

## РЕГІОНАЛЬНА ЕКОНОМІКА

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**AS PREREQUISITE PROGRAM MARKETING INTERNATIONAL BUSINESS DIVERSIFICATION OF AGRICULTURAL ENTERPRISES OF UKRAINE**

**ПРОГРАМА МАРКЕТИНГУ ЯК ПЕРЕДУМОВА МІЖНАРОДНОЇ ДИВЕРСИФІКАЦІЇ БІЗНЕС-ДІЯЛЬНОСТІ АГРАРНИХ ПІДПРИЄМСТВ УКРАЇНИ**

**Urgency of the research.** At the current stage of the agricultural enterprises business activities in Ukraine are pressing questions about their international activities. The marketing program increases the efficiency of these enterprises in overseas markets.

**Target setting.** Develop a marketing program is phased process research and analysis of the specific market situation. It is important for development purposes and marketing strategies. They can become a way for achieving the objectives of enterprises in the international diversification of business activities or potential threats, able to block these pathways.

**Actual scientific researches and issues analysis.** In the academic and scientific literature review of issues received considerable attention from researchers such as Lyhmanyuk T. Roslyakov A, B and Kigel others.

**The research objective.** The result of this work should be a document developed on the basis of clearly articulated goals of the system. This marketing program for "Vinahrodar" Zhmerynka district, Vinnitsa region abroad.

**The statement of basic materials.** Once defined range of products, markets and growth opportunities in these markets, the chosen strategy of agrarian business enterprise, you must go to the development of the implementation plan international marketing. Such a plan should be a set of marketing activities of the potential of the agricultural enterprises and promotion of its products in foreign markets. In our view, an important step in developing a program of international marketing of the agricultural enterprise is a plan for implementing the agricultural potential on overseas markets. Below is the author of a plan designed marketing potential implementation of a diversified international conglomerate of "Vinahrodar" Zhmerynka district, Vinnitsa oblastion.

**Conclusions.** Summing up the development of marketing programs business activities of agricultural enterprises in Ukraine in terms of international diversification (for example, an international diversified conglomerate of "Vinahrodar") believe that the producers of agricultural products in Ukraine need support state infrastructure development of foreign economic activity, reducing pressure and removing artificial barriers for uninterrupted business in the agricultural sector.

**Keywords:** marketing program; business activity; diversification; international activity.

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**Актуальність теми дослідження.** На сучасному етапі розвитку бізнес-діяльності аграрних підприємств України є актуальним питання про їх міжнародну діяльність. Маркетингова програма збільшує ефективність діяльності цих підприємств на зарубіжних ринках.

**Постановка проблеми.** Розробка маркетингової програми є поетапним процесом дослідження і аналізу конкретної ринкової ситуації. Це важливо для розробки цілей та стратегій маркетингу. Вони можуть стати шляхами до досягнення цілей підприємств в умовах міжнародної диверсифікації бізнес-діяльності, або потенційними загрозами, здатними блокувати ці шляхи.

**Аналіз останніх досліджень і публікацій.** У навчальній і науковій літературі розгляду даної проблематики приділяється значна увага з боку таких науковців, як Лихманюк Т., Росляков А., Кігель В та інших.

**Постановка завдання.** Результатом даної роботи, повинен стати документ, розроблений на основі чітко сформульованої системи цілей. Це маркетингова програма для компанії «Вінагород», Жмеринського району, Вінницької області за кордон.

**Викладення основного матеріалу.** Після того, як визначені асортимент товару, ринки збуту і можливості росту на цих ринках, вибрана стратегія бізнес-діяльності аграрного підприємства, необхідно перейти до розробки плану реалізації міжнародного маркетингу. Такий план повинен стати комплексом маркетингових заходів реалізації потенційних можливостей аграрного підприємства та просування його продукції на зарубіжному ринку. В роботі представлений розроблений автором план-маркетинг реалізації потенційних можливостей міжнародної диверсифікованої конгломератної компанії «Вінагород».

**Висновки відповідно до статті.** Підсумовуючи результати розробки програми маркетингу бізнес-діяльності аграрних підприємств України в умовах міжнародної диверсифікації вважаємо, що виробники аграрної продукції в Україні потребують підтримки держави у розвитку інфраструктури зовнішньоекономічної діяльності, зменшення тиску та усунення штучних бар'єрів для безперервного ведення бізнесу в агросекторі.

