Umsetzung kann durch ein betriebliches Planungssystem und insbesondere die Entwicklung einer Marketingstrategie verbessert werden.

Das vorgeschlagene Modell basiert auf der grundlegenden Methodik und berücksichtigt die Besonderheiten des Agrarmarktes. Das Hauptkriterium für die Unterscheidung der Phasen und Unterphasen des Modells ist die relative Vollständigkeit der Verfahren, aus denen sie bestehen. Es unterliegt auch dem Kriterium des Vorhandenseins einer logischen Verbindung zwischen aufeinanderfolgenden Aktivitäten.

Die Erstellung und Anwendung eines Marketingplans drückt die größtmögliche Übereinstimmung mit dem externen Geschäftsumfeld aus, d. h. die Anwendung eines marktorientierten Ansatzes in der Betriebsführung. In diesem Sinne kann die Marketingstrategie als ein Weg betrachtet werden, eine strategische Übereinstimmung zwischen dem internen Umfeld des Betriebs und den dynamischen Veränderungen in diesem Umfeld herzustellen, d. h. der Betrieb wandelt die Auswirkungen des Umfelds in entsprechende Maßnahmen um.

STICHWORTE: Kunde, Marketingaktivitäten, Landwirtschaft, Markt

RÉSUMÉ

L'objectif de cet article est de proposer un modèle d'élaboration d'une stratégie marketing pour une exploitation agricole.

Le marché des produits agricoles se caractérise par de nombreuses caractéristiques, ce qui explique sa grande proximité avec les conditions d'une concurrence idéale. Ceci détermine que les décisions de gestion relatives à la production sont liées au type, au lieu, au moment et à la forme de production à proposer. La prise de décisions de gestion justifiées est un processus impliquant un ensemble d'activités. La qualité de leur mise en œuvre peut être améliorée grâce au système de planification de l'exploitation, et notamment à l'élaboration d'une stratégie marketing.

Le modèle proposé est élaboré sur la base de la méthodologie de base, en tenant compte des spécificités du marché des produits agricoles. Le principal critère de distinction des étapes et des sous-étapes du modèle est l'exhaustivité relative des procédures qui les constituent. Il est également soumis au critère de l'existence d'un lien logique entre les activités successives.

L'élaboration et l'utilisation d'un plan marketing témoignent d'une conformité optimale avec l'environnement commercial externe, c'est-à-dire de l'application d'une approche de gestion agricole axée sur le marché. En ce sens, la stratégie marketing peut être considérée comme un moyen d'établir une correspondance stratégique entre l'environnement interne de l'exploitation et ses évolutions dynamiques, c'est-à-dire que l'exploitation convertit les impacts environnementaux en actions adaptées.

MOTS-CLÉS: client, activités marketing, agriculture, marché

INTRODUCTION

In an increasingly competitive and dynamic global marketplace, the development of an effective marketing strategy has become a cornerstone of business success. Strategic marketing management enables organizations to align their market-oriented goals with internal capabilities and external

opportunities, ensuring sustainable performance and adaptability (Kotler & Keller, 2022). The design of a management model for developing a marketing strategy thus requires a structured approach that integrates analytical tools, managerial decision-making processes, and organizational learning (Porter, 2008; Walker & Mullins, 2014); (Borisova, 2025).

A marketing strategy serves as the blueprint that guides how a firm creates value for its customers and differentiates itself from competitors (Day & Moorman, 2016). However, translating strategic intent into actionable marketing plans necessitates a coherent management model that encompasses environmental scanning, market segmentation, positioning, resource allocation, and performance evaluation (Armstrong et al., 2021). This model should not only address traditional marketing mix variables but also adapt to the challenges posed by digital transformation, shifting consumer behavior, and intensified global competition (Chaffey & Ellis-Chadwick, 2022).

The process of developing a marketing strategy involves a dynamic interaction between internal managerial capabilities and external environmental factors. Modern management models increasingly emphasize agility, innovation, and customer-centricity as critical enablers of competitiveness (Homburg, Jozic & Kuehnl, 2017). Managers are now required to integrate data-driven insights, sustainability considerations, and stakeholder engagement into strategic decision-making (Solomon, 2019). Consequently, the integration of marketing analytics, performance metrics, and adaptive learning processes has become essential for achieving organizational resilience and long-term growth (Day, 2011; Kotler et al., 2019); (Nikolov, Boevski, Borisov and Radev, 2020).

