

PRIORITIES FOR FURTHER DEVELOPMENT OF SALES ACTIVITIES OF THE PLANT PRODUCTION INSTITUTE OF NAMED AFTER V.Ya. YURIEV IN THE UKRAINIAN PEA SEED MARKET

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The article presents an analysis of the current status and outlines the prospects and directions of changes in the marketing activities of the Laboratory of Grain Legume Breeding (specifically, pea breeding). We used a SWOT analysis followed by an analysis of threats and opportunities, which are divided into three groups according to priority, need to concentrate efforts and resources and monitoring thoroughness. As a result, strengths and advantages of the scientific products under investigation were established; they are quite fundamental and will provide an advantage over other manufacturers for a long time. However, weaknesses, specifically product advertising, require both investment and in-depth analysis of the market. Proposals for the pricing policy formation upon the scientific product (pea seeds) sales and for an improved advertising campaign are presented.

Key words: breeding, competition, market, SWOT analysis, threats, opportunities, seeds.

Introduction. Ukraine has a developed agriculture with long traditions and a high potential for agribusiness development is a world leader in grain markets. In turn, global integration processes, the global grain market, undoubted influence of the green production principles and competitive relationships in grain business determine the new realities of legume industry development.

Literature review. For more than two decades of the development of market relations in the Ukrainian market, the world's leading seed companies have opened their own representative offices and are successfully developing their production and marketing infrastructure. Products of Pioneer, Monsanto (USA), Syngenta (Switzerland), KWS (Germany) are common for farmers. These corporations are mainly engaged in the sales of seeds and hybrids of corn, sunflower, soybean, rape, and sugar beet. During their activities, they opened their own factories on the territory of Ukraine, have experimental farms or fields, and formed regional dealer networks. There are almost no agrarian enterprises and farmers left in Ukraine who did not happen to test sowing material of foreign breeders. However, even without using such products, all farmers are aware of the presence of foreign companies in the domestic market [1].

It should be noted that the seed production status is fully reflected in the grain market, which, as O.V. Lavrynychuk noted, is the basis for the development of the domestic market for bakery, flour/groats, alcohol, confectionery, mixed fodder, bioethanol, and other industries. In some cases, the grain movement comprises from 3 to 22 related or by-product industries, which affect the cost of the final product, from threshing-floors to the final sale [2].

Further development of an industry requires thorough economic assessments and revision of several aspects concerning technical/technological, organizational, economic and market conditions of the whole complex. Priority steps in solving the grain problem are to achieve a balance between supply and demand, to improve government regulation and support produc-

tion mechanisms, to ensure a sound pricing policy, to boost export potential, to build a proper grain market infrastructure, etc. [2, 3].

The administration of an enterprise, as a free producer, should clearly understand that in Ukraine, like in other countries with market economies, the buyer is the master of the situation. As a rule, he has opportunities to choose between several manufacturers (sellers). This means that the producer (seller) constantly (directly or indirectly) compete with producers of the same goods. Therefore, the "making a product is much easier than its selling" statement is a truth of the market economy. Thus, it is necessary to produce what can be sold, but not vice versa, to sell what the company produces [4].

The company and its suppliers, marketing intermediaries, customers, competitors and contact audiences operate within a broader macro-environment that can provide new opportunities or threaten the company with new dangerous challenges. The environmental forces of the enterprise are uncontrolled factors which the organization (institution) should closely monitor and to which it should timely respond. Saving the situation, both at the micro- and macro-levels, allows for achievement of important and valuable benefits that are conditionally assigned to a business entity on the basis of long-term and tireless work to build its reputation [5]. It is due to its image, the organization (institution) acquires significant benefits.

Thus, the general perception of consumers about the scientific products of the Plant Production Institute named after V.Ya. Yuriev, namely about pea varieties, is positive. The pea varieties created at the Plant Production Institute, i.e. Tsarevych (2008), Hlians (2008), Otaman (2011), Oplot (2011), Metsenat (2014), and Haiduk (2019), fully meet current requirements of highly intensive production, give yields of up to 6.0 t/ha, are lodging resistant, suitable for direct combining, more adapted, compared to foreign varieties, to regional climatic conditions and occupy more than 70% of the sown area in Ukraine. The introduction of these varieties allows for more efficient use of material and technical resources, for a reduction in losses and for improvement of the quality of marketable products and seeds due to single-phase harvesting [6].

