

QUALIFICATION WORK (DIPLOMA THESIS)

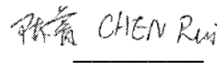
Improving the marketing strategy of the enterprise (based on the materials of
«Derazhnyanskyi Dairy Plant» LLC)

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ASSIGNMENT
FOR THE QUALIFICATION WORK (DIPLOMA THESIS)

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1. Thesis topic: Improving the marketing strategy of the enterprise (based on the materials of «Derazhnyanskyi Dairy Plant» LLC)

Supervisor: Iryna Zakryzhevskaya, PhD in Economics, Associate Professor
Surname, first name, academic degree, academic title

Approved by the Rector's Order dated 26.08.2024, № 60, Appendix 20 in

2. Deadline for submission of the thesis to the department: 05.05.2025

3. Initial data for the work: Scientific monographs and articles by Ukrainian and international scholars, analytical and financial data of «Derazhnyanskyi Dairy Plant» LLC, statistical data on the markets related to construction activities, and the author's own research results

4. Contents of the explanatory note (list of issues to be developed):

1 Theoretical and methodological foundations of formation of the enterprise marketing strategy. 2 Analysis of marketing activities of «Derazhnyanskyi Dairy Plant» LLC in the context of the dairy processing industry of Ukraine. 3 Directions for improving the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC

5. List of graphic material (with indication of mandatory drawings): Interpretation of the concept of «marketing strategy» in scientific sources. Signs of an effective marketing strategy. SWOT analysis matrix. PEST analysis matrix. M. Porter's model. Ansoff matrix. BCG matrix. GE/McKinsey matrix. Major dairy producers in Ukraine. List of milk processing enterprises in Khmelnytskyi region. Types of product range of «Derazhnyanskyi Dairy Plant» LLC. Awards of «Derazhnyanskyi Dairy Plant» LLC. Analysis of technical and economic indicators of «Derazhnyanskyi Dairy Plant» LLC for the period 2022-2024. Matrix of SWOT-analysis of «Derazhnyanskyi Dairy Plant» LLC. BCG Matrix for «Derazhnyanskyi Dairy Plant» LLC. Facebook page of

«Derazhnyanskyi Dairy Plant» LLC. Reasons for improving the marketing strategy
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ABSTRACT

of the qualification work (diploma thesis) of the master
Improving the marketing strategy of the enterprise (based on the materials of
«Derazhnyanskyi Dairy Plant» LLC)

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Scientific advisor: PhD in Economics, Associate Professor
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Total volume of work: 79 pages, 24 tables, 17 figures, 2 appendices, 43 references.

List of keywords: MARKETING STRATEGY, STRATEGIC MANAGEMENT, DIFFERENTIATION, BRAND POSITIONING, MARKETING COMMUNICATIONS, DIGITAL MARKETING, CRM SYSTEM, LOYALTY PROGRAM, CUSTOMER FOCUS.

The first section examines the theoretical foundations of formation and implementation of the enterprise marketing strategy. The essence of the concept of «marketing strategy», its classification, key stages of development and modern approaches to strategic marketing management are considered. The works of leading domestic and foreign scholars are analyzed, which allowed to outline the conceptual framework of the study.

Section 2 provides a comprehensive analysis of the activities of «Derazhnyanskyi Dairy Plant» LLC in the context of the current marketing strategy. The current state of the dairy processing industry of Ukraine in general and Khmelnytskyi region in particular is studied. The general characteristics of the enterprise are presented, its financial and economic indicators for 2022-2024 are analyzed, and the main problems and trends in the organization of marketing activities are identified. The strategic position of the company in the market is assessed using SWOT analysis and BCG matrix.

The third section of the study develops practical recommendations for improving the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC. A set of measures aimed at improving the efficiency of interaction with target consumers is proposed, including updating the brand positioning, audience segmentation, implementing a loyalty program, activating digital communication channels, and developing social initiatives.

The results obtained in the form of proposals were implemented in the activities of «Derazhnyanskyi Dairy Plant» LLC.

Signature  CHEN Rui

Date 27.05.2025

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Introduction

In today's market economy, businesses face a constant need to adapt to changing environments, growing competition, changing consumer behavior, and digital business transformation. In such conditions, marketing strategy is becoming increasingly important as a tool for ensuring the stable development of the enterprise, increasing its competitiveness and creating long-term relationships with customers.

A marketing strategy encompasses a set of actions and decisions that determine how a company interacts with the market, positions its products, builds communication with consumers, and responds to market challenges. A well-formed strategy allows not only to meet the needs of the target audience, but also to increase the efficiency of the company's overall operations.

The problem of improving the marketing strategy is especially relevant for food companies, in particular the dairy industry, which is sensitive to market fluctuations, consumer sentiment, logistical challenges and price competition. In such circumstances, producers must quickly adapt their marketing policies to new realities, actively implement digital tools, build consumer loyalty and strengthen their brands.

The purpose of the master's thesis is to develop theoretical foundations and practical recommendations for improving the marketing strategy of an enterprise.

Achieving this goal necessitated the solution of the following tasks:

- to study the theoretical foundations of the formation of the marketing strategy of the enterprise;
- to analyze the methods of evaluating the effectiveness of the marketing strategy;
- to assess the current state of the dairy industry of Ukraine;
- to provide a general description of the activities of «Derazhnyanskyi Dairy Plant» LLC;

– to carry out a SWOT analysis and portfolio analysis of the marketing activities of the enterprise;

– to evaluate the effectiveness of the marketing strategy of the enterprise.

The object of research is the process of improving the marketing strategy of the enterprise.

The subject of the study is a set of theoretical foundations and applied tasks for improving the marketing strategy of an enterprise.

The following methods were used in the master's qualification work: the method of analysis and synthesis was used to study theoretical approaches to the formation of a marketing strategy, as well as to summarize and structure the results obtained, comparative analysis was used to compare the performance of «Derazhnyanskyi Dairy Plant» LLC with similar enterprises in the industry, as well as to assess the effectiveness of the current marketing strategy in comparison with typical models of strategic management, elements of the systematic approach provided SWOT analysis allowed to systematize the strengths and weaknesses of the enterprise, as well as external opportunities and threats; portfolio analysis (BCG matrix) was used to assess the range of dairy products of the enterprise by the criteria of market growth rates and market share.

The information base of the study is the scientific works of domestic and foreign authors on strategic management, marketing and tools, regulations governing the activities of food industry enterprises in Ukraine, analytical reports of specialized government agencies, industry analytical materials, publications of specialized electronic resources, analytics of the Association of Milk Producers, internal data of «Derazhnyanskyi Dairy Plant» LLC, applied marketing tools and models that have been adapted to the conditions of functioning of the enterprise.

The scientific novelty of the obtained results lies in the theoretical substantiation and scientific solution of the task of improving the marketing strategy of the enterprise in the modern competitive environment through the integrated use of CRM technologies, personalized approaches to the target audience, loyalty programs and socially oriented brand positioning.

The practical significance of the results obtained is that the theoretical provisions of the master's qualification work have been brought to the level of methodological development and practical application to improve the marketing strategy of the enterprise «Derazhnyanskyi Dairy Plant» LLC.

The main provisions of the research were presented and discussed during the XIX International Scientific and Practical Conference «Marketing Technologies in the Context of European Integration Processes», December 19-20, 2024, Khmelnytskyi: KHNU (Appendix A).

The master's thesis consists of an introduction, four chapters, conclusions, a list of references and appendices. The list of references includes 43 sources. The work is supplemented with 17 figures, 24 tables, 2 appendices and calculations. The total volume of the work is 79 pages.

1 Theoretical and Methodological Foundations of Formation of the Enterprise Marketing Strategy

Marketing strategy is a key element of strategic management of an enterprise and determines the main directions of its market behavior. In a broad sense, a marketing strategy is a system of long-term decisions aimed at forming, maintaining and strengthening the competitive advantages of an enterprise based on a thorough analysis of the market, consumer needs and internal potential of the firm [37].

There are different approaches to interpreting the essence of marketing strategy in the scientific literature. Thus, F. Kotler considers it as a logical construction based on situational analysis, which directs the enterprise to achieve marketing goals through the optimal combination of marketing tools [17].

I. Ansoff emphasizes the role of strategic choice, i.e., decision-making on the product range, target markets and ways to penetrate them [18].

J.-J. Lambin proposes to consider marketing strategy as a way to create value for customers, based on the long-term positioning of the enterprise and building its competitive advantages. He focuses on the target orientation of the business and adaptation to changes in the market environment [29].

According to V. Mushtai, M. Lyshenko, V. Makarova approach, a marketing strategy is a set of decisions on product positioning, target audience selection, promotion channels and methods of interaction with customers, which is formed on the basis of an analysis of the internal and external environment of the enterprise [21]. A similar opinion is expressed by D. Aaker, who considers marketing strategy to be a tool for implementing brand policy, managing the assortment and increasing brand value in the eyes of the consumer [1].

Thus, a marketing strategy is not only a set of measures to promote products, but also an integrated system of actions that ensures consistency between the company's mission, resources and market opportunities. It plays a leading role in

achieving a sustainable competitive position, customer focus and strategic development of the enterprise.

Table 1.1 presents the interpretation of the concept of «marketing strategy» by different scholars.

Table 1.1 – Interpretation of the concept of «marketing strategy» in scientific sources

Author (source)	Definition of the concept of marketing strategy	Main focus / feature
1	2	3
F. Kotler, G. Armstrong [17]	Marketing strategy is a logical construction based on situational analysis that leads to the achievement of marketing goals through the marketing mix	Focus on tools (4Ps) and goals
I. Ansoff [18]	Strategy is a set of decisions on the direction of the company's development, which are formed through the choice of market and product	Strategic choice: market + product
J.-J. Lambin [29]	Marketing strategy is a way to create value for the customer and build a competitive advantage	Value orientation, building relationships with customers
V. Mushtai, M. Lyshenko, V. Makarova [21]	A marketing strategy is a system of measures that ensures effective promotion of a product on the market, taking into account its characteristics	Integrated approach, taking into account market specifics
N. Gurina [13]	A set of actions aimed at achieving long-term market goals of the enterprise through adaptation to the external environment	Flexibility, adaptability to the market
D. Aaker [1]	A marketing strategy defines the firm's positioning, competitive advantage and resource allocation decisions	Focus on brand positioning and management

Source: compiled by the author on the basis of [1, 13, 17, 18, 21, 29]

The main features of an effective marketing strategy are shown in Figure 1.1.



Figure 1.1 – Signs of an effective marketing strategy

Source: compiled by the author on the basis of [19]

A successful strategy allows an enterprise to [21]:

- adapt to changes in the external environment;
- rationally allocate resources;
- make informed decisions on market priorities;
- build long-term relationships with customers.

For food industry enterprises, in particular the dairy industry, the marketing strategy should take into account the seasonality of production, high competition, price sensitivity of consumers, quality requirements and sanitary standards [20]. In addition, consumers are increasingly focused on the environmental friendliness of the product, the origin of raw materials, and the transparency of the production process, which necessitates strategic communication with the market [20].

Thus, a marketing strategy is a set of management decisions that includes market analysis, target segment selection, formation of a marketing complex and its implementation in order to achieve a sustainable competitive position of an enterprise.

Formation of a company's marketing strategy is a multicomponent process that involves setting long-term goals, market analysis, assessment of the competitive environment, customer segmentation and selection of the optimal set of marketing tools. The scientific literature presents several conceptual approaches to strategic planning in marketing, which were formed under the influence of the evolution of management paradigms.

One of the basic ones is the traditional strategic approach based on a step-by-step analysis of the external environment and internal resources of the enterprise. The key tools within this approach are:

– SWOT analysis, which allows to assess the strengths and weaknesses of the enterprise in the context of opportunities and threats of the external environment [16] (Figure 1.2);



Figure 1.2 – SWOT analysis matrix

Source: [16]

– PEST analysis, which covers the macro environment – political, economic, social and technological factors that affect the strategy [29] (Figure 1.3);

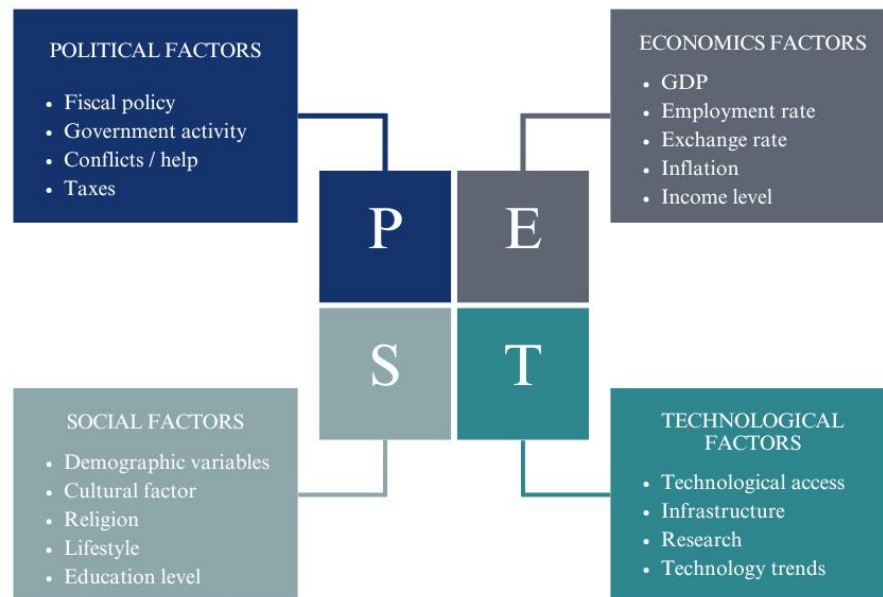


Figure 1.3 – PEST analysis matrix

Source: [29]

– M. Porter's five-force model, which analyzes industry competition (competitors, suppliers, customers, new players, substitute products) and helps to formulate a positioning strategy [33] (Figure 1.4).