**Ключові слова:** маркетингова програма; бізнес-діяльність; диверсифікація; міжнародна діяльність.

**Urgency of the research.** At the present stage of the agribusiness development in Ukraine the issue of international activities of different companies is relevant. The effectiveness of these companies in foreign markets is determined by many factors, especially by the usage of the marketing programs. Therefore, the dominant factor that determines marketing specialist's actions is the planning of the

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**РЕГІОНАЛЬНА ЕКОНОМІКА**

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most profitable ways of entering new markets and launching new products or developing an effective marketing strategy for the usage one or the other favorable marketing opportunities.

**Target setting.** The elaboration of marketing program is a gradual process of investigation and analysis of the specific marketing situation, the development of objectives, strategies and marketing plans which are correspond resources, opportunities for the agribusiness, and are accompanied by a practical implementation, evaluation and monitoring of actions which are aimed to achieve goals. This systematic approach in agribusiness allows to identify and to assess every marketing opportunity which may be the way of achieving the objectives in the conditions of international diversification in business activities, or potential threats, which are able to block these ways.

**Actual scientific researches and issues analysis.** The educational and scientific literature considering this issue has received a considerable attention from different scholars: Lychmanyuk T., Roslyakov A., Kigel and others.

In previous research, it was determined that Belgium, Ireland, Switzerland and Japan markets are promising for national agribusiness because of a considerable convergence (the lack of imbalances in the markets of these countries), i.e. the possibility of adapting the business activity of Ukrainian companies to the new conditions of its functioning in foreign markets.

Previous studies indicate that Ukrainian agribusiness companies are competitive not only in national market, and the potential production of goods "10 grains", "12 seeds and fruits", "15 fats and oils" exceed the internal needs of the country. Therefore, national agribusiness companies should find new markets in order to increase their product sales and to make their production capacities more efficient.

**Highlighting of the unexplored aspects of the problem.** A marketing plan is still unexplored at this stage and it should be developed and based on clearly formulated goals, objectives and ways to implement them and anticipate the necessity of the justification and the principles of promotion agriproducts abroad by the international diversified conglomerate company "Vinogradar", Zhmerinka district, Vinnitsa region.

**The research objective.** A marketing program of a diversified conglomerate company "Vinogradar" must take into consideration the correspondence between the marketing objectives of the company and its potential marketing opportunities and resources. The main marketing objective of agribusiness companies in the conditions of international diversification of business activities is the organization of companies' activities in such a way in which the production of agriproducts will be combined organically and effectively, the consumers' demands will be satisfied with agricultural products and the results of its processing, the incomes and agribusiness companies state of development will be evaluated.