The purpose of this research article is to propose and analyze a management model for developing a marketing strategy that systematically connects strategic objectives with operational marketing decisions. The study explores theoretical foundations, key components, and practical applications of such a model, emphasizing its role in enhancing market responsiveness, innovation capacity, and customer value creation. By synthesizing current theoretical perspectives and managerial practices, this research contributes to the development of a conceptual framework for effective marketing strategy formulation and implementation (Walker & Mullins, 2014; Day & Moorman, 2016).

RESULTS AND DISCUSSION

Setting a goal (goals) is a starting point not only in carrying out economic activity, but also in any other activity in human society. "A goal can be defined as a desired result or some specific state that a group strives for, with people working together." (Angelov, 1998) P. Drucker determined that there is only one correct definition of the goal of business, namely to create a client. "The client is the foundation of the business, supporting its existence. He alone creates work. And it is precisely to satisfy the client that society entrusts the wealth-producing resources to the business enterprise." (Drucker, 2001)

"What must be penetrated into the entrepreneur's consciousness is that his work, initiative and risk are meaningful only in the presence of market recognition." (Kamenov, 1999)

"It is important for all business people to understand that the purpose of industry is not to produce goods, but to satisfy consumer needs. The starting point for business is the buyer and his needs and wants, not technology or commercial experience." (Levitt, 2001)

Under these conditions, every manager reasonably asks himself the question: "Will anyone buy my products?" Finding an answer to this question is possible if a marketing strategy is developed. The specialized literature clearly defines the stages through which the development of such a strategy goes and the requirements it must meet (Borisov and Shilev, 2025). However, the agricultural products market is distinguished by some very important characteristics that directly affect the functioning of agricultural holdings. They are expressed in the fact that:

- The product produced is homogeneous (often of a raw material nature), which does not allow the manufacturer to differentiate its product from that of other manufacturers;
- The supply is carried out by a large number of producers, none of whom can independently influence the market;
- The small relative share of each producer prevents it from implementing its own pricing policy. The price at which production is sold is the result of aggregate demand and supply, i.e. the individual producer receives the price from outside;
- The strategic importance of the industry for each country and the problems that accompany the functioning of the market have made it the most significant object of influence by regulatory authorities;
- Entry and exit from the market is easy due to the relatively low capital intensity of production compared to other industries.

Thus characterized, the agricultural products market is very close to the conditions of ideal competition, therefore management decisions related to the sale of production relate to the type, place, time and form of the production to be offered (Borisov, Radev and Nikolov, 2019).

All these features must be taken into account when developing a product offering strategy. The development of a marketing strategy includes activities grouped into stages and implemented sequentially. The main stages and substages of the model are distinguished based on the relative completeness of the procedures that make them up. It is also subject to the criterion of the presence of a logical connection between successive activities.

Stage I – "Mission and long-term goals". The main goal is to clearly define the mission and long-term goals of the company, as well as their knowledge and sharing by all staff. This stage is the basis for all others, as it determines the direction of development of the farm (Nikolov, Borisov and Radev, 2014). Its importance is also predetermined by the fact that the decisions here are made by the owners. These decisions have a direct impact on the stage "Selecting a target market and strategic analysis" and the stage "Marketing goal setting".

Through its content, the mission provides an answer to the questions: "Who are we?", "What do we want to do in business?", "What is our role in society?". The answers to these questions should express a broader understanding of the business, rather than a narrow definition of the type of product produced and the markets (in a purely geographical sense) for its realization.

The mission expresses the needs that the organization will satisfy through its activities. Business activity is viewed as a process of satisfying needs, not as a production process of a specific product.

When formulating the mission, M. Andreeva (2001) defines the following requirements that must be met:

- the credo, principles and values through which the organization's mission is expressed should be formulated precisely, clearly and unambiguously and shared by all staff.
- to express the uniqueness and specificity of the organization.
- brevity (it is best to express the mission in one or a few sentences, but they should not be ambiguous, sound convincing and memorable).
- the mission statements should be permanent.
- originality of the mission.
- reality of the mission.
- the mission must be oriented towards the user or audience that the organization serves.