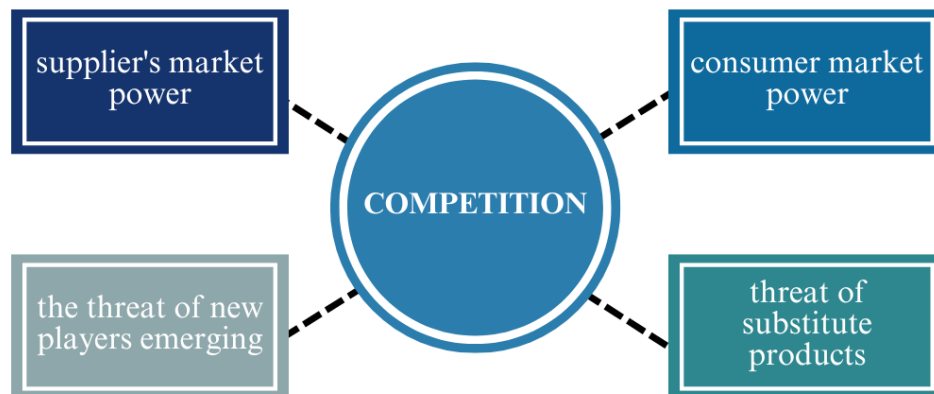


Figure 1.4 – M. Porter's model

Source: [33]

Strategic choice matrices play a significant role in strategic planning. The most common of them are:

– Ansoff's matrix, which allows to evaluate growth strategies in two dimensions: «product-market». On its basis, four strategies are distinguished:

market penetration, market development, product development, and diversification [3] (Figure 1.5);

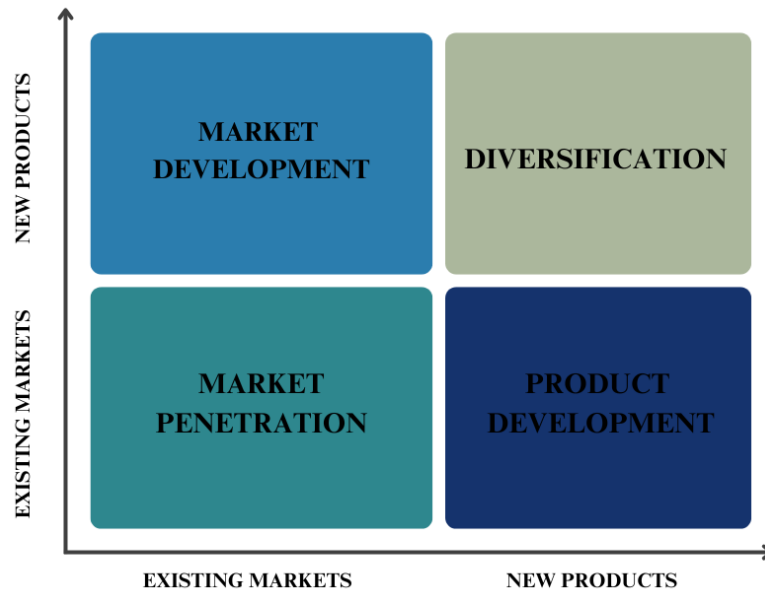


Figure 1.5 – Ansoff matrix

Source: [3]

– BCG (Boston Consulting Group) matrix, which analyzes business units by two criteria – market growth rate and relative market share, and allows allocating resources between them («stars», «cash cows», «question marks», «dogs») [43] (Figure 1.6);

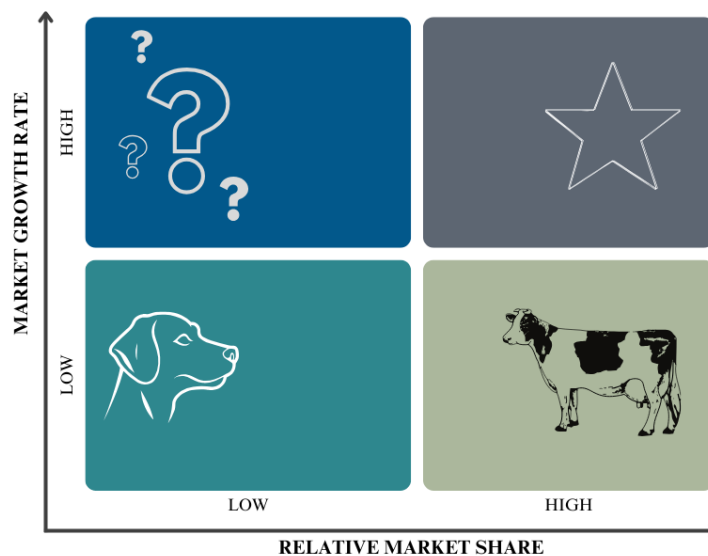


Figure 1.6 – BCG matrix

Source: [43]

– The GE/McKinsey matrix, which evaluates the business portfolio by industry attractiveness and competitiveness of the enterprise, with a wider scale of evaluation than BCG [37] (Figure 1.7).

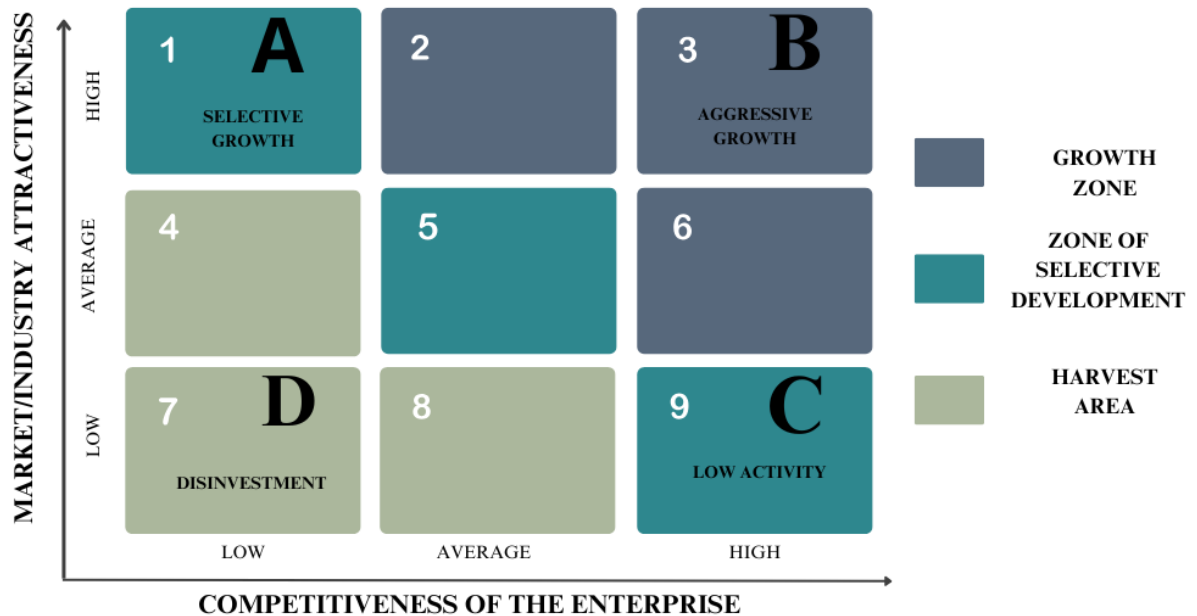


Figure 1.7 – GE/McKinsey matrix

Source: [37]

Modern approaches to strategy formation are increasingly gravitating towards adaptive, customer-centric and digital models that take into account consumer behavioral changes, market dynamics and the impact of technology. As part of this approach, considerable attention is paid to [22]:

- using CRM systems to analyze customer data and predict their behavior;
- omnichannel strategies that integrate all communication and sales channels;
- customer journey mapping, which allows to identify key points of interaction and optimize marketing actions.

All of these approaches can be used individually or in combination, depending on the goals, scale of operations, and market conditions in which the company operates. For processing companies, in particular in the dairy industry, it is advisable to combine classical portfolio analysis models with modern digital

solutions, which allows not only to adapt to the market but also to actively shape consumer demand.

In the 21st century, marketing has been transformed by digital technologies, changes in consumer behavior, globalization, and increased competition. In this regard, marketing strategies need to be constantly adapted and improved. Current trends indicate a shift in focus from the traditional product focus to building long-term relationships with customers, increasing the value of interaction and creating a personalized customer experience [19].

One of the key trends is omnichannel – building a single communication and sales space that combines online and offline channels. Unlike the multichannel approach, omnichannel ensures the continuity of the customer journey, data synchronization, and convenience for the consumer regardless of the point of contact with the brand [15]. For food companies working with both B2B and B2C segments, this opens up opportunities to expand markets, strengthen the brand, and increase marketing efficiency.

Personalization – the use of individual approaches in marketing communication – is also gaining significant relevance. Thanks to modern technologies (CRM, big data, artificial intelligence), businesses can adapt the content of messages to the interests, purchase history, and behavior of customers. This allows to increase the relevance of content, increase loyalty and average check [22].

Another important trend is the automation of marketing processes. Modern tools allow you to automatically send newsletters, launch triggered campaigns, create chatbots in messengers, manage social media, and perform end-to-end analytics. This reduces the workload on staff, reduces the cost of communication, and increases the speed of response [22].

Another trend is the change in consumer values. Buyers are increasingly paying attention to environmental friendliness of production, brand ethics, and local origin of raw materials. In this context, marketing is no longer just a promotional tool – it is becoming an element of reputation management, and the strategy includes components of corporate social responsibility (CSR) [22].

In the context of constant market fluctuations, inflation, martial law (in Ukraine), logistics instability, etc., businesses are increasingly turning to adaptive or flexible strategic planning. This approach is based on regular data updates, shorter planning cycles (3-6 months), and constant customer feedback through social media, CRM, surveys, etc [22].

Thus, modern strategic marketing management requires not only in-depth analysis, but also flexibility, technological readiness and the ability to respond quickly to changes in the market environment. The combination of classical and modern approaches creates conditions for improving the efficiency of marketing activities of an enterprise, regardless of its size or industry.

The current trends that should be taken into account in the marketing strategy of enterprises are shown in Table 1.2.

Table 1.2 – Current trends in the marketing strategy of enterprises

Trend	Content	Value for the company
Omnichannel approach	Integration of all communication channels (online/offline) into a single system of customer interaction	Provides convenience for consumers, increases loyalty, and reduces customer loss
Personalization	Tailoring content, messages, and offers to individual customer needs	Increases the effectiveness of communications, promotes repeat purchases
Marketing automation	Use of digital tools to launch newsletters, chatbots, and analytics	Reduces marketing costs, increases the speed and accuracy of service
Customer focus	A strategy that puts the customer at the center of all business processes	Builds long-term relationships with customers, promotes positive experience
Ethics and social responsibility	Consideration of environmental, social and ethical factors in product promotion	Builds trust in the brand, meets the expectations of the modern consumer
Flexible strategic planning	Transition to shorter, adaptive strategic cycles	Allows you to respond quickly to market changes, minimizes risks

Source: compiled by the author on the basis of [4, 5, 6, 18, 21]

Evaluation of the effectiveness of the marketing strategy is a critical component of the strategic management process of an enterprise, since it is on the basis of the results obtained that conclusions are drawn about the feasibility of using certain tools, the level of achievement of strategic goals and the need for further corrective actions.

In general, the effectiveness of a marketing strategy is defined as the degree of achievement of the set goals in the context of the resources spent, as well as the impact of marketing efforts on the overall performance of the enterprise.

The main methodological approaches to evaluation include:

1. Key performance indicators (KPIs). This approach involves setting specific, measurable indicators that directly or indirectly reflect the success of marketing activities. The most common KPIs are:

- sales volume (total and by segments);
- return on marketing investment (ROMI);
- market share;
- customer satisfaction score (CSAT);
- number of new/repeat customers;
- cost of customer acquisition (CAC);
- conversion rate (CR).

These indicators can be both financial and non-financial, which allows for a comprehensive assessment of both the economic and communication effectiveness of the strategy [22].

2. Comparative (benchmarking) approach. This method is based on comparing the company's marketing results with those of competitors or industry standards. The advantage of this approach is the ability to assess the company's positioning in the market environment, but its implementation depends on the availability of relevant information [22].

3. SWOT analysis in dynamics involves comparing the strategic position of an enterprise before and after the implementation of a marketing strategy. This approach helps to identify how internal strengths and weaknesses, as well as external opportunities and threats, have changed as a result of specific management

decisions. Unlike a static analysis, a dynamic SWOT allows you to assess not only the current state of the enterprise, but also the effectiveness of the chosen strategy and its impact on the company's adaptability to environmental changes. It is especially valuable because this approach demonstrates the actual result of the measures taken – whether the strengths have been strengthened, whether threats have been neutralized, or whether new opportunities for development have emerged. The use of a dynamic SWOT analysis allows to draw reasonable conclusions about the feasibility of adjusting the strategy or scaling it up. It can serve as a basis for strategic audit, planning the next stages of the company's development, and creating new initiatives based on changes in the competitive environment.

4. The method of cost-benefit analysis. This approach is used to determine the economic feasibility of implementing a specific marketing strategy. It involves comparing the costs of marketing activities with the benefits received (profit, increased customer loyalty, etc.). A strategy is considered effective when the net effect (benefits minus costs) is positive [29].

5. Value Chain Analysis. Allows to assess at what stages of product creation marketing provides the greatest contribution to the formation of value for the consumer. This approach is appropriate for a comprehensive assessment of efficiency in the «production – promotion – consumption» system.

In the practice of modern business, integrated assessment systems that combine quantitative and qualitative methods are increasingly used. Such systems include:

– Balanced Scorecard (BSC) – a system of balanced indicators that includes financial, customer, process and innovation perspectives;

– End-to-End analytics – end-to-end These indicators can be both financial and non-financial, which allows for a comprehensive assessment of both the economic and communication effectiveness of the strategy.

In the context of food companies (in particular, dairy), it is especially important to assess brand awareness, consumer confidence, seasonality of demand

and efficiency of logistics links - these factors should be taken into account when developing an assessment methodology.

For a comprehensive assessment of the effectiveness of a marketing strategy, it is advisable to combine quantitative indicators (KPI, ROMI, CAC) with qualitative assessments (reputation, loyalty, differentiation), as well as to make comparisons over time. A systematic approach allows not only to determine the effectiveness of actions, but also to adjust strategic priorities in a changing market.

The key performance indicators of the marketing strategy are shown in Table 1.3.

Table 1.3 – Key performance indicators of the company's marketing strategy

Indicator	Content of the indicator	Value for evaluating the effectiveness of the strategy
ROMI (Return on Marketing Investment)	Return on marketing investments: $(\text{profit} - \text{expenses}) / \text{expenses}$	Shows how effectively marketing funds are spent
CAC (Customer Acquisition Cost)	Cost of attracting one customer	Allows you to evaluate the effectiveness of advertising campaigns
LTV (Customer Lifetime Value)	Average revenue per customer for the entire period of cooperation	Determines customer value and loyalty level
CR (Conversion Rate)	Conversion rate – the ratio of customers who performed the targeted action	Characterizes the effectiveness of advertising channels
Market share	Percentage share of the company in the total market	Gives an idea of the competitive position
Sales growth	Growth rate of product sales	Reflects the dynamics of demand and the effectiveness of the strategy
CSAT (Customer Satisfaction Score)	Customer satisfaction index based on survey results	Reflects the emotional and service component of marketing
NPS (Net Promoter Score)	Index of readiness to recommend the brand	Assessment of customer loyalty and brand strength
Number of repeat purchases	Share of returning customers	Determines the success of retention strategies
Response / service time	Average time to response or order fulfillment	Important in CRM, messengers, services

Source: compiled by the author on the basis of [18, 19, 30, 31, 33]

Marketing strategy is a fundamental element of strategic management of an enterprise, which determines the vector of its development in a competitive market. An effective marketing strategy allows an enterprise not only to meet the needs of target consumers, but also to form sustainable competitive advantages based on a thorough analysis of internal potential and the market environment.