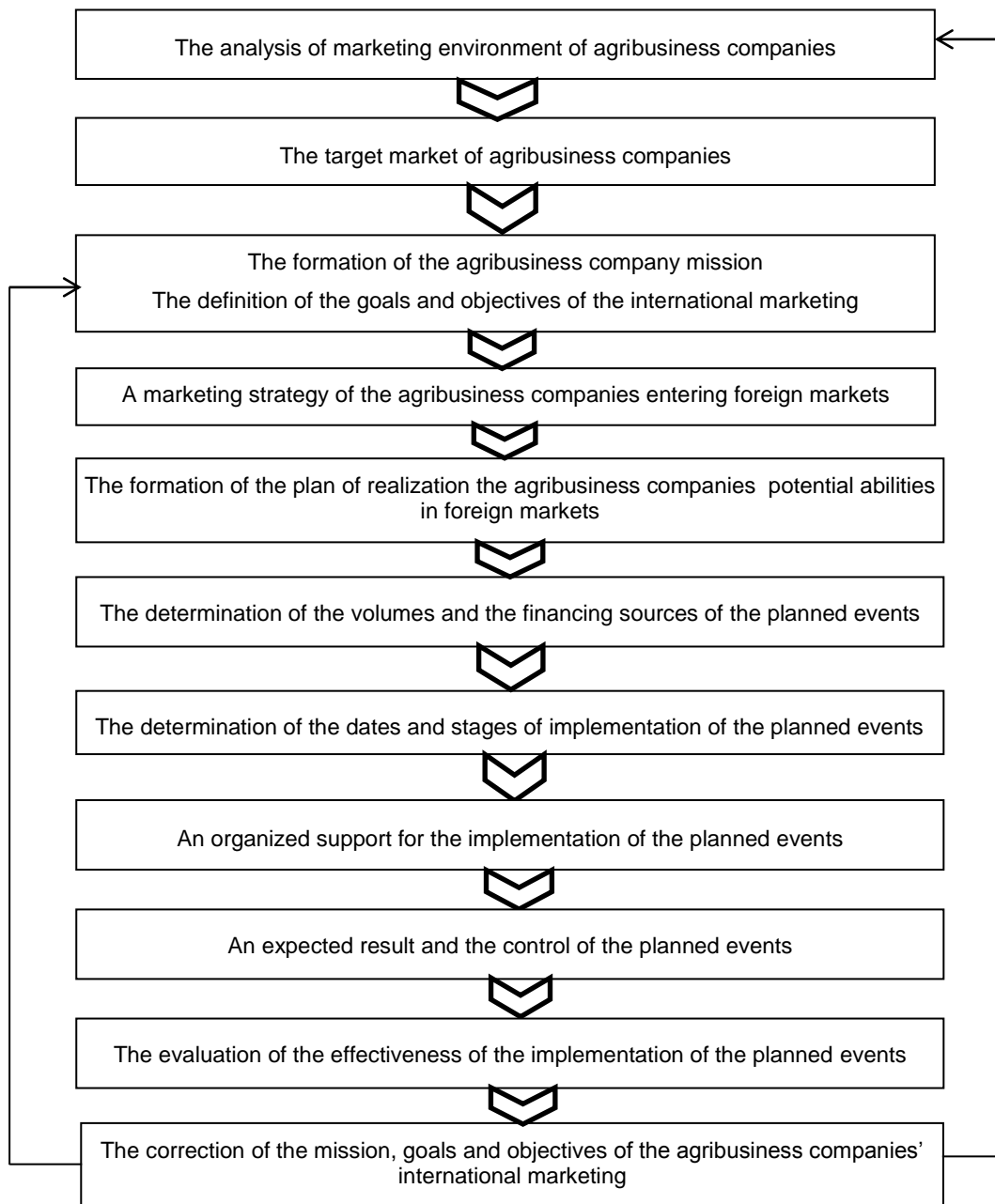
**The statement of basic materials.** In practical activities of agribusiness companies the marketing environment is often changeable, some opportunities open immediately, while others may disappear from the researcher or to be blocked. Thus, it is worth to treat the development of marketing programs as an adapted and a commissioned process. The outcome of this gradual process is the program document, in which the results of the research are summarized. They fix the marketing strategy of agribusiness companies and reflect the steps that you should do to achieve your marketing objectives. They also determine the methods with the help of which you can measure your goals progress. Despite the fact, that the marketing program becomes an official document after it was approved by the company's top management, we think that it should be constantly revised according to the changes in the commercial policy and the competitive environment.

On the basis of the methodology of formation the marketing idea of the company which was made by a well-known American marketing specialist F. Kotler [1], the author suggests the following scheme for the development and implementation of the international marketing program, as the main precondition for international diversification of agribusiness companies in Ukraine (Pic. 1).

The mission of every agribusiness company in Ukraine is to provide the competitiveness of the companies and its products in terms of international diversification of business activities at the appropriate level.

On the basis of the formed mission we define the goals and objectives of international marketing in national agribusiness companies

**РЕГІОНАЛЬНА ЕКОНОМІКА**



**Pic. 1. The stages of the agribusiness companies' international marketing program development**

Let's consider some possible alternative goals for agribusiness companies in the conditions of international diversification of business activities:

- the satisfaction of consumers' demands with such products "10 grains", "12 seeds and fruits", "15 fats and oils";
- the increase of the effectiveness of international activities by establishing a close partnership on foreign markets;
- the stimulation of agricultural products consuming of national production the groups "10 grains", "12 seeds and fruits", "15 fats and oils";

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**РЕГІОНАЛЬНА ЕКОНОМІКА**

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- the improving of the quality of agricultural products "10 grains", "12 seeds and fruits", "15 fats and oils" according to the international standards;

- the maximization the current incomes from agribusiness companies.

For achieving the agribusiness company mission we think that it's worth to determine the main priority directions in activity of agribusiness companies in the conditions of international diversification, which require the determination even of a complex of tasks.

While determining the priority directions of agribusiness companies' activity in the conditions of international diversification the construction problem of the interdependence of the goals systems and objectives which are linked with each other by a causal dependence becomes relevant. The so-called "tree of objectives" that will allow you to develop a staged scheme of realization the agribusiness companies' international business activities. It will help to find an appropriate solution of small problems (partial) to achieve the general objectives of agribusiness companies' international marketing.