The main (main) goal arises from the company mission, which in turn is detailed in strategic goals. Unlike the mission, the main goal is a clearly expressed intention. It has an integrating nature - it contains the main ideas and directions for development. Long-term goals cover those areas that are considered important and significant from the point of view of the development of the business unit. They show in which areas the activities will be carried out, but not exactly what needs to be achieved. In fact, the formulation of the mission, main goal and long-term goals is carried out by the owners of the farm. However, their presence in the marketing plan (and in any other plan for other functional areas) is imperative, due to their relatively constant nature in time (most often they cover a period longer than that for which the marketing plan is being developed) and together with the results of the strategic analysis, they predetermine what specific goals will be set in the relevant functional areas (including marketing) for the duration of the plan being developed. In this sense, E. Marinova (2002) determines that strategic goals should contribute to: forming among employees a clear idea of their role in the company's activities; consistency of the various management decisions adopted; creating a basis for planning the entire company's activities; creating prerequisites for analysis and control of the company's activities.

Stage II – “Target market selection and strategic analysis”. The main goal is to select market(s) by researching and understanding their specific features. This in turn is a prerequisite for concentrating efforts on those productions that are most highly valued as significant and correspond to the profile of the farm.

The sub-stage “Creation of an information base” aims to build a system that allows collecting information on all elements of the external and internal environment, as well as its processing and storage in order to use it in making justified management decisions. The activities of the sub-stage “Analysis of the external environment” are aimed at determining the characteristic features of the micro- and macro-environment and the resulting opportunities and threats to the strategic competitive position of the farm. The results of the analysis also help assess the attractiveness of the target market and outline its profile, as well as set quantitative marketing goals. In the third sub-stage “Analysis of the internal environment”, the farm's activities are assessed in a multi-faceted manner. The aim is to establish its strengths and weaknesses. The results of this analysis help set quantitative marketing goals and ensure the provision of the necessary resources. The fourth sub-stage “Analysis of the interaction between the external and internal environment” aims to assess which strengths of the economy will allow it to exploit the

opportunities of the external environment and/or minimize the impact of its threats, and also which weaknesses of the economy threaten its existence and/or do not allow it to exploit the opportunities of the external environment. This sub-stage helps to set justified marketing goals and determine the means that will ensure their achievement.

When selecting a target market(s), it is necessary to assess the attractiveness of each of the potential market segments, taking into account the following three factors: size of the segment and speed of its change; structural attractiveness of the segment; goals and resources of the organization absorbing the segment. When assessing and selecting a target market, in case several market segments will be absorbed in parallel, it is necessary to take into account their interconnection with both production and marketing activities, which may lead to a reduction in total costs at the expense of increasing the volume of production, combining operations for storage and transportation of finished products, conducting coordinated communication campaigns, etc.

The purpose of conducting a strategic analysis is “to establish what the real state of the company is from the point of view of its internal potential and the factors and forces in the surrounding environment in which it operates.” (Vladimirova et al., 2005) The environment in which it operates is defined not only as the location of the enterprise, but also as each selected target market (Borisova, 2024). Therefore, a strategic analysis must be carried out for each target market. Conducting a strategic analysis is directed in three main directions: analysis of the internal business environment (i.e. the economy); analysis of the external (surrounding) business environment and determination of the opportunities for interaction between them. The external business environment is generally understood to be the totality of all objects, changes in which have an impact on the organization, as well as all objects whose properties are changed by the behavior of the relevant organization. The external environment determines the opportunities, threats and limitations for the organization and what they could lead to. The forces of the external environment are beyond the scope of the managerial functions of the managers in the organization. Therefore, this environment is difficult to consciously, purposefully influence and change by the management entity. In order for the analysis of the external environment to be complete, P. Ivanov (2001) poses the need to answer the following questions: 1) what are the elements of the external business environment and 2) in what way and to what extent do they affect the enterprise. Depending on the impact on business organizations, which can be direct and indirect, the external environment is divided into macroenvironment and microenvironment, respectively.