The continuous improvement of the marketing strategy in response to dynamic changes in the environment, transformation of consumer behavior, and the development of digital technologies is of particular relevance. A marketing strategy is not a one-time document – it requires regular performance analysis, flexible adjustment of goals, tools and communication channels. Improving the strategy ensures that the company is able to respond quickly to challenges, innovate, strengthen customer relationships, and maintain competitive sustainability in the long term.

Conclusions to the first chapter

A theoretical generalization of scientific approaches to defining the essence, content, classification and bases of formation of the marketing strategy of enterprise is carried out. It is determined that the marketing strategy plays a key role in the system of strategic management and acts as an instrument for achieving competitiveness, adapting to changes in the environment and meeting consumer needs.

Based on the analysis of scientific literature, the article determines that a marketing strategy is a system of long-term decisions aimed at achieving the strategic goals of an enterprise through the formation of value for the consumer, rational use of resources and adaptation to market conditions. Marketing theorists interpret the essence of this category in different ways. Thus, F. Kotler emphasizes the role of situational analysis and integrated use of marketing tools. I. Ansoff emphasizes the strategic choice: determining the product range, target markets and

methods of entering them. J.-J. Lambin interprets marketing strategy as a way to create a competitive advantage through brand positioning and customer value management. V. Mushtai, M. Lyshenko V. Makarova emphasize the link between strategy and positioning and segmentation tools. Thus, marketing strategy is viewed not only as a functional tool, but also as an integrated system of strategic actions within the overall development of the enterprise.

The article considers various approaches to the classification of marketing strategies – by the signs of orientation (growth, stabilization, market exit), competitive behavior (differentiation, cost leadership), target market, and functional content (innovation, branding, communication strategies, etc.). The author emphasizes that the choice of strategy depends on the stage of the enterprise's life cycle, its internal potential, industry dynamics, and changes in consumer behavior.

Considerable attention in the chapter is paid to evaluating the effectiveness of the marketing strategy. It is substantiated that systematic evaluation allows timely identification of strengths and weaknesses of strategy implementation, adjustment of tactical steps and improvement of the overall effectiveness of marketing activities. The main methods include the use of key performance indicators (KPIs), such as ROMI, CAC, CR, LTV, CSAT, as well as cost-benefit analysis, benchmarking, dynamic SWOT analysis, balanced scorecard (BSC), end-to-end analytics. This approach allows us to combine quantitative (economic) and qualitative (reputational, behavioral) indicators, which is especially important in today's highly competitive environment.

It is of particular importance to understand that a marketing strategy is not a static document – it needs to be constantly improved in line with the transformation of the external environment, the emergence of new digital communication channels, changes in consumer habits and technological innovations. Enterprises seeking to maintain a competitive position should periodically review their strategic priorities, update their marketing tools, implement CRM systems, automated analytics, omnichannel service models, and a customer-centric approach.

Thus, the article substantiates the importance of forming and flexible management of the marketing strategy as a prerequisite for ensuring the effective operation of an enterprise in a dynamic market.

2 Analysis of marketing activities of «Derazhnyanskyi Dairy Plant» LLC in the context of the dairy processing industry of Ukraine

2.1 Analysis of the state of the dairy processing industry of Ukraine

In 2022-2024, the dairy processing industry in Ukraine underwent significant changes due to military operations, economic instability and adaptation to European standards. The main trends include:

In 2022, milk production decreased by 12.1 % compared to the previous year and amounted to 7.6 million tons, of which 5.3 % of the decline was accounted for by agricultural enterprises and 15.3 % by households [8].

As of November 1, 2022, there were 354 enterprises in Ukraine involved in milk processing, butter and cheese production, which is 11 % less than in the same period in 2021. The main players in the market are companies such as Lactalis-Ukraine, Galychyna, Danone Ukraine, Terra Food, Yagotynske, and Molokiya (Table 2.1).

Table 2.1 – Major dairy producers in Ukraine

Company	Market share (%)	Main products
Lactalis-Ukraine	15	Milk, yoghurts, cheeses
Galicia	12	Kefir, sour cream, yoghurts
Danone Ukraine	10	Yoghurts, desserts
Terra Food	8	Butter, cheeses
Yagotynske	7	Milk, kefir, sour cream

Source: compiled by the author based on open data [8]

The number of milk production farms decreased from 1781 in 2021 to 1309 in 2023 [9].

By the end of 2023, almost every region continued to experience a decline in the number of cows in the industrial sector (except for a slight increase in Ternopil

and Mykolaiv regions, as well as Kharkiv, which began a difficult recovery path after de-occupation). However, due to the increase in cow productivity, most regions demonstrated an increase in industrial milk production. As a result, the volume of milk from enterprises in the processing structure returned to the level of 2021, the total share of such milk in the structure of milk submitted for processing increased to 89.1 % (compared to 81.8 % before the full-scale invasion), and the share of extra milk reached 49 % [9].

As of 2023-2024, Ukraine's dairy industry remains quite fragmented, but at the same time, a group of leaders has emerged that set the standards for quality, innovation, and exports. Among the leading market players are Lactalis-Ukraine, Galychyna, Danone Ukraine, Terra Food, Yagotynske, Molokiya, and others. The combined share of the five largest producers is more than 50 % of all processed milk in the country [34].

The industry is characterized by geographical concentration of production. Vinnytsia, Poltava, Kyiv, Khmelnytsky, and Ternopil regions are the leaders in dairy processing. Competition is intensifying not only for raw materials but also for market segments: organic products, farm brands, baby food, etc. At the same time, smaller regional factories are entering marketplaces, which indicates increased competition in the online space.

In 2023, the Ukrainian government continued to implement the Affordable Loans 5-7-9 % program, which aims to support micro and small businesses, particularly in the agricultural sector. Under this program, farmers can receive a loan of up to UAH 90 million at 5-9 % per annum [9].

In addition, the Raw Milk Control Program is being implemented, with more than 1,053 market operators from 23 regions of Ukraine already joining. This program helps to improve the quality of dairy products and adapt them to European standards.

As a result of the war, the industry suffered losses in the number of farms: on the eve of the full-scale invasion, 1781 milk production farms were operating in Ukraine, 1440 farms in 2022, and only 1309 enterprises in 2023. Detailed information on the amount of milk production is provided in Table 2.2.

Table 2.2 – Milk production in Ukraine (2021-2024)

Year	Total production, mln tons	In agricultural enterprises, million tons	In households, mln tons
2021	8,6	2,8	5,8
2022	7,6	2,6	5,0
2023	7,4	2,8	4,6
2024	7,2	3,1	4,1

Source: [34]

Table 2.3 provides information on the supply of milk to processing enterprises.

Table 2.3 – Milk supply to processing enterprises (2021-2024)

Year	Total volume, mln tons	From enterprises, mln tons	From households, mln tons
2021	3,2	2,5	0,7
2022	2,7	2,3	0,4
2023	3,1	2,8	0,3
2024	3,3	3,0	0,3

Source: [34]

In 2023, the consumption of milk and dairy products by the population amounted to 203 kg per person per year, which is almost at the level of 2022 [35].

In 2024, Ukraine exported 117.73 thousand tons of dairy products worth \$295.03 million, which is 8 % more in physical terms and 14 % more in monetary terms compared to 2023. The main export categories were condensed milk and cream (32 %), cheeses (22 %), and butter (20 %) (Table 2.4) [35].

Table 2.4 – Main export categories of dairy products in Ukraine in 2024

Product category	Share in exports (%)
Condensed milk and cream	32
Cheese	22
Butter	20

Source: compiled by the author based on [35]

In 2024, Poltava, Cherkasy, Chernihiv, Kyiv, and Vinnytsia regions became the leaders in industrial milk production, keeping 51.4 % of Ukraine's industrial cows and providing 72.5 % of milk supply from dairy farms for processing [34].

Ukraine's dairy processing industry demonstrates adaptation to difficult conditions, in particular through [34]:

- improving the quality of raw materials: increasing the share of extra milk to 49 %;
- reducing dependence on households: increasing the share of milk from enterprises in the processing structure;
- expanding export opportunities: increasing export volumes and diversifying markets.

Ukrainian dairy companies are implementing modern technologies to improve product quality. For example, Lustdorf was the first company in Ukraine to introduce milk microfiltration technology, which removes 99,9 % of bacteria and their spores, improving the taste and extending the shelf life of products.

In addition, there is a growing demand for organic and functional dairy products, which encourages producers to expand their product range and introduce innovative solutions.

However, the industry needs further reforms, in particular:

- modernization of production facilities: to reduce production costs and increase competitiveness;
- government support: to stimulate the development of livestock and preserve the number of cows;
- integration into the European market: through harmonization of quality and safety standards.

In addition, the Eastern partner countries (China, Georgia, Kazakhstan) will be popular, where cooperation has long been developed and continues to function through alternative logistics routes even in difficult times.

Khmelnyskyi region is one of the leaders in milk production in Ukraine. In 2023, the region produced 539,9 thousand tons of milk, which is a significant share of the total production in the country (Table 2.5) [39].

Table 2.5 – Milk production in Khmelnytskyi region (2021-2023)

Year	Production volume, thousand tons	Change year-on-year, %.
2021	520,0	-
2022	528,0	+1,5 %
2023	539,9	+2,3 %

Source: [39]

Note*: Data for 2021-2022 are conditional and are provided to illustrate the trend.

In the first quarter of 2023, Khmelnytskyi region produced 142,6 thousand tons of raw milk, which is the second highest among all regions of Ukraine [39].

There are dairy processing enterprises of both state and private ownership in Khmelnytskyi region (Table 2.6).

Table 2.6 – List of milk processing enterprises in Khmelnytskyi region

Name of the company	Settlement	Notes
State-owned milk processing enterprises		
SE Starokostiantynivsky Dairy Plant	Starokonstantyniv	A state-owned enterprise specializing in milk processing and butter and cheese production
Branch Khmelnytsky-Moloko of PJSC Ternopilsky Dairy Plant	Khmelnytskyi	A branch of a private joint-stock company engaged in the wholesale trade of dairy products
Private milk processing enterprises		
Derazhnyanskyi Dairy Plant LLC	Derazhnya	Private enterprise producing more than 30 types of dairy products
Teofipolsky Dairy Plant LLC	Teofipol village	Private enterprise engaged in milk processing and production of butter and cheese
Vinkovetsky Cheese Plant LLC	Vinkivtsi village	Private enterprise specializing in the production of hard and soft cheeses, butter and fermented milk products
Berezdivsky Dairy Plant LLC	Berezdiv, Slavuta district	Private enterprise engaged in milk processing and production of dairy products
Kobulehuri-Ukraine LLC	Rozsosh, Khmelnytskyi district	Private enterprise engaged in milk processing and production of dairy products

Source: [39]

The main problems of the dairy processing industry in the region are:

- decrease in milk production due to the reduction of cattle;
- poor quality of milk, especially purchased from the population;
- outdated equipment at some enterprises;
- insufficient investment in the industry.

To improve the situation, it is necessary:

- to stimulate the development of dairy farming in agricultural enterprises;
- to improve the quality of milk by introducing modern production and quality control technologies;
- to attract investments to modernize equipment and introduce the latest processing technologies;
- to expand sales markets, in particular through the export of dairy products.

Thus, the dairy processing industry in Khmelnytskyi region has significant potential for development, provided that the existing problems are addressed and effective development strategies are implemented.

2.2 General description and analysis of the main financial indicators of the economic activity of «Derazhnyanskyi Dairy Plant» LLC

Derazhnyanskyi Dairy Plant is one of the leading milk processing enterprises in the Khmelnytsky region. Its history dates back to 1944, but the real impetus for independent development and transformation into a modern, dynamic enterprise that confidently adapts to the requirements of the times came in 1991. Today, it is an innovative production facility with a deep tradition of healthy food, which has gained recognition in its industry.

The company is registered at: 7 Borys Oliynyk Street, Derazhnya, Khmelnytskyi region, 32200. Valeriy Stanislavovych Yaglinsky is the head and founder of the company. The authorized capital of the company is UAH 646,677. [24].

«Derazhnyia Dairy Plant» LLC operates on the principles of high quality, excellent taste and affordable prices. The company's core business is the procurement of milk from agricultural cooperatives and private households, as well as the manufacture of more than thirty products under the Derazhnyia brand. The product range includes milk, yoghurts, various types of cheese (hard and brine), fermented milk products (kefir, ryazhenka, sour cream, sourdough), butter, spreads, ice cream, technical casein, and milk-containing products. All of these products are enriched with nutrients necessary for human health, which ensures their constant demand among consumers. A visual representation of the products can be seen in Figure 2.1.



Figure 2.1 – Types of product range of «Derazhnyanskyii Dairy Plant» LLC

Source: compiled by the author based on [24]

Product description in Appendix B.

The company has its own raw material base and production facilities for milk processing, butter, cheese, fermented milk products and ice cream. The equipment is gradually being modernized, including cooling, pasteurization, and packaging technologies in accordance with sanitary and hygienic standards.

The plant has repeatedly received prestigious awards for the high quality of its products: The Golden Symbol of Quality of Ukrainian Goods and Services, the title of winner of the national grand prix «Highest Quality» award, victories in the regional stage of the competition «100 Best Goods of Ukraine» in the category «Food Products», and the «Consumer Trust» award for meeting the needs of the local market. In addition, the company received an honorary badge from the Verkhovna Rada Committee on Agrarian Policy and Land Relations – «Leader of the Food and Processing Industry of Ukraine» (Figure 2.2).



Figure 2.2 – Awards of «Derazhnyanskyii Dairy Plant» LLC

Source: [24]

The plant has successfully passed certification according to international standards: DSTU ISO-9001, DSTU ISO-22000 and DSTU ISO-14001 (Annex B).

«Derazhnyanskyii Dairy Plant» LLC sells its products both on the domestic market of Ukraine and on foreign markets. The company is one of the largest exporters of dairy products and a budget-forming enterprise in the region [26].

The main competitors in the regional market are other dairy processing enterprises in Khmelnytskyi region, in particular:

- Teofipolskyi Dairy Processing Plant;
- Vinkovetskyi Cheese Plant LLC;

– Berezdivskyi Dairy Processing Plant.

However, due to its wide range of products, high quality and effective marketing strategy, «Derazhnyanskyi Dairy Plant» LLC holds a leading position in the market.

In order to comprehensively analyze the company's activities, an important component is the study of its technical and economic indicators. Such analysis makes it possible to trace the main trends in the company's development, assess the efficiency of the use of available resources, the level of profitability, changes in income and expenses, and determine the overall financial and economic condition.

Within the framework of this study, a comparative analysis of the key technical and economic indicators of «Derazhnyanskyi Dairy Plant» LLC for the period 2022-2024 was carried out (Table 2.6).