The priority directions which are the basis of the "tree of objectives" should represent a set of competitive characteristics with a help of which the representatives of target groups will be interested and will make a decision regarding the agricultural products consuming from the group: "10 grains", "12 seeds and fruits", "15 fats and oils" which are produced by the Ukrainian companies. Accordingly the break-even activity of the international conglomerate company "Vinogradar" will be provided. What is more, the maintenance of segments of the target markets, the formation of a certain competitive position in the foreign market, the investment attractiveness, and the following rules of food safety, diagrams and standards of international certification, customs importing procedures will be also provided.

As a matter of fact, the definition of priority directions of agribusiness companies' international marketing should be based on the consumers needs for agricultural products from these groups "10 grains", "12 Seeds and fruits", "15 Fats and oils". These groups were selected from Belgium, Ireland, Switzerland, Japan foreign markets. Moreover there are no export restrictions and export quotas on grains and oilseeds in Ukraine [2, p. 10].

The import of such products like: "10 grains", "12 seeds and fruits", "15 fats and oils" has a great demand in foreign markets. Because Belgium and Ireland agribusiness is specialized in animal husbandry (poultry), Switzerland in dairy products, poultry, pig breeding, sheep breeding and crop production. All these industries provide the food base. Japan is specialized in the production of necessary agricultural products and investing resources in leading intellectual technologies of the agricultural sector.

In conditions of the land lack the alternative way of achieving food security using Japanese resources their government sees in the help for countries that are developing. Especially, for countries that have a good capability for agricultural development. Thus, on the one hand, these countries may be motivated to increase their export of certain food resources, and on the other hand, such countries may be promoted to develop the production of necessary agricultural products. These measures will help to eliminate such countries from the world market as competitors of Japan in the sphere of import. With this purpose, the government educates new specialists for these countries, sends these scientists to Japan, gives the help in the development of agricultural projects, and provides beneficial and non-repayable loans and subsidies. Such helping hand is provided for governmental and non-governmental entities [2, p. 3].

Significant investments abroad puts not only the Japanese government but also many great food companies which build processing plants and buy farms (those have the corresponding resource base). Japan has powerful investment resources and leading intellectual technologies that might be used for the modernization of agro-industrial complex in Ukraine. At the same time, Ukraine has all chances to become one of the largest exporters of organic agricultural products for Japan. It is said about an efficient usage of the Ukrainian black soil (chernozem), because the level of self-sufficiency in the quantitative parameters in Japan continues to decline [2; 3].

Ukrainian-Japanese cooperation, especially in the agricultural sector, involves not only the borrowing of the latest Japanese agricultural technology, the purchasing of technology, but also the observation of the possibilities which reinforce the role of the state [2].

## РЕГІОНАЛЬНА ЕКОНОМІКА

In Belgium, Ireland, Switzerland and Japan markets the hygienic conditions and safety of agricultural products have a very high level. All kinds of food, both zoonotic and non-zoonotic origin, should pass through the customs. Based on veterinary and phytosanitary certificates, which were issued in Ukraine, the General Import Veterinary Document (for products of animal origin) or the General Import Document (for products of plant origin) are filled, and in which the mark control are made later. All these changes are recorded in the TRACES system, which allows to implement the principle of traceability - the ability at every stage of goods movement to track its origin. Only products that pass the verification and monitoring procedures are allowed for sale in Belgium, Ireland, Switzerland, Japan and other countries of the European Union markets. The importer is responsible for import of safe products in foreign markets, he is the first who becomes responsible for the compliance of agricultural products with all requirements and safety standards [4].

We should determine the strategic directions of Ukrainian agribusiness companies' marketing activity and provide a set of measures aimed to strengthen the partnerships relationships with countries of the European Union.

The strategy of agribusiness companies' international marketing is based on comprehensive analysis of the existing situation, which is developed with the consideration of the fact that single international contracts can bring a one-time benefit. It is important to remember that business in the conditions of international diversification of national agribusiness companies' business activities should be based on a long term basis. The reputation of the company and the quality of the product is valued (Tab. 1).