The main components of the macro environment are the political, economic, technological, social, demographic and environmental conditions in which the economy operates (Rezear, Borisov and Radev, 2019). These conditions have an indirect impact on its activities, but changes in them can lead to both the discovery of opportunities for the business and the emergence of threats to it. Therefore, it is imperative to study them both backward in time and to predict future trends in their development.

In the analysis of the microenvironment, all objects that have a direct impact on the activity of the economy are taken into account. Here, the most commonly used model is the “Model for Analysis of Competitive Forces” (Figure 1) by Michael Porter (2001).

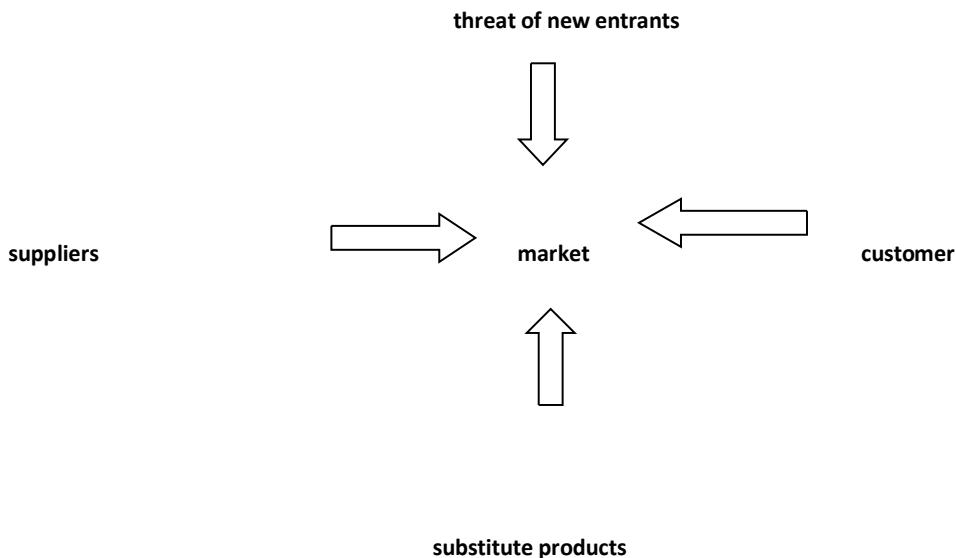


Figure. 1 Market forces. Source: own interpretation.

Customer analysis should answer the questions: "Who are our customers?"; "What are their needs?"; "Where do they buy our product?"; "How do they use it?", etc. The main task here is to establish what determines the motivation of consumers. In addition to end consumers, wholesalers/buyers operating in the relevant market are also defined as customers. Their analysis is important due to the fact that very often the product will reach the end consumer only if it is accepted and promoted by them. When analyzing customers and planning work with them, the market power they possess plays a key role. M. Porter (2001) defines the following cases in which customers possess market power: the industry is characterized by high concentration; the product is standardized (undifferentiated); the price takes a significant share of the buyer's costs; the buyers are from an industry with low profitability and are price sensitive; the purchased output does not matter to the quality of the buyer (his products), in industrial markets; the purchased output does not allow to acquire any significant economy; buyers can integrate backward.

Analysis of the industry (competitors) - the specificity of the industry, with multiple producers, each of which offers a small share, requires the analysis to be carried out at the level of aggregate supply, with attention focused primarily on production volume, sales prices, average yields, and imports.

Supplier analysis. F. Kotler (1991) defines suppliers as business firms or individuals that supply the necessary production resources to the firm and its competitors for the production of goods and services. It is necessary to examine their market power, since suppliers with significant market power can negatively affect the competitiveness of the economy (Borisova, 2025). According to M. Porter (2001), suppliers have significant market power if: they are not a large number of companies, and the level of concentration in them is higher than in the recipient industry; their products are unique or there are high costs when changing suppliers; there are no competing suppliers; there is an opportunity for forward integration; the industry is not significant for the supplier.

Availability of substitute products. These are products that satisfy the same need. They are determined in the minds of consumers and their influence on the company is established by the coefficient of cross-price elasticity. Special attention here should be paid to imported products that cannot be produced by local producers due to natural and climatic requirements (Borisov, Radev, Petrov, Kolaj and Arabska, 2023).