Table 2.6 – Analysis of technical and economic indicators of «Derazhnyanskyi Dairy Plant» LLC for the period 2022-2024

Indicator	Year			Growth rate, %	
	2022	2023	2024	2023/2022	2024/2023
1	2	3	4	5	6
Net income from sales of products (goods, works, services)	292 640	360 833	462 876	123,30	128,28
Cost of goods sold (goods, works, services)	259 528	314 152	410 504	121,05	130,67
Gross profit	33 112	46 681	52 372	140,98	112,19
Other operating income	645	2 187	751	339,07	34,34
Administrative costs	10 232	11 652	14 608	113,88	125,37
Selling expenses	15 676	21 405	23 020	136,55	107,54
Other operating expenses	2 372	2 672	1 423	112,65	53,26
Financial result from operating activities	5 477	13 139	14 072	239,89	107,10
Other financial income	65	13	6	20,00	46,15
Financial expenses	400	498	632	124,50	126,91

End of Table 2.6

1	2	3	4	5	6
Financial result before tax	5 142	12 654	13 446	246,09	106,26
Income tax	-1395	-1 817	-3 047	130,25	167,69
Net profit, thousand UAH	6 537	14 471	16 493	221,37	113,97

Source: calculated by the author based on the company's data

In the period from 2022 to 2024, «Derazhnyanskyi Dairy Plant» LLC demonstrated a steady increase in key financial and economic indicators, which indicates not only the overall efficiency of the enterprise but also the effectiveness of its internal management, marketing efforts, and adaptability to external market conditions. The consistent growth in revenue, net profit, and labor productivity, alongside improvements in the utilization of fixed assets and operational cost control, reflects the company's strategic focus on sustainable development and competitiveness in the dairy industry.

In the period from 2022 to 2024, there was a significant increase in net income from sales of products of «Derazhnyanskyi Dairy Plant» LLC – from UAH 292,640 thousand in 2022 to UAH 462,876 thousand in 2024. In 2023, the growth rate was 123,3 %, and in 2024 it was already 128,28 %, which indicates a steady trend towards an increase in sales.

At the same time, there was an increase in the cost of sales – from UAH 259,528 thousand in 2022 to UAH 410,504 thousand in 2024. It is noteworthy that in 2024, the growth rate of expenses (130,67 %) exceeded the growth rate of income, which indicates a deterioration in the ratio of expenses to income. This imbalance may be due to the rising cost of key inputs, such as raw materials, energy, or transportation costs.

The relationship between the dynamics of revenues and expenses indicates the need to improve the efficiency of the cost side of the business, which, in turn, should become one of the key areas of strategic management of the enterprise (Figure 2.3).

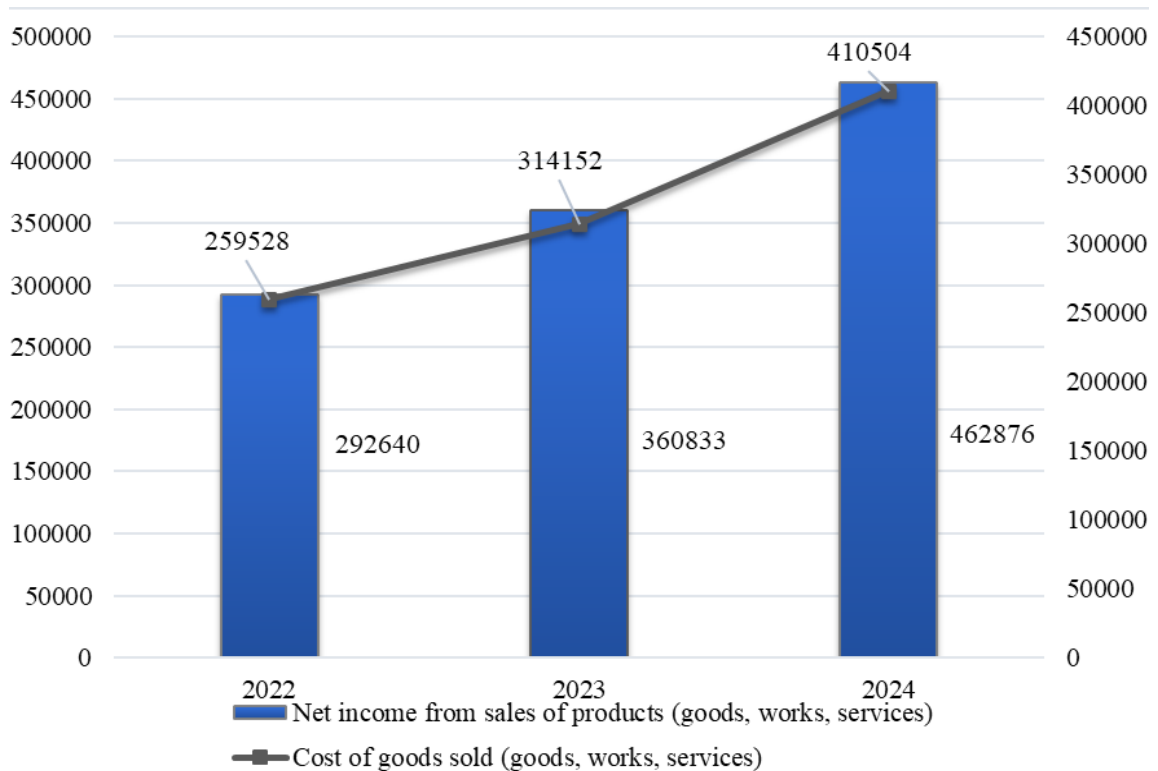


Figure 2.3 – Analysis of indicators net income from sales of products (goods, works, services), cost of goods sold (goods, works, services) for 2022-2024, thousand UAH

Source: compiled by the author based on company data

Gross profit increased by 40,98 % in 2023 and by another 12,19 % in 2024, reaching UAH 52,372 thousand. Despite the increase in production costs, the company manages to maintain positive profitability dynamics by expanding its sales market and optimizing costs.

Administrative and selling expenses also increased. This may indicate both the expansion of the business and the need to review cost efficiency in the future. On the contrary, other operating expenses decreased by 46,74 % in 2024, which had a positive impact on the financial result. Selling expenses are one of the most important components of the company's operating expenses, as they directly affect the ability to sell products, develop logistics, marketing activities and customer relations. Analyzing the dynamics of this indicator allows us to assess not only the scale of commercial activity but also the effectiveness of product promotion. In 2022, sales expenses amounted to UAH 8,547 thousand. In 2023, this figure increased to UAH 9,833 thousand, which corresponds to a growth rate of 115,03

%, i.e. expenses increased by UAH 1,286 thousand. This growth is logical in the context of the overall expansion of sales volumes, rising costs of logistics, packaging, marketing, or attracting new customers. In 2024, sales expenses again showed an increase to UAH 10,685 thousand, which is 108,67 % of the previous year. Although the growth rate slowed down slightly compared to 2023, the upward trend is steady. This may indicate both a gradual increase in marketing activity and an increase in prices for logistics or advertising services (Figure 2.4).

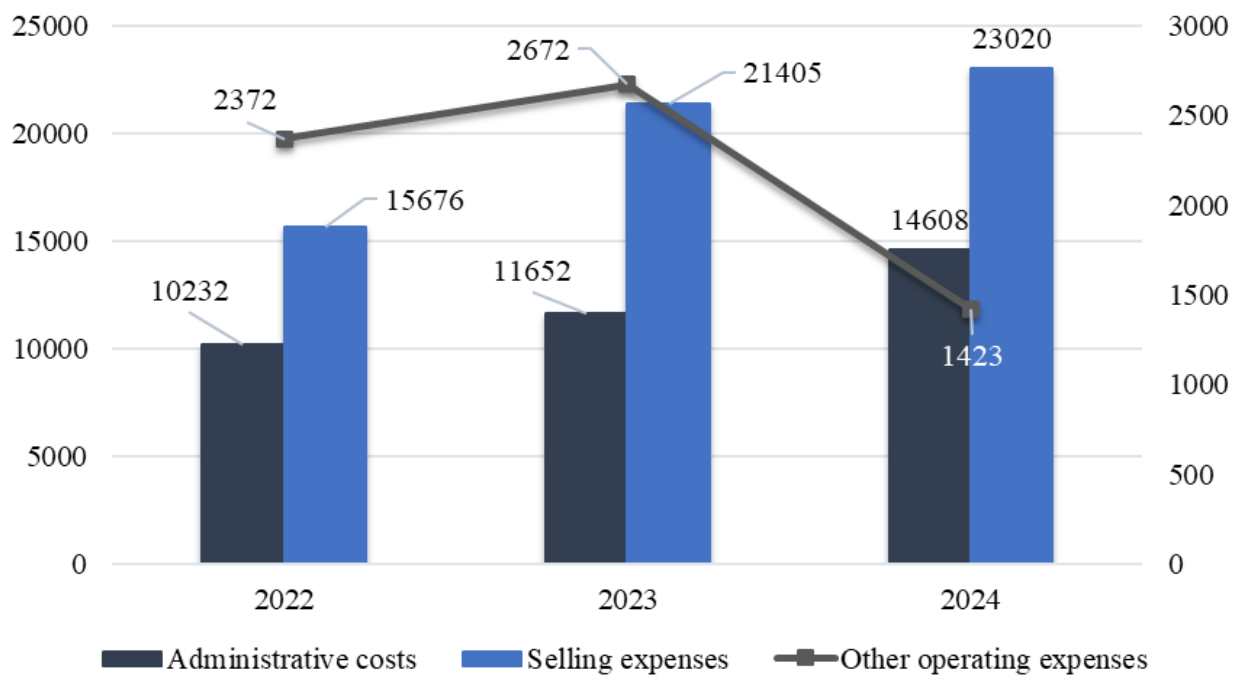


Figure 2.4 – Analysis of administrative costs, selling expenses, other operating expenses for 2022-2024, thousand UAH

Source: compiled by the author based on company data

In the context of the dynamics of net income, which in 2024 reached UAH 462,876 thousand, the share of sales costs remains controlled and does not exceed 2,3 %, which indicates their economic feasibility.

Other operating income increased 3,4 times in 2023, but almost halved in 2024. This volatility may be due to the irregular nature of revenues from ancillary activities.

The financial result from operating activities showed an increase from UAH 5,477 thousand in 2022 to UAH 14,072 thousand in 2024. In 2023, the growth was almost 240 %, and in 2024 it slowed down to 7,1 %.

During 2022-2024, the income tax paid by the company showed a gradual increase. In 2022, the company paid UAH 1,395 thousand of tax. In 2023, the amount increased to UAH 1,817 thousand, an increase of 30,3 %. In 2024, the tax burden increased by another 67,6 % to UAH 3,047 thousand. This dynamics corresponds to the growth of the financial result before tax, which amounted to UAH 5,142 thousand in 2022 and UAH 13,446 thousand in 2024. The ratio of tax to profit indicates a stable tax policy of the company (Figure 2.5).

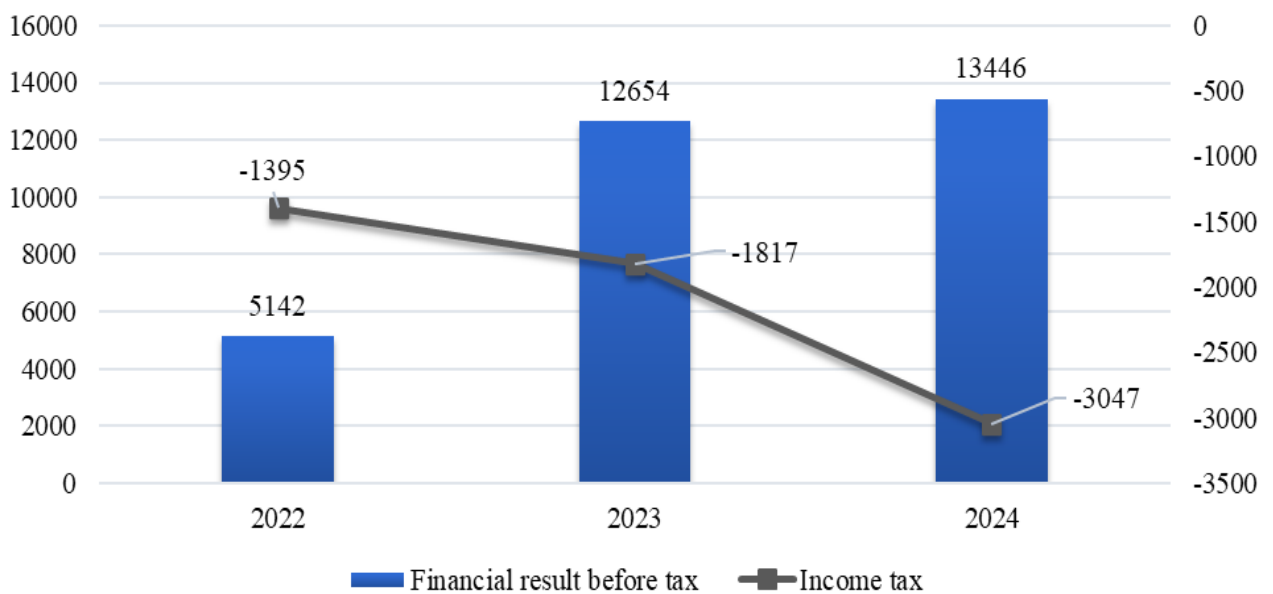


Figure 2.5 – Analysis of indicators financial result before tax and income tax for 2022-2024, thousand UAH

Source: compiled by the author based on company data

The company's net profit increased by 2,5 times in three years – from UAH 6,537 thousand to UAH 16,493 thousand, which indicates effective profitability management. In 2023, the growth was more than 221 %, and in 2024 – another 13,97 %.

In general, the results of the feasibility study indicate a gradual increase in the production and commercial potential of the enterprise, stable profitability

dynamics and positive changes in the cost structure. At the same time, further efficiency gains require the introduction of digital cost management tools, improved marketing strategy, and automation of sales processes.

The results obtained became the basis for further substantiation of the need to improve the marketing strategy of the enterprise and identify key areas for its modernization.

2.3 Analysis of the marketing activities of «Derazhnyanskyi Dairy Plant» LLC

In order to analyze the marketing activities of the enterprise, it is advisable to conduct a comprehensive analysis of the internal environment of «Derazhnyanskyi Dairy Plant» LLC. Such an analysis allows to identify the key strengths and weaknesses of the enterprise, assess the structure of its product line, and identify available reserves for increasing the efficiency of marketing activities.

First of all, let's apply SWOT analysis, which allows us to comprehensively assess the current position of the enterprise by combining internal characteristics with external factors. The application of SWOT analysis in the context of evaluating the marketing activities of «Derazhnyanskyi Dairy Plant» LLC will allow summarizing the results of observations, practical characteristics of the enterprise, identifying key strategic positions and establishing directions for their strengthening or adjustment. This is especially important in the context of growing competition in the dairy market.