Our purpose is to improve the management of the sales activities of the Plant Production Institute named after V.Ya. Yuriev of the National Academy of Agrarian Sciences of Ukraine, to rationalize proposals for the pricing policy formation upon the scientific product (pea seeds) sales, and to improve the advertising campaign.

Materials and methods. Recent data on the production and sales of seeds of first generations of pea varieties of the Laboratory of Grain Legume Breeding were taken as source materials for the study; information on the number of buyers, the frequency of sales of seeds first generations, and on the buyers' feedback on the product was also used.

Statistics from both the FAO and the Ukrainian State Statistical Service on yields, production volumes and pea-sown area in Ukraine was used [7, 8].

The SWOT analysis principles and mechanisms [9–12] and I Ansoff's matrix [13–15] were used as analytical tools.

Results and discussion. Recently, the grain industry efficiency has declined because of underdeveloped agricultural market and infrastructure for grain sales, lack of effective mechanisms for the state regulation of prices for grain products both upon overproduction and upon crop failure, high credit rates, and imperfect governmental support. Currently, the state regulation of the grain market in Ukraine does not stimulate the grain production and is not yet able to respond effectively to challenges of the global economy. It is expedient to build up and implement effective mechanisms for regulating the grain market at the state level. To stabilize prices for products in this industry, the state must carry out procurement and commodity interventions, coordinate, and adjust the pricing policy in the national and global markets.

The mainstreams to boost the adaptability of the grain production in the modern conditions are as follows: to plant crops under favorable soil/climatic conditions, to breed varieties and hybrids that would be adapted to the natural conditions of Ukraine, to transfer the grain industry to post-industrial development models, to provide raw materials for bioenergy development, to create a feed basis for animal husbandry, to development organic production, and to structure the grain market [16].

The commercial success of an enterprise, in the final calculation of its existence, depends entirely on the return on investments through the sale of goods. Thus, effective marketing activities are the main function of the marketing department. It is achieved via fuller exploitation of markets and sales of goods.

In order to carry out production and commercial activities in accordance with the market situation and marketing opportunities for a particular product at the enterprise, a marketing strategy is developed for a certain period of time.

The ‘product-market’ matrix is a classic model used when in the marketing strategy is developed; it is also a practical tool for categorizing products and markets [17, 18]. Using the ‘product-market’ matrix (I. Ansoff’s matrix), we justified the choice of the Institute’s strategy for scientific products (pea seeds); the matrix is shown in Table 1.

Table 1

General ‘product-market’ matrix for seeds of pea varieties to develop a strategy for the Plant Production Institute named after V.Ya. Yuriev of NAAS of Ukraine

Product	Market	
	Old	New
Old	Deepening the market	Expanding the market
New	Product development	Diversification

The ‘product-market’ matrix shows how the possibility of successful sales decreases with widening the gap between the trends in the production of basic products and the trends prevailing in the major markets.

Each of these strategies is relevant under certain conditions: the market penetration strategy is efficient when the market is not saturated with goods or when it is growing.

The market development strategy is good if the company expands its market or if new market segments or new areas of application of existing products and products emerge. In this aspect, the focus is on organic farming and organic products. This link also includes the state support for livestock. Commodity outputs, i.e. pea seeds, green mass that can be grown for silage and haylage, are high quality feed for cattle.

The product development strategy is relevant when commercial enterprises enjoy the favor of consumers, developing new products or upgrading old ones to existing markets. Emphasis is placed on the production of new models, quality improvement, etc. In this aspect, the issue of creating specialized food pea varieties is important.

For the convenience of conducting an analysis of the current state and outlining the prospects and activities of the Laboratory of Grain Legume Breeding in the future, we used a SWOT analysis (Table 2). SWOT analysis is a convenient set of marketing and other investigations of the strengths and weaknesses of both the activities and the specific object (product) [19, 20]. This analysis is also used to investigate products of competitors as well as to systematize all information on the external and internal environment of any organization, as it gives detailed answers and outlines promising areas for further work [21, 22].

Analyzing, one should identify really important key factors, abandoning long lists of characteristics that will be very difficult to work with in the future. As Yu. Yoffe pointed out, the process of compiling SWOT matrices is quite subjective, and it is necessary to focus on internal factors that can be managed [21].