Opportunities for new entrants to the market - these are determined by the barriers to entry into the industry. Michael Porter (2001) defines the following 6 of them: economies of scale; product differentiation; need for available capital; higher, non-volume-dependent costs; access to distribution channels; government policy.

The purpose of the intra-firm analysis is to assess the state of the company, while at the same time revealing the strengths and weaknesses of the company in comparison with its competitors. According to Y. Dzharova (Andreeva, 2001), this analysis can be carried out in two main directions: 1) functional analysis and 2) product-market analysis. Functional analysis covers activities in the individual functional areas of the economy - marketing, finance, personnel, production, organizational structure. And to conduct product-market analysis, different models for portfolio analysis are used. These two approaches complement each other and it is advisable to use them together. However, for product-market analysis, we find that it can only be conducted for existing products and markets, since specific information on these dimensions is needed.

The conclusion of the strategic analysis is the linking of the results of the analysis of the external business environment with those of the internal company analysis. For this purpose, the following is used: SWOT-analysis (S – strengths; W – weaknesses; O - opportunities; T - threats). In order to conduct this analysis, it is necessary, based on the conducted analyses of the external and internal business environment, to determine those of their elements that are of the most significant importance for the business unit, i.e. they become factors. The factors of the external business environment create opportunities and threats that the company, through its strengths and weaknesses, can utilize, respectively neutralize. By developing a matrix of interaction based on the SWOT-analysis, managers can also identify measures to improve the company's weaknesses.

Stage III – “Marketing goal setting”. After the farm has defined its mission and long-term goals, and a strategic analysis of the target markets has been carried out, it can proceed to setting marketing goals for the period of the marketing plan. Marketing goals determine what the farm wants to achieve in its target markets and at the same time, specific goals are developed on their basis for the elements of the marketing mix. All authors agree that marketing goals must be: specific; measurable; time-bound; achievable and consistent with the goals of the other functional areas. Most often, the marketing goal is to achieve a certain volume of sales.

Based on the requirements, two sub-stages are distinguished. The first, “Setting Quantitative Marketing Goals,” aims to set precise and measurable goals. It is influenced by the results of the analysis of the external and internal environment and itself helps to clearly define the means for their implementation.

The second sub-stage envisages ensuring the validity of marketing objectives, which requires their derivation to be based on the analysis of the interaction between the internal and external environments.

StageIV – “Choosing means to achieve the goals” Once the marketing goals have been set, the path to achieve them, i.e. the means, should be chosen. In doing so, it is necessary to outline options that can be analyzed and compared with each other depending on their suitability for achieving the goals. The main criteria for choosing means are:

- clear formulation of the means
- does the farm have the necessary resources?
- the level of risk inherent in the planned activities
- coordination of activities on the farm to achieve synergistic effects

The first sub-stage “Building the necessary organizational and management structure” aims to configure the internal environment by delegating clear rights and responsibilities to the engaged personnel and in a way ensuring the implementation of the planned activities. This sub-stage is determined by the assessment by the control system of the effectiveness of the existing structure. The second sub-stage “Providing implementation with necessary resources” aims to ensure the feasibility of the set goals by providing production with the necessary resources. This sub-stage is influenced by the results of the analysis of the internal environment. The third sub-stage “Developing a specific marketing mix” aims to meet the needs of the market for which it is working, by offering a marketing mix tailored to their requirements. It is influenced by the results of the analysis of the external environment, due to the influence that market entities have on the final decision on what marketing mix to develop.

In fact, this is where the main decisions are made on the elements of the marketing mix (product, price, promotion, distribution), through which the successful implementation of the plan will be ensured. For each of them, it should be described in detail what will be done, by whom it will be done, with what resources and how the specific actions will be arranged in time.

For the first element (product), decisions are made about its main characteristics, these characteristics must correspond to the needs of current and potential customers, and be tailored to the specific market situation of the target market(s) of the farm. In this way, greater attractiveness of the product is achieved, consumers would much more easily recognize it as the product they need. In order to make the necessary decisions, it is necessary to conduct regular surveys among customers, which provide information about their idea of what the product should be, what changes occur over time in the desires and needs of the target markets.