The strengths of «Derazhnyanskyi Dairy Plant» LLC are:

- full production cycle (procurement, processing, packaging). The company independently carries out all stages of milk processing, which allows it to control product quality, reduce logistics costs and provide flexibility in responding to changes in demand;

- recognizable trademark «Derazhnya». Due to its long presence on the market, the brand has gained a positive reputation among consumers, which ensures trust, loyalty and stable demand within the region;

- high quality products, own raw material base. The products are certified, made from raw materials from reliable local suppliers, which allows us to position them as natural, safe and compliant with state standards;

- stable sales volumes in the region. Well-established distribution channels and partnerships with retail chains ensure regular sales volumes, reducing dependence on market fluctuations;

- high level of trust among consumers. The plant's products have a stable customer base and are perceived as combining quality, tradition, and affordable price.

Weaknesses of «Derazhnyanskyi Dairy Plant» LLC are:

- lack of a developed CRM system. The lack of tools for collecting, storing and analyzing customer data limits the ability to personalize marketing, build loyalty and provide effective feedback;

- limited presence in modern digital channels. Social networks, website and other online resources are not fully utilized to attract new customers, communicate and promote;

- insufficient analytics of marketing campaigns. The lack of digital tools to monitor the effectiveness of marketing activities does not allow to evaluate the effectiveness of invested resources and make informed decisions;

- limited geography of direct delivery. The company is focused mainly on the local market, which reduces the ability to scale the business and enter new regions;

- weak visual identity in social networks. The brand does not have a clearly defined style of online communication, visual materials are irregular and often unformatted, which reduces the perception of the product in the digital environment.

Opportunities for «Derazhnyanskyi Dairy Plant» LLC include:

- access to marketplaces and online sales. Placing products on platforms such as Rozetka, Prom.ua, as well as creating your own online store will allow you to reach a new audience, simplify the sales and delivery process;

- introducing loyalty programs. Creating bonus programs, personalized discounts and special offers will help retain customers, encourage repeat purchases and collect data on consumer preferences;

- expanding exports to the EU. If the products meet the requirements of European certification standards, the company has the potential to enter foreign markets, in particular due to the positive reputation of Ukrainian dairy products;

- implementation of digital tools (CRM, e-mail marketing, chatbots). Digitization of marketing will optimize communication with customers, reduce advertising costs, and improve service.

Threats to «Derazhnyanskyi Dairy Plant» LLC are:

- increased competition from national brands. Large producers with larger marketing budgets can push local players out of the regional market, especially in the retail segment;

- changes in government regulation and quality standards. More complicated certification procedures, new sanitary standards or European integration requirements may lead to the need to modernize production and increase costs;

- decrease in the purchasing power of the population. Inflationary processes and economic instability reduce the willingness of consumers to buy products in the mid- and premium segments;

- fluctuations in raw material and energy prices. Significant changes in the cost of basic resources without a corresponding price adjustment can significantly affect the company's profitability.

The SWOT-analysis matrix is shown in Figure 2.6.



Figure 2.6 – Matrix of SWOT-analysis of «Derazhnyanskyi Dairy Plant» LLC

Source: developed by the author

The conducted SWOT analysis allowed us to identify both the key internal advantages of «Derazhnyanskyi Dairy Plant» LLC, in particular, a full production cycle, a recognizable brand and high quality products, and a number of critical limitations, including shortcomings in digital presence, lack of a CRM system and insufficient development of communication channels.

Existing market opportunities, such as the introduction of loyalty programs and export expansion, indicate the potential for growth and scaling. At the same time, the identified threats (increased competition, fluctuations in the cost of resources) require a quick response and increased flexibility of the marketing strategy.

Next, the article builds a BCG matrix that allows segmenting the company's product portfolio by demand growth rate and relative market share. In conclusion,

an assessment of the marketing activities of the enterprise is presented, which includes an analysis of pricing policy, sales channels, promotion and communication with consumers.

Such a consistent combination of methods allows not only to record the actual state of the marketing component but also to identify potential transformation vectors, taking into account the current conditions of the enterprise (Figure 2.7).



Figure 2.7 – BCG Matrix for «Derazhnyanskyi Dairy Plant» LLC

Source: developed by the author

The analysis of the product portfolio of «Derazhnyanskyi Dairy Plant» LLC shows that it has stable market positions in the main categories of dairy products. «Stars» have high marketing potential and can become brand flagships in digital channels. «Cash cows» need branding support and cost optimization. «Question» marks are an area of potential growth through expanding sales channels and

strengthening marketing communication. The absence of the «dogs» category indicates a balanced assortment policy.

«Derazhnyanskyi Dairy Plant» LLC has a classical functional organizational structure with clearly defined divisions: production, financial, sales, procurement, and administrative. Marketing functions are mainly assigned to the commercial department, which is responsible for product sales, interaction with trading partners, promotions and pricing policy. The company does not currently have its own full-fledged marketing department, which necessitates systematization and strategic planning of marketing activities.

The average number of employees at the company is about 200, with production workers predominating. The HR policy is focused on attracting qualified specialists in the field of dairy production technology. At the same time, there is a shortage of specialists with experience in digital communication channels, SMM and CRM systems in the marketing area, which creates limitations for the implementation of modern omnichannel approaches.

Today, the company's marketing activities are focused mainly on selling products through regional partners and a network of local outlets. The company participates in specialized exhibitions, posts information about its products on its website and Facebook, and conducts promotional campaigns in retail outlets.

However, the level of consistency of marketing activities remains limited. There is no CRM system, no tools for analyzing the effectiveness of promotion, and no customer segmentation is performed. The visual content of social media pages is irregular, and the content is not adapted to target audiences. Email newsletters, targeted advertising, integration with marketplaces, or mobile solutions have not yet been implemented.

The main promotion tools are:

- product branding (label, logo, name);
- participation in regional fairs and exhibitions;
- publications in social networks (occasionally);
- outdoor advertising (banners, stickers on transport);
- advertising at points of sale (POS materials).

The level of digitalization of marketing is low, although the company has the potential for active development in this direction.

The internal environment of «Derazhnyanskyi Dairy Plant» LLC is characterized by a stable production base, a strong product portfolio, and well-established logistics. At the same time, the marketing component requires structural upgrades: creation of a marketing department, implementation of a CRM system, personalized communications and end-to-end analytics.

The analysis shows that with a quality product and an active presence in the market, the company has significant potential to expand its audience, strengthen its brand, and achieve its strategic goals by implementing modern marketing solutions. The results of the analysis point to the need to transform approaches to marketing: the introduction of omnichannel tools, automation of communications, development of CRM, and strengthening of brand positioning.

Conclusions to the second chapter

A comprehensive assessment of the industry conditions of functioning and internal characteristics of the activities of «Derazhnyanskyi Dairy Plant» LLC was carried out as a basis for justifying the improvement of its marketing strategy.

The analysis of the dairy processing industry of Ukraine has shown its strategic importance for the country's agro-food complex. Although the national market is showing a downward trend in raw milk production, there is a growing demand for value-added products, which opens up new opportunities for processing companies. In the context of global competition and changes in consumer behavior, producers are forced to adapt their marketing approaches, focusing on quality, service and digital customer interaction.

The general characteristics of «Derazhnyanskyi Dairy Plant» LLC showed that the company has a number of competitive advantages: a full production cycle, its own raw material base, an established brand name and a multi-component

assortment. Over the past three years, the company has seen an increase in sales, profits, gross income and profitability. The financial results confirm the efficiency of management, but the cost structure shows an increase in production costs and sales expenses, which requires optimization.

The results of the SWOT analysis indicate the presence of strong internal characteristics (brand, quality, consumer confidence), but also critical weaknesses, such as the lack of a CRM system, insufficient digitalization, and limited coverage of online sales. At the same time, the company has prospects for scaling up through the introduction of modern digital tools, entry into new markets, and the development of personalized marketing. External threats include increased competition, economic instability, and fluctuations in raw material prices.

Using the BCG matrix, the company segmented its product portfolio and identified the most promising areas for further marketing development. The «stars» category includes milk, sour cream and yogurt, which are in high demand and have growth potential. The category of «cash cows» (butter, ryazhenka, hard cheeses) provides the main profit, while «question marks» (mozzarella, casein, spreads) require additional promotion and rethinking of positioning.

The analysis of the company's marketing activities revealed that they are currently predominantly traditional. The company does not make full use of digital communication channels, does not regularly monitor the effectiveness of advertising campaigns, and there are virtually no personalized tools for interacting with customers (such as email marketing, automated newsletters, CRM). At the same time, sales costs are growing, which requires a review of the effectiveness of promotion channels and tools.

Thus, «Derazhnyanskyi Dairy Plant» LLC has a stable financial position, a competitive product range, and a good reputation in the regional market. At the same time, there is still significant potential for transformation in the marketing area. Efficiency can be improved through the transition to an omni-channel approach, automation of communications, development of a digital presence, and creation of a unified customer experience management system.

3 Directions for improving the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC

3.1 Substantiation of the need to improve the marketing strategy of the enterprise

Based on the analysis of the marketing activities of «Derazhnyanskyi Dairy Plant» LLC and the results of the SWOT analysis, it was found that the current marketing strategy does not provide an adequate level of adaptation to the dynamic changes in the external environment and internal challenges of the enterprise. Outdated approaches to product promotion, insufficient activity in the digital space, and limited communication with the end user reduce the company's competitiveness.

The analysis carried out in Chapter 2 of the master's thesis makes it possible to draw the following conclusions that need to be supplemented:

1. Changing consumer preferences. The modern consumer of dairy products demonstrates significantly different values and priorities in choosing a product than 5-10 years ago. The main emphasis has shifted to environmental friendliness, safety, local production and clear value propositions. In 2023, more than 60 % of Ukrainian consumers said they preferred products with transparent composition and confirmed origin of raw materials. This indicates the growth of conscious consumption and the formation of a demand for responsible brands that do not just sell but also communicate their social and environmental position.

There is also a clear shift in the structure of dairy consumption: traditional pasteurized milk is gradually losing ground, with sales declining by about 15 % in 2023. Instead, sales volumes have grown rapidly [39]:

- ultra-pasteurized milk (+11 %),
- dairy desserts and drinks (+9 %),
- cream and creamy products of long-term storage (+7 %).

This is due to the changing rhythm of consumers' lives, popularization of bachelor/mobile lifestyle, where convenience, shelf life and compact packaging are at the forefront.

In addition, trust in local producers, who have the flexibility to adapt and are able to respond more quickly to community demands, has increased. In this context, new opportunities are opening up for «Derazhnyanskyi Dairy Plant» LLC to position the brand as a regional, honest and open producer.

The lack of adaptation to these trends puts the company in a vulnerable position – it risks losing market share to more flexible and technologically advanced competitors.

2. Increased competition in the dairy market. The Ukrainian dairy market remains highly competitive, despite the overall decline in consumption. In the fight for market share, industry leaders such as Galychyna, Yagotynske, Molokiya, and Lactalis are actively investing in branding, digital marketing, packaging, product range expansion, and distribution channels.

The success of competitors is based not only on a wide representation of products but also on an emotional connection with the customer. In particular, companies use storytelling strategies, value marketing (environmental friendliness, localism, support for farmers), and targeted advertising on social media.

Against this backdrop, despite the high quality of its products, «Derazhnyanskyi Dairy Plant» LLC loses in terms of visibility: the lack of clear positioning, low publicity, and lack of modern marketing communications reduce brand awareness among new customers.

In this regard, without intensifying marketing efforts, the company risks losing not only the potential growth of new customers, but also part of the existing segment, which will be “intercepted” by competitors with a stronger presence in the communication field.

3. Insufficient use of digital communication channels. The analysis showed that «Derazhnyanskyi Dairy Plant» LLC has a minimal presence in the digital environment. The company's official website functions mainly as a business card and does not serve as an interactive marketing tool:

- no possibility to place orders online;
- no blog or information section for consumers;
- no integrated analytics or CRM system.

Let's analyze the company's website in detail. The official website <https://dermilk.com.ua> performs basic functions of representing the company in the online space, but its marketing potential is only partially realized.



Figure 3.1 – Home page of the website of «Derazhnyansky Dairy Plant» LLC

Source: [24]

Website strengths:

- brand presentation, logo, product range.
- contact information, company news, references to product quality.

Weaknesses of the website:

- no online store or ordering system.
- no integration with a CRM system or analytical modules (Google Analytics, HotJar, etc.).
- lack of interactive features: no customer reviews, FAQ section, online chat.
- lack of a blog or content section to improve SEO rankings.

The site has basic optimization, but:

- lack of textual content (which reduces visibility in search engines);

- no blog or section with tips, news, brand stories;
- no keywords in page titles, meta descriptions, ALT images.

The presence in social networks is formal, with a page only on Facebook (Figure 3.2).

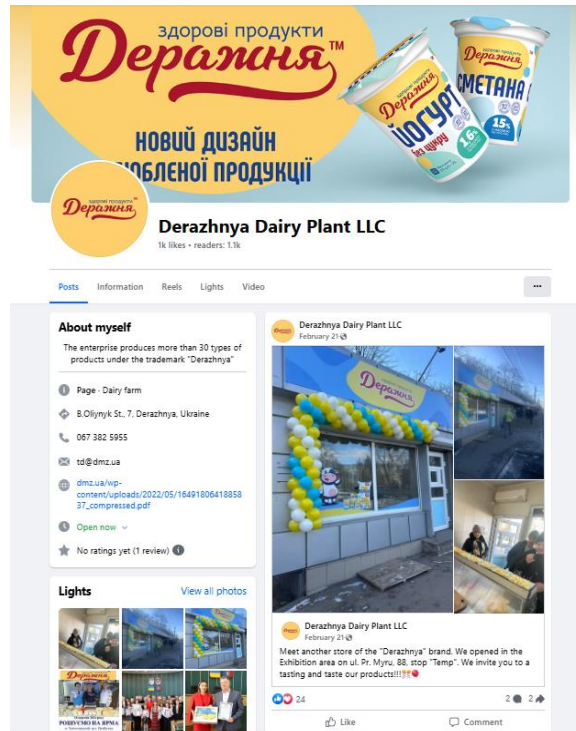


Figure 3.2 – Facebook page of «Derazhnyanskyi Dairy Plant» LLC

Source: [24]

The analysis of the page showed that:

- content is updated irregularly;
- pages have minimal activity, limited interaction with subscribers;
- no Stories, Reels, Highlights tools are used, which reduces the reach;
- no advertising.

The general problem of social media is the lack of an SMM strategy: there is no content plan, no distribution of sections, no analytics of the effectiveness of posts (reach, engagement, CTA).