If we analyze the strengths of the scientific products under investigation, we will see that these advantages are quite fundamental and will provide an advantage over other manufacturers for a long time. We consider the strengths of the Institute to be its well-moulded image and recognition in the pea seed market not only in Ukraine but also abroad. The creation of new varieties of peas is the mainstream of work; the list of indicators to which both existing and potential buyers pay close attention is constantly modified. All inventions in this direction,

which are associated with qualitative changes in the varietal composition and modifications of known varieties of peas, are submitted to the state body for the protection of intellectual property. That is, the Institute represented by the Laboratory of Grain Legume Breeding has protective documents and protects its inventions.

Table 2

Basic SWOT analysis of scientific products (pea seeds)

Strengths	
Over 20-year experience and the moulded image and recognition of the Institute in the pea seed market	Positive image of the products
Well-known varieties	Clear advantages when large amounts of falsified seeds are in abundance
Own seed production	High-quality specialists without equal substitutes in the labor market are available is a significant advantage
High quality	
Consistent competitive advantage	The pea varieties are protected by intellectual property rights
Weaknesses	
High prices	Improvement of the discount system
Insufficient funding for new projects	Participation in domestic and international grants; search for investors
No investments in marketing	Increased investments in Internet advertising, brand support on Instagram and Facebook
Weak motivation of employees	Strengthening the motivation of employees
Situational analysis of the marketing activities	In-depth analysis of the current status and further prospects
Opportunities	
Opening new markets	will give an opportunity to increase sales
Return to scientifically justified crop rotations	
Organic farming	will require a separate production of certified high-quality organic seeds
State support of animal husbandry	Creation of specialized varieties according to use areas
Processing industry	
Threats	
Sectoral and special changes in the legislation	Reduction in the crop area and, correspondingly, reduction in sales
Changes of customs procedures and fees	
Emergence of new competitors	Lower prices for competitors' products will require a revision of the organization's pricing policy, which may reduce cash inflows and cause losses
Unofficial import of seeds by competitors	
Forgeries and falsification of seed products	Significant deterioration of the Institute's image; consumers' refusal from products
	Continuous monitoring of the pea seed market

At the same time, the weaknesses identified due to the analysis and significantly affecting the sales of pea seeds of first generations are adjustable. Thus, the very fact of limiting

employees in royalties does not motivate them to find new customers and farms, which may be interested in growing both basic and reproductive pea seeds.

The lack of both investment in marketing and analysis of marketing activities does not increase sales. In today's world, the vast majority of information comes via the Internet, where consumers' opinions about products are formed. Thus, neglect of any opportunity to show one's product in the most favorable perspective or to provide interesting and useful information about is unacceptable. Without updated information, consumers lose interest in the manufacturer. Therefore, these weaknesses require both investment and support for promotional activities and in-depth analysis of the market.

When considering opportunities to increase the production and sales of scientific products without additional efforts from employees to find new customers, counseling organic producers to whom one need to demonstrate benefits of the Institute's achievements and creative approach to breeding specialized varieties for processing industry and livestock can remain just opportunities. Therefore, support for employees, their training, refresher courses, training in other specialized institutions, mandatory attendance at exhibitions, scientific and practical conferences in their own and related fields (processing, livestock) will provide both advertising of existing products and new markets.

The high prices for scientific products, in the case of the Institute, can be adjusted for regular consumers with an additional system of discounts and bonuses.

Regarding the threats, the second one, "Changes of customs procedures and fees", was felt by Ukrainian producers when India changed the amount of fees for the supply of marketable products [23]. Of the threats mentioned, only the item "Forgeries and falsification of seed products" can be affected in the information space by informing the community. Also in this case, constant monitoring of the seed market is necessary.

The next stage of SWOT analysis is the construction of matrices for the analysis of threats and opportunities, which are divided into three groups according to priority, need to concentrate efforts and resources, and monitoring thoroughness (Table 3). Three sectors are subject to timely response: HD, HS and MD. Thus, the threats "Changes of customs procedures and fees" and "Sectoral and special changes in the legislation" have already come true and even then our products still remained in demand in the market.