Many specialists define the product as the most important element of the marketing mix, since offering a product that does not meet consumer requirements would make it unsuitable for the market and the other elements of the marketing mix are unable to keep it on the market.

The second element (price) is important for the market success of the product. "As M. Manolov writes, price is "the bar that divides customers into buyers and observers." (Kamenov, 1999) When determining an affordable price that will maintain consumer demand, all pricing factors are taken into account simultaneously. The most important of them are the production objectives and costs, competition, distributors, consumers and the macro environment. In this way, consumers and distributors will accept the product, the company will achieve its goals, and competition will be limited.

The third element (promotion) includes the following four tools: advertising, sales promotion, personal selling and public relations. The decisions here are of utmost importance, due to the fact that the way of communicating with potential customers depends on how they will get to know the product, what information they will receive about the product, so that a purchasing decision can be made on its basis. Consumers would only buy a product if they know about it and it is presented to them in a way that meets their requirements.

The fourth element (distribution) is defined as “one of the most promising areas for reducing costs and is considered one of the elements of the future.” (Trendafilov, 2001) The reasons for this conclusion are mainly that labor productivity has reached high levels, and the share of labor costs in total costs is small and further savings in this area will have little final effect, while transportation costs as an element of distribution are constantly increasing, which determines the importance of decisions in the area of realization, both for achieving savings and for effectively reaching consumers. The main decisions here are related to the choice of sales channels, the choice of appropriate transport, maintaining the warehouse, providing a range of services to customers in order to facilitate consumption.

StageV – “Control of the implementation of the marketing plan” is identified with a single sub-stage “Building a performance control system”. It aims to control the implementation of the marketing plan and, based on identified significant changes in the external environment, to support the initiation of measures to improve its implementation. This sub-stage affects the choice of organizational and management structure and the delegation of rights and responsibilities, as well as the adjustment of the marketing mix if necessary.

Since changes and unexpected situations may occur during the implementation of a marketing plan, it is necessary to monitor the development of the environment, i.e. to conduct strategic control. Significant changes in it, leading to difficulties in the successful implementation of the marketing plan, require timely identification in order to be able to undertake appropriate changes. According to F. Kotler (1991), the key to survival is the organization's readiness to explore the changing environment and adopt appropriate goals and behavior. An adaptive organization constantly explores the environment and tries to achieve strategic compliance with developing conditions through flexible planning.

The marketing plan control system covers setting standards for the implementation of planned activities, measuring their implementation and taking corrective measures. The standards are set during the planning process and most often concern the volume and quality of production, the cost of sales, the time of offering the production to the market, the costs of distribution and promotion. Measuring performance requires monitoring both the achievements of the farm and changes in the parameters of the external business environment. Corrective measures can be divided into three levels: taking actions to achieve the goals of the plan, changing individual elements of the marketing plan in the event of significant changes in the external environment, and completely changing the plan in the event of drastic adverse changes in market conditions.

CONCLUSION

Achieving higher efficiency in the farm's operations and improving its market position can be achieved through the development of marketing strategies. Marketing planning is addressed to managing

the internal environment and directing the activities of the economy according to external factors, while at the same time establishing a balance in the interests of the various economic entities (intermediaries, distributors, consumers, etc.).

The preparation and use of a marketing strategy expresses to the highest degree compliance with the external business environment, i.e. application of a market-oriented approach to farm management. In this sense, the marketing strategy can be considered as a way to establish strategic correspondence between the internal environment of the farm and the dynamic changes in the environment, i.e. through it the farm converts the impacts of the environment into actions adequate to them.

Compliance with the technology of developing a marketing strategy determines its quality. In our case, it goes through certain stages, which are carried out in a certain sequence, and at the same time, each stage is implemented accurately and meaningfully (fully).

The marketing strategy of the agricultural enterprise accumulates in itself all the characteristics of the market and more precisely how they are assessed by the managers (owners). It shows how the agricultural enterprise will operate in a given market or what is the relationship between the enterprise and the market, but at the same time it also sets the requirements that the internal environment must meet (here it manifests itself as a coordinating element) in order to realize the desired farm-market interaction, i.e. to achieve the goals of the agricultural enterprise.

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