As for email marketing, it is worth noting that there are no activities in this area, no subscription form for news/discounts/catalogs on the website. This

indicates that this channel is not used, which provides direct contact with the client at minimal cost.

There is a map of the company's presence on Google, but:

- there is no regular update of information;
- there are no reviews or responses to them;
- no photos of production or products are posted.

At the current stage, «Derazhnyanskyi Dairy Plant» LLC uses only a basic level of digital communications, which does not allow it to effectively attract and retain modern consumers. The lack of integration between channels, automation and personalization leads to the loss of potential points of contact with the customer.

In today's environment, when more than 70 % of consumers search for product information online before making a purchase (according to Google Consumer Insights), such digital passivity actually means losing a part of the market. The lack of an integrated online strategy leads to a decrease in coverage, limits the collection of feedback, and makes it impossible to personalize offers.

4. Low level of customer loyalty and lack of tools for its formation. Today, Derazhnyanskyi Dairy Plant LLC does not use systematic mechanisms for retaining regular customers. The company has not implemented:

- loyalty programs (accumulative bonuses, discounts for repeat purchases, etc.);
- personalized offers depending on consumption history;
- automated post-purchase thank-you notes, reminders, or congratulatory messages;
- a feedback collection system that would allow for prompt response to customer feedback.

In addition, the company does not form a customer community on social media, which could act as a channel for informal interaction, sharing positive experiences, and a source of information for improving products and services.

This creates risks of losing customers to more active brands that know how to build long-term relationships. In today's market, loyalty plays a greater role than

price – ignoring this aspect reduces not only repeat sales but also the total cost of the customer life cycle (CLV).

The main factors that determine the need to improve the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC are shown in Figure 3.3.

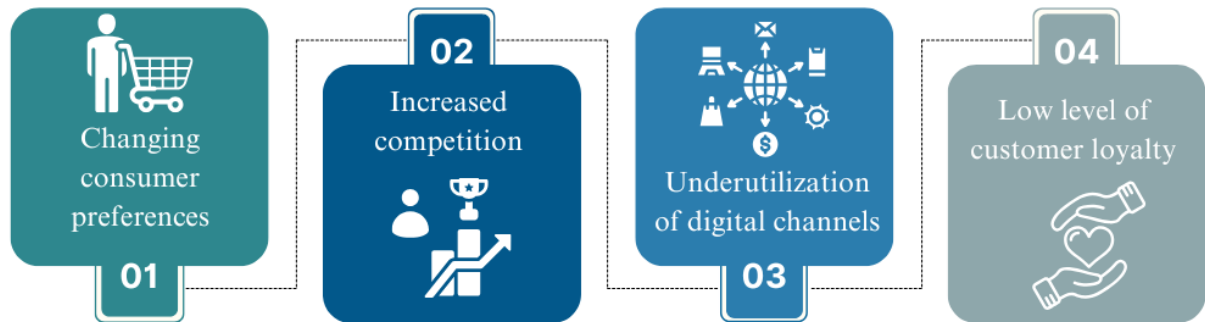


Figure 3.3 – Reasons for improving the marketing strategy
«Derazhnyanskyii Dairy Plant» LLC

Source: compiled by the author

In connection with the above, there is an objective need to modernize the company's marketing strategy aimed at introducing customer-oriented, digital and innovative approaches that will meet modern market requirements and ensure a long-term competitive advantage.

3.2 Development of recommendations for improving the marketing strategy

Taking into account the results of the analysis of the internal and external environment of the enterprise, a set of measures aimed at improving the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC is proposed.

1. Positioning the brand as a local, environmentally friendly and transparent producer.

In order to form an emotional connection with the target audience, it is advisable to focus on the following aspects:

- use of natural raw materials;
- support of local suppliers;
- quality control at all stages of production;
- openness to dialog with consumers.

The main elements of the communication campaign for «Derazhnyanskyi Dairy Plant» LLC, which implements the brand's positioning as a local, environmentally friendly and transparent producer, are shown in Table 3.1.

Table 3.1 – Key elements of the communication campaign «Closer than it seems»

Campaign element	Contents
Objective	Shaping the brand image as an honest, caring, local producer of natural products
Slogan	«Closer than it seems. Milk from the heart of Podillia»
Key messages	«Our farm is 15 km from your home»
Communication channels	«Quality control is open to everyone»
Partnerships	«Real milk – from local people for local people»
Expected results (KPIs)	«No extras – only natural»

Source: compiled by the author

In our opinion, it is advisable to propose a media plan for the communication campaign «Closer than it seems» for «Derazhnyanskyi Dairy Plant» LLC, which is presented in the form of a table (Table 3.2).

Table 3.2 – Media plan of the communication campaign «Closer than it seems»

Communication channel	Activity	Implementation period	Expected result
1	2	3	4
Social networks (Instagram, FB)	A series of posts with photos of employees and messages «Milk is nearby»	1-3 weeks	Engagement, recognition, reach growth
TikTok	Short videos: «Day on the farm», «How to milk a cow»	2-4 weeks	Viral effect, reaching young audience
Promo in stores	Tastings, «Local product» stickers, QR codes on videos	3-5 weeks	Sales growth, interest in the product
Video in social networks	«From cow to bottle»: a short video about production	3-6 weeks	Brand trust, increased loyalty

End of Table 3.2

1	2	3	4
Billboards in Khmelnytskyi region	Posters with photos of factory workers, messages «Closer than it seems»	4-6 weeks	Increased awareness in the region
PR and bloggers	Publications in food blogs, partnerships with local influencers	5-7 weeks	Building a positive image, loyalty
Open days on the farm	Organization of tours and broadcasts	6 weeks	Increased transparency, trust building

Source: compiled by the author

Expected effect:

- increased trust in the brand;
- increased loyalty among local consumers;
- increased awareness in the regional market.

The proposed communication campaign «Closer than it seems» is aimed at creating a positive, emotionally charged image of «Derazhnyanskyi Dairy Plant» LLC as a local and responsible producer. It combines authenticity, transparency and modern digital approaches to consumer engagement. Using a multichannel approach, focusing on the local community and emphasizing the naturalness of products, we expect to increase brand trust, strengthen consumer loyalty and expand the company's market presence in an increasingly competitive environment.

2. Segmentation and personalization of the offer.

The introduction of a clear segmentation of target groups (youth, families with children, people aged 50+, fitness-oriented consumers) will allow:

- adapt packaging, design and communication channels;
- form a product line to meet specific needs (e.g., lactose-free products, eco line);
- offer personalized promotions (through a CRM system).

Table 3.3 shows the segmentation of the target audience of «Derazhnyanskyi Dairy Plant» LLC, adapted to the realities of the Ukrainian consumer and the specifics of dairy products.

Table 3.3 – Target audience segmentation matrix

Segment	Key characteristics	Needs/expectations	Product and marketing solutions	Communication / Channels
Young families with children	Ages 25-40, living in cities, with preschool/school-age children	Naturalness, safety, health benefits for children	Products labeled «preservative-free», children's series, healthy yogurts, «2+1 for the family» promotions	Facebook, flyers in shopping malls, mom bloggers
Youth and students	Ages 18-25, active in social media, value convenience and speed	On-the-go products, trendy flavors, easy to consume	Bottled yogurts, smoothies, bright packaging, TikTok advertising	Instagram, TikTok, street marketing
Consumers 50+	Older people who prefer familiar tastes, often live in villages/towns	Affordability, quality, traditional recipes	Simple design, «traditional village», emphasis on «natural, as it used to be»	TV, newspapers, convenience stores
Fitness-oriented consumers	People aged 25-45, watch their diet, are active, interested in the composition of products	Protein products, low sugar, lactose-free	Sugar-free yogurts, products labeled «fitness», partnership with trainers	Instagram, partnerships with fitness clubs
Middle-income families in cities	People who buy regularly, looking for a balance between price and quality	Brand reliability, favorable offers	Bonus programs, cashback, large packaging, brand story	Loyalty programs, email newsletters

Source: compiled by the author

Expected effect:

- more precise satisfaction of consumer needs;
- increase in repeat purchases;
- increase in the average check by 10-15 %.

3. Activation of digital marketing.

It is recommended to create:

- an updated website with an online store;
- social media pages with content about production, team, recipes, consumption tips;
- partnership campaigns with food bloggers and local influencers;
- advertising on Google Ads, Facebook, and Instagram with targeting to relevant audiences.

Expected effect:

- reaching new audience segments (especially young people);

- growth of online sales to 20 % of the total volume;
- increased traffic to the website and conversion rate.

4. Implementation of a loyalty program.

Implementation of a systematic loyalty program that encourages repeat purchases, builds relationships with consumers and increases their involvement in the brand. The program is based on the accumulation of bonuses for purchases, special offers for registered customers, social interaction (reviews, recommendations to friends) and promotions for activity. For «Derazhnyanskyi Dairy Plant» LLC, it is advisable to offer a loyalty program, the details of which are shown in Table 3.4.

Table 3.4 – Program format: «Dairy Loyalty Card»

Component	Description
Bonuses for purchases	1 UAH = 1 point; accumulation of points in physical stores and online
Exchange for discounts/gifts	Exchange 100 points = 10 UAH discount or branded gift
Birthday gift	Free product from the assortment or up to 25 % discount
Invite a friend – get a bonus	For each invitee – +50 points
Promotional activities	Participation in drawings, promotions such as «Buy for 200 UAH – win a basket»

Source: compiled by the author

Program implementation channels:

- mobile application/page in the personal account on the website - accounting of points, purchase history, personal offers;
- physical points of sale - integration with the cash system, QR codes on the packaging;
- email and Viber newsletters - reminders about the balance of points, promotions for a specific segment;
- social networks – drawings and promotions for program participants only.

Expected effect:

- increase in customer retention by 25-30 % due to regular incentives for repeat purchases;

- increase in the number of regular customers - through personalization of offers and bonuses;

- increase in the number of regular customers through personalization of offers and bonuses;

- activation of recommendation sales through motivation to share information about the brand.

Special feature for the regional market: the program will become a competitive advantage for the company in Khmelnytskyi region, where such initiatives are not yet widespread in the dairy sector.

5. Expanding the range of products and innovations.

The prospects for launching new products should be considered:

- functional drinks (with probiotics, vitamins);
- kefir in convenient bottles for the take-away format;
- modern dairy desserts without added sugar.

Expected effect:

- covering new market niches;
- 10-12 % increase in sales of new products in the first 6 months;
- strengthening the brand as an innovative one.

6. Increase participation in social initiatives.

Participation in charity projects, partnerships with local schools or hospitals, and open production days create a positive image and strengthen brand loyalty.

Table 3.5 shows the initiatives of «Derazhnyanskyi Dairy» Plant LLC that should be implemented in the company's activities.

Table 3.5 – Social initiatives of the enterprise

Name of the initiative	The bottom line	Sales features	Expected effect
1	2	3	4
«Milk for Kids»	Delivery of dairy products to kindergartens, schools, and orphanages	1 UAH from the sale of a liter of milk marked «Good deed» is donated to charity	Image of responsible business, partnership with educational institutions
«School Milk» program	Weekly delivery of milk to schools in partnership with the ATC	Branded flasks, stands, lectures, promotion of healthy eating	Parental trust, influence on future consumers

End of Table 3.2

1	2	3	4
«Open Day»	Plant tours for schoolchildren, media, and community members	Tastings, master classes, «living stories» of employees	Transparency of processes, emotional closeness to the brand
Partnership with hospitals	Preferential supplies to low-income patients	«Dairy is Health» campaign, once a month	Caring for the community, positive social image

Source: compiled by the author

Expected effect:

- improved public perception of the company;
- emotional attachment to the brand;
- new points of contact with local consumers;
- organic spread of positive information about the company.

The proposed recommendations are based on the principles of a customer-centric strategy and an integrated marketing and communication approach that will ensure the long-term efficiency of the enterprise.

Thus, the implementation of these measures will allow the company not only to maintain its existing market position, but also to reach a new level of interaction with consumers, forming a sustainable competitive advantage.

3.3 CRM-technologies in the system of measures to improve the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC

Modern conditions of functioning of enterprises require not only the development of an effective marketing strategy, but also the introduction of tools that allow flexible adaptation to changes in the external environment and ensure sustainable interaction with target consumers. One of these tools is CRM (Customer Relationship Management), which allows you to automate customer relationship management processes, personalize offers, increase communication efficiency, and optimize sales channels.

The purpose of Customer Relationship Management is to centralize the customer base, keep track of purchase history, and personalize offers.

The goal of implementing a CRM system at «Derazhnyanskyi Dairy Plant» LLC is to:

- to establish constant, personalized communication with customers;
- automate repeat sales;
- create a base of regular customers and partners (including B2B - cafes, shops);
- support loyalty programs, promotions, discounts;
- track the response to marketing campaigns.

Table 3.6 – Key CRM functions for «Derazhnyanskyi Dairy Plant» LLC

CRM function	Application at the enterprise	Expected effect
Customer card (physical/B2B)	Data on name, purchases, preferences, history of appeals	Creating a complete customer portrait, personalizing communications
Customer segmentation	Customer classification by age, region, frequency of purchases, product type	More accurate marketing campaigns, relevant offers
Reminders for repeat purchases	Automatic notifications: «It's time to replenish stocks», «Your favorite products»	Increase in repeat orders by 15-20 %
Built-in email/Viber newsletters	Newsletters about promotions, bonuses, new products without a separate service	Increase in engagement, open rate > 25 %
History of interaction with each customer	All calls, letters, purchases - in one window	Transparency and quality service
Mobile application for sales representatives	Prompt data entry at points of sale, field promotions	Better planning, control of field activity
Reporting and analytics	Dashboard with purchase dynamics, effectiveness of promotions, number of new customers	Making informed management decisions

Source: compiled by the author on the basis of analysis [28]

Advantages of implementation:

- reduction of time for customer service;
- formation of a strong base of loyal customers;
- optimization of advertising costs through precise targeting;

– reduction of losses due to missed orders/inquiries.

Taking into account the specifics of «Derazhnyanskyi Dairy Plant» LLC, we recommend considering KeyCRM. This system provides integration with popular marketplaces, automation of order processing, and support for delivery services, which is relevant for a dairy producer. Below are the stages of KeyCRM implementation with a detailed description of the actions to be taken by the company, as well as a cost estimate of the implementation of this measure (tables 3.7 – 3.11).

The first step in the implementation of a CRM system is the preparatory stage, which includes organizational and analytical actions aimed at determining the needs of the enterprise, preparing internal resources and creating the necessary conditions for the effective integration of KeyCRM into marketing activities (table 3.7).