Table 3

Analysis of the threats from competitive forces			
Probability of the threats	Consequences of the threats		
	Destructive (D)	Severe (S)	Mild (M)
High (H)	HD Sectoral and special changes in the legislation	HS Changes of customs procedures and fees	HM Reduction in the crop area and, correspondingly, reduction in sales
Medium (M)	MD	MS Unofficial import of seeds by competitors Forgeries and falsification of seed products Lower prices for competitors' products	MM Continuous monitoring and benchmarking activities performed by competitors in the pea seed market
Low (L)	LD Significant deterioration of the Institute's image	LS Emergence of new competitors	LM

The threats of "Unofficial import of seeds by competitors" and "Forgeries and falsification of seed products" are reduced by constant monitoring of the pea seed market, which is

possible only with sufficient funding of marketing and attention to its development. Given the high degree of uncertainty that is currently inherent to the agrarian sector, the threat "New competitors" is quite low and unlikely, but we have no right disregard this competitive force, which M. Porter included in the top five. The expected possibility of losing or damaging the Institute's image in the pea seed market is a destructive threat, and therefore it should be prevented in advance via building up strong sale channels and direct work with customers and buyers, despite the fact that the threat probability is low.

It should be noted that there are some differences (discrepancies) between the specific (identified) threats and the results of possible measures to neutralize them. This is due to the fact that the consequences of the realization or emergence of such a threat are often deeper than the specific expected outcome. Table 3 shows that such discrepancies are manifested with "Reduction in the crop area" in the case of "Changes in customs procedures and fees" and "Sectoral and special changes in the legislation", and the consequences of their effects that will reduce the crop area are less threatening because they do not have much pronounced dependence on the pea seed production scale.

The opportunity matrix shows that the most important sectors HS, HM, and MS (Table 4). Opportunities presented at the opening of new markets for commercial pea seeds are directly reflected in the volume of seed sales by the Institute.

Table 4

Analysis of opportunities that can be provided by the market			
Probability of using the opportunity	Opportunity effect		
	Strong (S)	Moderate (M)	Weak (W)
High (H)	HS	HM	HW
	Opening new markets	Organic farming	
Medium (M)	MS	MM	MW
		State support for animal husbandry	
		Return to scientifically justified crop rotations	
		Processing industry	
Low (L)	LS	LM	LW

Therefore, in this scenario, it is necessary to use all the capabilities of the leader in the breeding of pea varieties in Ukraine, which is the Institute.

The organic market in Ukraine is already expanding rapidly, and exports of such products are constantly growing [24]. Therefore, the opportunity "Organic farming" is a real niche, where the Institute with its own experience and scientific achievements can find interested investors. The effects of "State support for animal husbandry", "Return to scientifically justified crop rotations" and "Processing industry" may be moderate due to the fact that, for example, animal husbandry and processing industry require specialized varieties, and the creation or refinement of such scientific products may take some time.

Conclusions. Thus, SWOT analysis allows one to find the strengths and weaknesses of one's scientific products, to compare the threats and opportunities that exist directly in the surrounding business space. We found that to increase sales, in addition to in-depth analysis of markets, it is necessary:

- To finance projects on Internet advertising of scientific products;
- To professionally support the institute's site;
- To support high professionalism of employees (training) and reasonable motivation.

Without attention to the identified problems that we can influence and solve, the sales of our scientific products can not be increased.

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ФОРМУВАННЯ ПРІОРИТЕТІВ ПОДАЛЬШОГО РОЗВИТКУ ЗБУТОВОЇ ДІЯЛЬНОСТІ ІНСТИТУТУ РОСЛИННИЦТВА ІМЕНІ В.Я. ЮР'ЄВА НА РИНКУ НАСІННЯ ГОРОХУ УКРАЇНИ

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Матеріали і методи. Вихідним матеріалом для дослідження були дані про виробництво і обсяги реалізації насіння сортів гороху високих репродукцій лабораторії селекції зернобобових культур за останні роки. Було використано статистичні данні як ФАО, так і української державної статистичної служби про рівень урожайності, обсяги виробництва і площі під культурою гороху в Україні. В якості аналітичних інструментів було використано принципи і механізми SWOT-аналізу та матрицю І. Ансоффа.

Обговорення результатів. За допомогою матриці «товар–ринок» (матриця І. Ансоффа) було обґрунтовано вибір стратегії інституту для наукової продукції (насіння гороху). У цьому аспекті перспективною є орієнтація на органічне виробництво. Товарна продукція - насіння гороху, зелена маса, яку можна вирощувати для виготовлення силосу та сінажу, є високоякісним кормом для ВРХ. При стратегії розробки товару робиться наголос на виробництво нових моделей, покращення якості тощо. В цьому аспекті важливим постає питання створення спеціалізованих харчових гороху сортів.