Table 1

**Strategic Directions of Agribusiness Companies Diversified Development**

Strategic direction	Implementation strategy
1	2
The strategy of concentric diversification	The extension of the products range of agribusiness companies with the goods, which from a technical or marketing point of view are similar to existing
The strategy of horizontal diversification	The extension of the products range of agribusiness companies with the goods, which from a technical or marketing point of view are similar to existing
The strategy of conglomerate diversification	The choice of a new direction for the production of new items of agricultural products for new markets and new consumers.

Diversity marketing applies in cases when the existing markets of agribusiness companies do not give opportunities for growth or when new foreign markets much more attractive.

In modern conditions while formation of the strategy of conglomerate diversity of agribusiness companies' business activities we should study the standards and requirements of foreign markets according to the certification of agribusiness companies. If it is not certified according to the standards, it will be better to start with the certification of products, ways of improving agricultural products, their properties accordingly to the requirements of foreign markets and it's better not to start with a partners searching.

After the range of products, markets and growth opportunities in these markets were determined, the strategy of agribusiness companies' business activities was determined, it's better to begin with developing the plan of international marketing implementation. The plan should become the set of marketing activities which will realize the potential opportunities of agribusiness companies and promote their products in the foreign market (Pic.1).

In our opinion, an important step in developing agribusiness companies' marketing programs is the plan of realization the potential opportunities of agribusiness companies in foreign markets. Below the author presents the marketing plan of realization the potential opportunities of a diversified international conglomerate company "Vinogradar", Zhmerinka district, Vinnitsa region (Tab. 2).

**РЕГІОНАЛЬНА ЕКОНОМІКА**

Table 2

**The Marketing Plan of Realization the Potential Opportunities of a Diversified International Conglomerate Company "Vinogradar", Zhmerinka district, Vinnitsa region**

The products range	Products features [5] Exports/new export	Deadlines	Sales channels	Price, UAH./t EXW [6; 8; 9]
1	2	3	4	5
<b>Belgium Market</b>				
"10 grains"	corn, buckwheat, millet, oats	August - December	traders, Agroholding, exporters, importers, foreign processing enterprises, foreign retailers	Wheat 3950-
	<i>wheat</i>			2 class 4200 Wheat 3700- 3 class 4100 Wheat 3600- 4 class 4000 Buckwheat 16100- 2, 3 class 16300 Corn 4400- 4800 Barley 3500- 3750 Oats 2900- 3000 Rye 3600- 1, 2 class 3800 Rye 3300- 3 class 3500
"12 seeds and fruits"	crushed canola, rapeseed, sunflower seeds, flax seeds, seeds for sowing	September - March February – April November – June		Sunflower 10300- 1070
	<i>flour from sunflower seeds</i>	Soy 11000- 11500 Len 13000- 15000 Rape 10000- 12000 Mustard 10000- 12000 Wheat flour 5000- 5700		
"15 fats and oils"	refined and unrefined sunflower oil	September - August		Sunflower 20000- oil 22000
	<i>canola oil, mustard oil, vegetable oils, finished products from plant and animal fats, sunflower oil</i>			Soybean 19000- oil 20700 Canola 19000- oil 20000
<b>Ireland Market</b>				
"10 grains"	corn, buckwheat	August - December	traders, agroholdings, traders, exporters, importers, foreign processing enterprises, foreign retailers	Wheat 3950-
	<i>barley, wheat, oats</i>			2 class 4200 Wheat 3700- 3 class 4100 Wheat 3600- 4 class 4000 Buckwheat 16100- 2, 3 class 16300 Corn 4400- 4800 Barley 3500- 3750

**РЕГІОНАЛЬНА ЕКОНОМІКА**

				Oats	2900-3400
				Rye	3600-3800
				Rye	3300-3500
"12 seeds and fruits"	technical seeds	September – March February – April November – June		Sunflower	10300-10700
				Soy	11000-11500
				Len	13000-15000
				Rape	10000-12000
				Mustard	10000-12000
				Wheat flour	5000-5700
	<i>sunflower seeds, flax seeds, seeds for sowing, seed flour sunflower and rapeseed</i>				
"15 fats and oils"	refined and unrefined sunflower oil	September - August		Sunflower oil	20000-22000
	<i>canola oil, mustard oil, vegetable fat, finished products from plant and animal fats, sunflower oil</i>			Soybean oil	19000-20700
				Canola oil	19000-20000
<b>Swiss Market</b>					
"10 grains"	wheat, buckwheat, oats, corn	August-December	traders, agroholdings, traders, exporters, importers, foreign processing enterprises, foreign retailers	Wheat	3950-4200
	<i>barley, rye</i>			Wheat	3700-4100
				Wheat	3600-4000
				Buckwheat	16100-16300
				Corn	4000-4800
				Barley	3500-3750
				Oats	2900-3400
				Rye	3600-3800
				Rye	3300-3500
"12 seeds and fruits"	technical seeds, flax seeds, seeds and fruits for the spirits	September - March February – April November – June		Sunflower	10300-10700
	<i>sunflower seeds, seeds for sowing, flour from sunflower seeds</i>			Soy	11000-11500
				Len	13000-15000
				Rape	10000-12000
				Mustard	10000-