Table 3.7 – Preparatory stage (1 week) for the effective integration of KeyCRM at «Derazhnyanskyi Dairy Plant» LLC

Step	Action	Cost
1	Create an account at https://ua.keycrm.app	Free (up to 30 days trial period)
2	Form an internal team (sales manager, marketer, logistician)	Internal resources
3	Collect an existing customer base (Excel, Google Sheets, email)	Internal resources
4	Define the stages of sale (order, delivery, payment, repeat purchase)	Internal resources

Source: compiled by the author based on the analysis [28]

After completing the preparatory stage, the company proceeds to customize the CRM system functionality. This stage includes the technical and operational integration of KeyCRM with sales channels, the creation of a customer base structure, the configuration of a sales funnel, as well as preparation for further automation of marketing and logistics activities (table 3.8).

Table 3.8 – System setup (2 weeks) for effective KeyCRM integration at «Derazhnyanskyi Dairy Plant» LLC

Step	Action	Cost
1	Importing customers, categorization (retail, wholesale, cafes, schools, shops)	Internal resources
2	Integration with Prom.ua, Rozetka, OLX, Viber, Telegram, Instagram	\$19 per month for integration with unlimited platforms
3	Setting up a sales funnel and order calendar	Internal resources
4	Creating email and Viber newsletter templates	Internal resources
5	Connecting Nova Poshta API – automatic creation of invoices	Internal resources or additional costs as needed

Source: compiled by the author based on analysis [28]

The launch of the functionality involves the transition from preparatory settings to the full use of the CRM system in real time. The company starts processing orders through the system, conducts personalized mailings, activates the loyalty program and makes the first analytical observations of customer behavior (table 3.9).

Table 3.9 – Functional launch (1 week) for effective KeyCRM integration at «Derazhnyanskyi Dairy Plant» LLC

Step	Action	Cost
1	Start processing real orders in CRM	Included in the basic tariff
2	Activate mailing lists for holidays/promotions: «Discount on cheese for Trinity»	Internal resources
3	Application of a loyalty card: bonuses for repeat orders	Internal resources
4	Installing a widget on the site: «Ask a question», «Leave a request»	Internal resources or additional costs if necessary

Source: compiled by the author based on the analysis [28]

The final stage is the support and development of the CRM system functionality. It provides for regular updating of databases, analyzing the effectiveness of marketing activities, improving the sales funnel and expanding access to the system for new departments or branches of the enterprise (table 3.10).

Table 3.10 – Ongoing analytics and scaling of KeyCRM at «Derazhnyanskyi Dairy Plant» LLC

Step	Action	Cost
1	Monitoring the effectiveness of promotions (CTR, orders, repeats)	Included in the basic tariff
2	Monthly segmentation of new customers	Internal resources
3	Sales funnel optimization	Internal resources
4	Expansion of functions (access to managers from branches, work with wholesale customers)	Additional costs if necessary

Source: compiled by the author based on the analysis [28]

The total cost of KeyCRM implementation is shown in Table 3.11.

Table 3.11 – Total cost of KeyCRM implementation at «Derazhnyanskyi Dairy Plant» LLC

Component	Cost
Basic tariff (includes 200 orders, 2000 applications, 20,000 messages)	19 dollars USA / month
Integration with platforms (Prom.ua, Rozetka, OLX, Viber, Telegram, Instagram)	19 dollars USA / month
Additional packages (if necessary, for example, more than 200 orders)	9 dollars USA per 200 additional orders
Implementation and configuration of the system	15 000 to 25 000 UAH (one-time)

Source: compiled by the author based on the analysis [28]

Performance indicators (KPIs):

- repeat purchases: increase by 20 %;
- reduced order processing time: by 30 %;
- open rate of mailings: 25-30 %;
- increase in the number of customers in the database: +300 people in 6 months.

Thus, the implementation of the KeyCRM CRM system at «Derazhnyanskyi Dairy Plant» LLC is a strategically sound step in improving the company's marketing activities. The chosen platform provides comprehensive customer relationship management, allows you to segment the audience, automate order

processing, implement a loyalty program and carry out personalized communications through integrated communication channels.

The developed phased plan for KeyCRM implementation – from system preparation and configuration to scaling and analytical support – guarantees consistent mastery of the functionality and minimization of risks in the process of transforming internal business processes. The cost estimate shows that the technology is affordable for a medium-sized enterprise, and the projected performance indicators, including a 20 % increase in repeat purchases, a 30 % reduction in order processing time, and an expanded customer base, confirm the economic feasibility of the implementation.

A CRM system is not only a technical tool but also the basis of a new marketing paradigm for an enterprise, based on long-term cooperation with customers, flexible adaptation to their needs, and digital transparency of business. This approach allows the company to build competitive advantages in the dairy market and ensure sustainable growth in a dynamic environment.

Summarizing the areas of improvement of the marketing strategy proposed in this section, it is advisable to present them in a tabular form (table 3.12), which allows systematizing key activities, goals, implementation methods and expected results. This format of presentation provides a holistic perception of the marketing complex, allows to clearly outline the logic of implementation of each element, and also allows to identify potential synergies between individual tools.

Table 3.12 shows the six main areas of transformation of the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC, in particular: brand positioning, audience segmentation, digital marketing, loyalty program, social responsibility, and implementation of the KeyCRM CRM system. Each of the proposed measures is aimed at increasing the company's competitiveness, strengthening its market position and building long-term relationships with target consumers.

Table 3.12 – Generalization of measures to improve the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC

Measures	Goals achieved	Implementation methods	Performance indicators and expected results
Brand positioning	Increasing trust, building a local image	Closer Than It Seems campaign: videos, billboards, social media, live stories	+30 % awareness, growth of loyalty in the region
Segmentation and personalization	Accurate satisfaction of target audience needs, sales growth	Creating audience segments, tailoring offers, personalized promotions	+10-15 % average check, increase in repeat purchases
Digital marketing	Reaching new segments, developing online sales	Website, online store, advertising, social media, email/Viber newsletters	Online sales up to 20 %, increase in traffic, conversion
Loyalty program	Customer retention, repeat purchases, recommendations	Milk Card: bonuses, gifts, CRM engagement	+25-30 % retention, growth in the number of regular customers
Social initiatives	Social responsibility, positive image, emotional connection	Charity programs, open days, partnerships with schools and hospitals	Community engagement, emotional attachment to the brand
Implementation of the KeyCRM CRM system	Automation of customer interaction, increased loyalty, effective sales management	Setting up a sales funnel, importing a database, segmentation, integration with platforms, newsletters, analytics	+20 % of repeat purchases, 30 % reduction in order processing time, open rate of 25-30 %, +300 customers in 6 months.

Source: compiled by the author

The analysis of table 3.13 shows a systematic and comprehensive approach to improving the marketing strategy of «Derazhnyanskyi Dairy Plant» LLC. The proposed measures cover both external communication activities (positioning, social initiatives, digital marketing) and internal infrastructure of customer interaction (CRM system, loyalty program, personalization of offers).

Particularly noteworthy is the implementation of the KeyCRM CRM system, which acts as a unifying tool for the implementation of most activities. It allows optimizing sales, collecting and analyzing customer data, conducting targeted mailings, and increasing the effectiveness of marketing communications. At the

same time, the implementation of socially oriented projects will help to build a positive brand image and strengthen its connection with the local community.

Thus, the coordinated implementation of the measures presented in the table will ensure not only an increase in commercial performance but also an increase in the market sustainability of the enterprise in today's competitive environment.

Conclusions to the third chapter

The section develops a set of practical recommendations aimed at improving the marketing strategy of LLC «Derazhnyanskyi Dairy Plant», taking into account the results of the analysis of the enterprise's activities, current marketing policy and current market trends.

It is determined that the transformation of the marketing strategy is an extremely necessary condition for the enterprise to adapt to dynamic changes in the external environment, increased competition, changing consumer preferences and active development of the digital environment. In particular, important factors are the growing demand for local, environmentally friendly products, declining consumer loyalty to traditional brands, and insufficient representation of the enterprise in the digital space.

Specific areas for improving the marketing activities of an enterprise are proposed, which include brand positioning, segmentation of the target audience, implementation of digital marketing, loyalty program, social initiatives and use of modern CRM systems.

Positioning the brand as a local, environmentally friendly and transparent producer will help build an emotional connection with consumers and increase brand awareness in the region. The implementation of the communication campaign «Closer than it seems», which includes the use of social media, video content, live stories of employees, and open events at the production site, will help build trust and strengthen the company's reputation.

The introduction of a clear segmentation of the target audience will allow us to better adapt products, communication and service to the needs of specific consumer groups: young families, students, people aged 50+, and fitness-oriented consumers. This creates the basis for personalization of offers, which will help to increase the average check and the number of repeat purchases.

Digital marketing, including the creation of a modern website, launch of an online store, social media activity, targeted advertising and e-mail/Viber newsletters, significantly expand sales channels and reach new consumers. The share of online sales is expected to reach 15-20 % of total sales in the medium term.

The Milk Card loyalty program, based on the principles of bonuses, gifts and personal discounts, will help retain existing customers, encourage repeat purchases and boost referral sales.

Social responsibility has become an important element of the company's marketing strategy. Initiatives such as Milk for Kids, School Milk, and Open Days not only build a positive image but also ensure sustainability in relations with the community and local partners. Special attention was paid to the implementation of the KeyCRM CRM system as the main tool for automating customer interaction. This system allows for centralized order processing, customer base formation, implementation of a loyalty program, monitoring the effectiveness of mailings and interactions, segmentation and analytics. Repeat purchases are expected to increase by 20 % and the efficiency of order processing by at least 30 %.

Thus, the implementation of the proposed measures will not only strengthen the company's market position, but also create a stable system of customer interaction, increase competitiveness and ensure sustainable growth in sales in a dynamic market.

Conclusions

In the course of researching the theoretical and practical aspects of improving the marketing strategy of an enterprise, it has been established that an effective strategy is a key factor in ensuring competitiveness, adaptability to changes in the market environment and the formation of a stable customer base.

In the qualification work, the author analyzes the essence, classification and methods of implementing marketing strategies. It was found that marketing strategy is not only a tool for achieving commercial goals, but also a reflection of the strategic thinking of the enterprise. The approaches of leading scientists (F. Kotler, I. Ansoff, J.-J. Lambin, etc.) are considered, which focus on the combination of long-term goals, market opportunities and internal potential of the company.

Particular attention is paid to analytical tools for strategic planning – SWOT analysis, BCG matrix, Ansoff matrix, PEST analysis, GE/McKinsey matrix, marketing effectiveness assessment, which allows making informed decisions at all levels of management.

An analysis of the external environment and internal indicators of LLC «Derazhnyanskyi Dairy Plant» is carried out. It is determined that the enterprise operates in a complex competitive environment of the dairy industry, which is characterized by an increase in demand for products with high added value, a shift in consumer priorities towards healthy eating, transparency and regionalization.

Based on the statistical data, it was concluded that the company demonstrates a steady increase in sales and income, improvement of technical and economic indicators, in particular labor productivity, profitability, and return on investment.

At the same time, the SWOT analysis revealed a number of weaknesses in the company's marketing activities: insufficient development of digital tools, poor communication with clients, and the lack of a unified marketing concept. BCG's matrix showed that some product groups need to be promoted more intensively.

The assessment of communication channels confirmed the insufficient integration of digital platforms, irregular content on social networks, and the lack of a CRM system, which makes it difficult to build long-term relationships with customers.

It is concluded that there is an objective need to transform the current marketing strategy of «Derazhnyanskyi Dairy Plant» LLC in the direction of combining differentiation, digital transformation, and customer focus.

The master's thesis proposes practical ways to improve the marketing strategy of «Derazhnyanskyii Dairy Plant» LLC, taking into account current market trends, changes in consumer behavior, increased competition, and the growing digitalization of the consumer space.

Based on the results of the analysis of the company's current marketing activities and the SWOT analysis, it was found that the marketing strategy needs a deep transformation, since in its current form it does not allow to fully realize the company's potential. The main challenges were: a change in consumer preferences in favor of natural, local products, increased competition from large brands, insufficient use of digital communication and sales channels, and a low level of repeat purchases.

In response to these challenges, six key areas for improving the company's marketing strategy were formed: brand positioning, segmentation and personalization, digital marketing activation, implementation of a loyalty program, expansion of social responsibility, and integration of the KeyCRM CRM system.

Positioning the brand as a local, honest and transparent producer through the «Closer than it seems» campaign helps build consumer trust and increase awareness at the regional level. Segmentation of the target audience and personalization of offers contribute to a deeper understanding of consumer needs and allow us to adapt both the assortment and communications to the specifics of each segment.

Intensification of digital marketing – through the creation of a website, an online store, targeted advertising, email/Viber newsletters, and an active presence in social networks – opens up new sales channels, particularly for young people,

and allows the company to establish itself in the digital space. The loyalty program based on the Milk Card bonus system is aimed at increasing repeat sales, customer retention, and encouraging recommendations.

Social responsibility plays a significant role in building a sustainable brand. The implementation of such initiatives as Milk for Kids, School Milk, environmental campaigns and open days at the production site not only strengthens ties with the community but also helps to build emotional attachment to the brand.

The central tool for implementing all these measures is the KeyCRM CRM system, which allows automating customer accounting, organizing effective interaction with customers, conducting personalized communications, tracking the effectiveness of marketing activities and forming a single information base. The KeyCRM implementation was developed in stages, taking into account the cost, integration capabilities, human resources, and expected effects.

The expected result of the updated strategy implementation is an increase in customer loyalty, repeat purchases, expansion of market presence and formation of a sustainable competitive brand.

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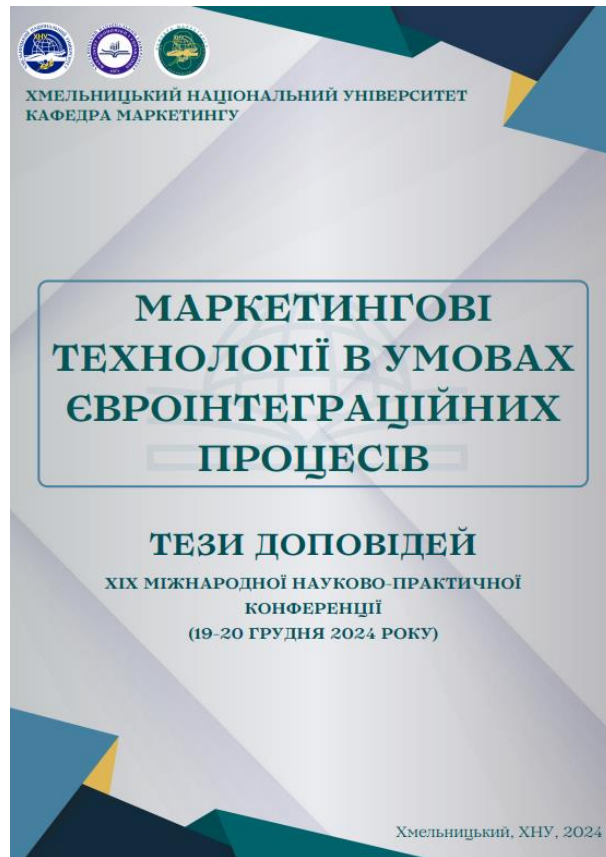
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APPENDIXES

APPENDIX A



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DEVELOPING A MARKETING STRATEGY FOR ENTERPRISES IN THE CONTEXT OF DIGITAL TRANSFORMATION

Digital transformation has become not only a technological but also an organizational process that radically changes the way we do business. For businesses, this means the need to adapt to new conditions caused by the development of digital technologies, including the Internet of Things (IoT), Big Data, artificial intelligence (AI), and cloud computing. Changes in technology and business processes have a direct impact on marketing, as businesses need to rethink their marketing strategies to interact with new digital channels, consumers, and competitors. Forming a marketing strategy in the context of digital transformation involves integrating new technologies into marketing processes and actively using digital communication channels to achieve maximum effect.