Якщо провести аналіз по SWOT-матриці сильного боку досліджуваної наукової продукції, то ми побачимо, ці переваги Інституту є фундаментальними, що забезпечить перевагу ще на тривалий час. Сильними сторонами Інституту вважаємо вже створений його імідж та пізнаваність на ринку насіння гороху не лише в Україні, а й за кордоном. Створення нових сортів гороху є основним напрямом роботи і являє постійну модифікацію цілого переліку показників, на які активно звертають увагу як існуючі, так і потенційні покупці. Досліджено також слабкі сторони, які значно впливають на обсяги реалізації наукової продукції насіння гороху високих репродукцій, але вони піддаються корегуванню. Обмеження виплат по авторських винагородах не мотивує співробітників на пошук нових клієнтів, зацікавлених у вирощуванні насіння гороху. Відсутність як інвестування в маркетинг, так і аналізу маркетингової діяльності не підвищує обсяги продажів. У сучасному світі переважна більшість інформації поступає через Інтернет, там же формується думка споживача. Таким чином, нехтувати будь-якою нагодою показати свій товар у найвигіднішому ракурсі, надати про нього цікаву, корисну інформацію є неприпустимим.

Висновки. Застосування SWOT-аналізу дозволяє знайти слабкі і сильні сторони нашого наукового продукту, провести співставлення загроз і можливостей, що існують безпосередньо в навколишньому бізнесовому просторі. Окрім глибокого аналізу ринків збуту, для збільшення обсягів збуту наукової продукції, а саме насіння гороху власної селекції, необхідно: – фінансування проектів із Інтернет-реклами наукової продукції; – професійна підтримка сайту інституту; – підтримка високого професіоналізму співробітників (навчання, стажування, відрядження до господарств-клієнтів) та обґрунтоване мотивування.

У разі відсутності уваги до виявлених проблем, на які ми можемо вплинути і вирішити, не може бути збільшений рівень збуту наших наукових розробок

Ключові слова: селекція, конкуренція, ринок, SWOT-аналіз, загрози, можливості, насіння.

PRIORITIES FOR FURTHER DEVELOPMENT OF SALES ACTIVITIES OF THE PLANT PRODUCTION INSTITUTE OF NAMED AFTER V.Ya. YURIEV IN THE UKRAINIAN PEA SEED MARKET

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Materials and methods. Recent data of the FAO and the Ukrainian State Statistical Service on the production and sales of seeds of first generations of pea varieties of the Laboratory of Grain Legume Breeding were taken as source materials for the study. The SWOT analysis principles and mechanisms and I Ansoff's matrix were used as analytical tools..

Results and discussion. The choice of the Institute's strategy for scientific products (pea seeds) was rationalized using the 'product-market' matrix (I. Ansoff's matrix). In this aspect, the focus is on organic farming and organic products. This link also includes the state support for animal husbandry. The product development strategy emphasizes the generation of new models, quality improvement, etc. In this respect, the issue of breeding specialized food pea varieties is important.

If we analyze the SWOT-matrix of the strengths of the scientific products under investigation, we will see that the Institute's results are quite fundamental and will ensure an advantage over other manufacturers for a long time. We consider the strengths of the Institute to be its well-moulded image and recognition in the pea seed market not only in Ukraine but also abroad. The creation of new varieties of peas is the mainstream of work; the list of indicators to which both existing and potential buyers pay close attention is constantly modified. At the same time, the weaknesses identified due to the analysis and significantly affecting the sales of pea seeds of first generations are adjustable. Thus, limiting employees in royalties as well as lack of investment in marketing and analysis of marketing activities do not increase sales. In today's world, the vast majority of information comes via the Internet, where consumers' opinions about products are formed. Therefore, it is advisable to advertise products on the Internet to provide interesting and useful information. Without updated information, consumers lose interest in the manufacturer.

Conclusions. SWOT analysis allows one to find the weaknesses and strengths of scientific products, to compare the threats and opportunities of the business space. In addition to in-depth market analysis to increase sales of scientific products, specifically peas bred by the Institute, it is necessary to finance projects for Internet advertising of scientific products, to professionally support the Institute's website, to improve the professionalism of employees, and to give them reasonable financial and career motivation.

Key words: breeding, competition, market, SWOT analysis, threats, opportunities, seeds.