**РЕГІОНАЛЬНА ЕКОНОМІКА**

				Wheat flour 12000-5700
"15 fats and oils"	rapeseed and mustard oil	September - August		Sunflower oil 20000-22000
	<i>refined and unrefined sunflower oil, finished products from the vegetable fats, sunflower oil</i>			Soybean oil 19000-20700 Canola oil 19000-20000
<b>Japan Market</b>				
"10 grains"	wheat, buckwheat, corn, barley	August - December	traders, agrarian holdings, exchanges, exporters, importers, foreign processing enterprises, foreign retailers	Wheat 3950-4200
	<i>oats, rye</i>			Wheat 3700-4100 Wheat 3600-4000 Buckwheat 1100-16300 Corn 4400-4800 Barley 3500-3700 Oats 2900-3400 Rye 3600-3800 Rye 3300-3500
"12 seeds and fruits"	soy, seeds for perfume, sunflower seeds	September - March February – April November – June		Sunflower 10300-10700
	<i>seeds for sowing, flour from sunflower seeds flax seeds</i>			Soy 11000-11500 Len 13000-15000 Rape 10000-12000 Mustard 10000-12000 Wheat flour 5000-5700
"15 fats and oils"	<i>refined and unrefined sunflower oil, rapeseed oil, vegetable fats, finished products from plant and animal fats, sunflower oil</i>	September - August		Sunflower oil 20000-22000 Soybean oil 19000-20000 Canola oil 19000-20000

In marketing conditions of managing a diversified international conglomerate company "Vinogradar" undergoes significant changes in the products range, which are greatly influenced by weather conditions. In the realization of marketing plan a diversified international conglomerate company "Vinogradar" should systematically clarify the plans of the sowing of grains and oilseeds, should make changes in the nomenclature (with decreasing of grain crops increased technical crops) and the same in the products range. It is important for the company's management to forecast the expected demand and supply in the market.



## РЕГІОНАЛЬНА ЕКОНОМІКА

A diversified international conglomerate company "Vinogradar" belongs to an industry with a relatively stable range of products. However, the experience of the agribusiness companies' activity in Ukraine shows that an important component of their success is the renovation of products, for instance: soybean, canola, flax, mustard, sunflower production, flour from flax, mustard, flax oil, mustard, soybean, sunflower oil.

To the products range of a diversified international conglomerate company "Vinogradar" belongs agricultural products from such groups "10 grains" (wheat, buckwheat, corn, barley), "12 seeds and fruits" (soy, seeds for perfume, sunflower seeds, technical flax seeds, crushed canola, rapeseed, flax seeds, seeds for planting), "15 fats and oils (rapeseed oil, mustard oil, vegetable oils, finished products from vegetable and animal fats, sunflower oil, vegetable fat, sunflower oil). During the last three years Ukrainian agribusiness companies has exported such products to Belgium, Ireland, Switzerland, Japan markets. But we must confess, that the amount of these products was not significant in total import volume of these countries. A considerable attention is paid to the formation of new product range which national companies don't export to foreign markets. However, in fact, such agricultural products are in demand in these markets and in our opinion, can be exported by a diversified international conglomerate company "Vinogradar" as a part of realization their marketing plan (table 2 new products are in italics).

**Conclusion.** Summing up the results of the development of Ukrainian agribusiness companies' marketing business activities in conditions of international diversification (for example, a diversified international conglomerate company "Vinogradar"). We must say that the producers of agricultural products in Ukraine need the governmental support in the infrastructure development of foreign trade activities, what is more, the reduction of pressure and the removal of artificial barriers are obligatory for a successful business in the agricultural sector. This, in our opinion, will stimulate the necessary investments for technical and technological renovation of the agricultural sector, creating better prices for agricultural products, and the most important the profit of agricultural producers and the agriculture in general will increase.

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