Digital transformation is the process of integrating digital technologies into all aspects of a business, which changes the way it interacts with customers, partners and other stakeholders. It includes the modernization of products, services, business models, and operational processes using the latest digital tools and technologies. For marketing, digital transformation means fundamental changes in the strategy of interaction with the target audience, as modern consumers increasingly interact with brands via the Internet, social media, mobile applications and other digital channels.

Digital transformation is changing marketing as traditional channels such as television, radio, direct mail compete with new digital channels (websites, social media, mobile apps, etc.). This is also leading to the growing importance of data and analytics in making decisions about marketing campaigns.

Key factors that influence the formation of a marketing strategy in the context of digital transformation [1]:

1. Digital technologies. Modern digital technologies are changing the way we interact with customers, analyze their behavior, forecast trends, and measure the effectiveness of marketing campaigns. A large number of available tools (CRM systems, marketing platforms, social networks, analytical tools, etc.)

allow you to more accurately identify target groups, personalize offers and make instant adjustments to strategies.

2. Changes in consumer behavior. Consumers are becoming more informed, sophisticated and inclined to make purchases through digital channels. They use smartphones, tablets, and other devices to search for information, compare products, and get feedback. This necessitates the development of a strategy focused on omnichannel and personalization to provide the best experience for the customer.

3. Big data and analytics. A large amount of data generated through digital channels allows businesses to gain valuable insights into customer behavior. The use of analytics helps to make informed decisions and create personalized marketing campaigns that meet the individual needs of consumers.

4. Mobile technologies and mobile platforms. The development of mobile technologies creates new opportunities for companies. Mobile applications, SMS marketing, messengers, and other channels allow you to reach consumers directly at any place and time. Mobile marketing has a huge potential in reaching target audiences, as most users spend a significant amount of time in mobile applications.

The main stages of forming a marketing strategy in the context of digital transformation are [2]:

1. Analyzing the digital environment and target audience means studying the digital environment, including competitors, the market, and online business opportunities. It is also important to analyze consumer behavior in the digital space: to investigate which channels they use to search for information, buy goods, and communicate with brands.

2. Defining goals and objectives of the marketing strategy is a critical stage, as the goal of a marketing strategy in the context of digital transformation should be focused on specific measurable results. This may include increasing the level of brand engagement, growing online sales, increasing the number of social media followers, etc.

3. Choosing digital channels and communication tools – businesses need to choose channels to achieve the goals of their marketing strategy. These can include digital advertising, SEO (search engine optimization), content marketing, social media, email marketing, mobile applications, etc.

4. Personalization of offers and customer experience – in the context of digital transformation, one of the key aspects is the personalization of user experience. The use of big data analytics allows you to create individual offers for each consumer based on their previous purchases, search queries, and other information.

5. Monitoring and evaluating the effectiveness of the strategy – an important step is to constantly monitor the results of digital marketing campaigns. This allows you to adjust your strategy in real time, respond quickly to changes in consumer behavior, and optimize the cost of marketing tools.

Challenges and problems of forming a marketing strategy in the context of digital transformation [1, 2]:

– changing the role of traditional marketing channels – due to the development of digital technologies, traditional marketing channels (television, radio, press) are gradually losing their importance, which requires adapting marketing strategies to new realities;

– information overload – consumers receive a huge number of advertising messages every day, which can lead to the effect of «advertising fatigue». It is important to create interesting, interactive, and personalized campaigns to counteract this;

– data security issues – the collection and processing of big data raises questions about the protection of consumers' private information, which creates the need to comply with data protection rules and legislation (e.g., GDPR).

Trends and innovations in digital marketing [1, 2]:

1. Integration of artificial intelligence (AI) and automation. The use of AI to automate marketing processes, create personalized advertising campaigns, and chatbots for customer service.

2. Voice search and virtual reality. Implementation of voice technologies and VR/AR in marketing opens up new opportunities for user interaction and creation of innovative advertising campaigns.

3. Content marketing and video content. Video content and interactive formats have become an important element of communication with the audience. Live streaming, videos on YouTube, TikTok, and Instagram help brands get closer to consumers.

Forming a marketing strategy for enterprises in the context of digital transformation is an important step to ensure their competitiveness in the modern digital environment. The use of the latest technologies, integration of data analytics and digital tools allow businesses to personalize offers, reach new levels of customer interaction and increase the effectiveness of their campaigns. Successful adaptation to digital changes is the key to long-term success in the market.



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APPENDIXE B



Table B.1 – Astorment «Derazhnyansky Dairy Plant» LLC

Photo	Description
	<p>Drinking pasteurized cow's milk with a mass fraction of fat 2,5 % or 3,2 % DSTU 2661: 2010 Packing: polyethylene film Net weight: 1000g – 15g Ingredients: whole cow's milk, skimmed milk Storage conditions: at the temperature of $(4 \pm 2) ^\circ\text{C}$ Expiration date: no more than 8 days from the date of production</p>
	<p>Kefir with a mass fraction of fat of 2.5 %, low-fat DSTU 4417:2005 Packaging: plastic film Net weight: 500g-3 %, 1000g-15 g Product composition: normalized cow's milk, starter of pure cultures of lactic acid bacteria. Storage conditions: at a temperature of 0 to 6 °C and relative humidity of no more than 80 % Shelf life: no more than 5 days from the date of manufacture Kefir with a mass fraction of fat of 2.5 %, low-fat TU U 14275901.043:2000 Packaging: plastic film Net weight: 500g-3 %, 900g-15 g, 1000g-15 g Product composition: normalized cow's milk, starter cultures of pure lactic acid bacteria. Storage conditions: at a temperature of $(4 \pm 2) ^\circ\text{C}$ and relative humidity not exceeding 80 % Shelf life: no more than 10 days from the date of manufacture</p>

	<p>Yogurt with a mass fraction of fat of 2.5 % «Derazhnyansky» (raspberry, blueberry, cherry, strawberry, apricot) DSTU 4343:2004 Net weight: 200g-4.5 % Product composition: normalized cow's milk, sugar, fruit filler, stabilizer, starter cultures of pure lactic acid bacteria Storage conditions: at a temperature not exceeding 6°C Shelf life: no more than 14 days from the date of manufacture</p> <p>Yogurt with a mass fraction of fat of 2.5 % «Derazhnyansky» (without filler) DSTU 4343:2004 Net weight: 200g-4.5 % Product composition: normalized cow's milk, sugar, stabilizer, starter cultures of pure lactic acid bacteria Storage conditions: at a temperature not exceeding 6°C Shelf life: no more than 14 days from the date of manufacture</p> <p>Yogurt with a mass fraction of fat of 1.6 % «Derazhnyansky» (without added sugar) DSTU 4343:2004 Net weight: 370g-3 %, 400g-3 % Product composition: normalized cow's milk, stabilizer, starter cultures of pure lactic acid bacteria Storage conditions: at a temperature not exceeding 6°C Shelf life: no more than 14 days from the date of manufacture</p>
	<p>Ryazhenka with a mass fraction of fat of 2.5 %, 4 % TU U 14275901.034-2000 Packaging: polystyrene cup (net weight: 200g-4.5 %, 370g-3 %, 450g-3 %); polyethylene film (net weight: 400g-3 %) Product composition: normalized cow's milk, starter cultures of pure lactic acid bacteria Storage conditions: at a temperature not exceeding 6°C Shelf life: no more than 14 days from the date of manufacture</p>

	<p>Sour cream with a mass fraction of fat of 15 %, 20 %, 21 %</p> <p>DSTU 4418:2005</p> <p>Packaging: polystyrene cup (net weight: 180g-4.5 %, 200g-4.5 %, 370g-3 %, 450g-3 %); plastic bucket (net weight: 1000g-15g), plastic film (net weight: 400g-3 %)</p> <p>Product composition: normalized cream, starter of pure cultures of lactic acid bacteria</p> <p>Storage conditions: at a relative humidity of no more than 80 % at a temperature of 0 to 6 °C</p> <p>Shelf life: no more than 10 days from the date of manufacture (for glasses and buckets), for film no more than 14 days.</p>
	<p>Brine cheese «Suluguni» with a mass fraction of fat 45 %</p> <p>TU U 46.39.069-95</p> <p>Packaging: vacuum, plastic film</p> <p>Ingredients: normalized cow's milk, bacterial starter, calcium chloride, milk coagulating enzyme preparation, salt</p> <p>Storage conditions: at temperatures from minus 2°C to 6°C and relative humidity (85±5) %</p> <p>Shelf life: no more than 2 months from the date of manufacture</p> <p>Brine cheese «Brynza» with a mass fraction of fat of 45 %</p> <p>SOU 15.5-37-191:2004</p> <p>Packaging: vacuum, plastic film</p> <p>Ingredients: normalized cow's milk, whey, salt</p> <p>Storage conditions: at a temperature from 0°C to 8°C and relative humidity (80±5) %</p> <p>Shelf life: 12 months: 30 days from the date of manufacture</p> <p>Soft cheese «Adygeisky» with a mass fraction of fat of 45 %</p> <p>SOU 15.5-37-191:2004</p> <p>Ingredients: normalized cow's milk, whey, salt</p> <p>Packaging: vacuum, plastic film</p> <p>Storage conditions: at a temperature from 0°C to 8°C and relative humidity (80±5) %</p> <p>Shelf life: not exceeding one year: 20 days from the date of manufacture</p> <p>Cheddar rennet cheese with a mass fraction of fat 45 %</p> <p>TU U 15. 5-32861671-001:2007</p> <p>Packaging: vacuum, plastic film</p> <p>Product composition: normalized cow's milk, cream, food bacterial starter, calcium chloride, potassium nitrate, milk coagulating enzyme preparation</p> <p>Storage conditions: at temperatures from minus 4°C to 6°C and relative humidity (75±5) %</p>

	<p>Shelf life: no more than 60 days from the date of manufacture</p> <p>Hard cheese «Ukrainian» with a mass fraction of fat of 50 %</p> <p>DSTU 4421:2005</p> <p>Packaging: vacuum, plastic film</p> <p>Ingredients: normalized cow's milk, table salt, bacterial starter, calcium chloride, potassium nitrate, milk curdling enzyme preparation, natural annatto dye</p> <p>Storage conditions: at temperatures from 0°C to 8°C and relative humidity (85±5) %</p> <p>Shelf life: no more than 5 months from the date of manufacture</p> <p>Hard cheese «Poshekhonsky» with a mass fraction of fat of 45 %</p> <p>DSTU 4558:2006</p> <p>Packaging: vacuum, plastic film</p> <p>Product composition: normalized cow's milk, salt, bacterial starter, calcium chloride, potassium nitrate, milk coagulation enzyme preparation, natural annatto dye</p> <p>Shelf life: at temperatures from 0°C to 8°C and relative humidity (85±5) % - not more than 5 months from the date of manufacture</p> <p>Milk-containing cheese product «Kyivsky» with a mass fraction of total fat 50 % (including milk fat 25 % of the total fat content)</p> <p>TU U 15. 8-33548609-010:2008</p> <p>Packaging: vacuum, plastic film</p> <p>Ingredients: skimmed cow's milk, milk fat substitute, salt, calcium chloride, potassium nitrate, bacterial starter, milk curdling enzyme preparation, natural annatto dye</p> <p>Shelf life: at temperatures from 0°C to 8°C and relative humidity of 70 %-80 % - not more than 5 months from the date of manufacture</p> <p>Hard cheese «Knyazhyi» with mass fraction of fat 50 %</p> <p>TU U 15. 5-26519426-007:2005</p> <p>Packaging: vacuum, plastic film</p> <p>Ingredients: normalized cow's milk, table salt, bacterial starter, calcium chloride, potassium nitrate, milk curdling enzyme preparation, natural annatto dye</p> <p>Storage conditions: at temperatures from 0°C to 8°C and relative humidity 70 %-80 %</p> <p>Shelf life: no more than 5 months from the date of manufacture</p>
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	<p>Ukrainian mozzarella cheese with a mass fraction of fat 45 %.</p> <p>DSTU 15.5-37-191:2004</p> <p>Packaging: vacuum, plastic film</p> <p>Ingredients: normalized milk, edible salt, lyophilized starter culture, calcium chloride, milk coagulation enzyme</p> <p>Shelf life: at a relative humidity of no more than (80+-5) % and a temperature of 0°C to 6°C – no more than 60 days;</p> <p>Milk-containing cheese product «Mozzarella» with a mass fraction of total fat of 45 % (including milk fat of 25 % of the total fat content)</p> <p>TU U 15. 8-33548609-010:2008</p> <p>Packaging: vacuum, plastic film</p> <p>Ingredients: skimmed cow's milk, milk fat substitute, salt, calcium chloride, nitrate, lyophilized starter culture, milk coagulation enzyme</p> <p>Shelf life: at temperatures from 0°C to 5°C and relative humidity of 70 %-80 % - no more than 90 days.</p>
	<p>Extra sweet cream butter with mass fraction of fat 82.5 %.</p> <p>DSTU 4399:2005</p> <p>Packaging: foil 180 g-4.5 %; cardboard box 5, 10, 20 kg</p> <p>Product composition: pasteurized cream</p> <p>Shelf life (packaged): at a relative humidity of no more than 80 %</p> <ul style="list-style-type: none"> – at a temperature from 0°C to minus 5°C inclusive – no more than 35 days; – at a temperature from minus 6°C to minus 11°C inclusive – no more than 60 days; – at a temperature from minus 12°C to minus 18°C inclusive – no more than 75 days. <p>Sweet cream peasant butter with a mass fraction of fat 72.5 %, 73.0 %</p> <p>DSTU 4399:2005</p> <p>Packaging: foil 180 g-4.5 %, 400-500 g; cardboard box 5, 10, 20 kg</p> <p>Product composition: pasteurized cream</p> <p>Storage conditions and shelf life (packaged): at a relative humidity of no more than 80 %</p> <ul style="list-style-type: none"> – at temperatures from 0°C to minus 5°C inclusive – no more than 35 days; – at temperatures from minus 6°C to minus 11°C inclusive – no more than 60 days; – at temperatures from minus 12°C to minus 18°C inclusive – no more than 75 days.