

## COMPETITIVE POSITIONING OF AGRIBUSINESS IN THE WORLD FOOD MARKETS

Nataliia PARKHOMENKO<sup>1,2</sup>, Lucia VILCEKOVA<sup>1</sup>, Peter STARCHON<sup>1</sup>,  
Oleksandr MISHYN<sup>2</sup>

<sup>1</sup> Comenius University in Bratislava, Odbojárov 10, 820 05 Bratislava 25, Slovakia, Phone/Fax: +421 2 9021 2128; E-mail: nataliia.parkhomenko@fm.uniba.sk, lucia.vilcekova@fm.uniba.sk, peter.starchon@fm.uniba.sk

<sup>2</sup> Simon Kuznets Kharkiv National University of Economics, av. Nauky 9-A, 61166, Kharkiv, Ukraine, Phone/Fax: 00 40 744 6474 10; E-mail: parkhomenko.na28@gmail.com, oleksandr.mishyn@hneu.net

**Corresponding author:** nataliia.parkhomenko@fm.uniba.sk

### Abstract

*The activation of globalization processes opens the access of agrarian business to world food markets. Taking into account the need to adapt to rapidly changing external markets, the justification of the system of strategic directions for the formation of competitiveness must meet the criteria of innovation, minimal riskiness, and maximum business efficiency, which allow increasing the competitive potential of agribusiness. The purpose of the research is to develop a methodological tool for developing a competitive positioning strategy for an agricultural enterprise in world food market. The research methods used are the process approach, expert and integral assessment methods, and the matrix method. The article analyzes the peculiarities and innovative aspects of the competitive positioning of agrarian business enterprises. As a result of the study, the characteristics of the main types of competitive positioning are determined. To obtain information about the indicators of the positioning of agricultural enterprises, a survey was conducted and the main indicators of competitive positioning in the agrarian business were identified. The matrix of competitive positioning strategies, taking into account the influence of the main indicators of competitiveness, was formed to select a competitive positioning strategy. The scientific novelty and originality of the research consists in identifying innovative aspects of competitive positioning for an agrarian business enterprise. The results of the study can be useful for the development of a strategy for positioning and marketing management of enterprises in the agricultural sector.*

**Key words:** competitive positioning, agribusiness, agricultural enterprise, competitive potential, world food market

### INTRODUCTION

Currently, enterprises of the agricultural sector work in rather uncertain competitive conditions and have to simultaneously solve many complex problems that affect the results of their activities. Such problems of agrarian business should include issues of productivity, increasing productivity, and sales of products. Significant lists of agricultural products are perishable goods, so untimely sales lead to losses. If we look at the problem from the point of view of the potential consumer, then, first of all, the products of well-known manufacturers are bought, that is, to solve this problem, agricultural producers must carry out branding or positioning.

The relevance and practical significance of the research topic is determined by the fact that

the study of modern methods of competitive positioning reflects their real effectiveness. Some businesses try to reach different niches and target audiences. At the same time, the range of products is expanding and positioning is difficult. The company can easily lose its image in the eyes of consumers, because it is difficult to highlight the competitive advantage of the product. It is important to remember that a product has different value for different groups of consumers, and to focus on your target audience. Currently, there are a large number of agricultural enterprises on the market, which have a similar range of products. The enterprise should strive for significant and substantial positioning. Behind each enterprise or market offer should be some special idea brought to the consciousness of

the target consumer; every enterprise must invent new features, services, guarantees, incentives for loyal customers, new conveniences and pleasures.

Despite the difficulties of positioning and branding, the creation of strong agricultural brands is required, which is justified by the growing level of competition both in domestic and foreign markets. Experienced companies actively promote their own products; create competitive brands that are offered to consumers through various communication channels. Such competitive products are actively purchased by retail chains, because they are easily identified and mass-purchased by customers. Undoubtedly, product branding and enterprise positioning have significant costs, but increasing the number of products sold and reducing the disposal of products that have reached the end of their sales period leads to profits [15]. So, in the process of development and transformation of the economy, introduction of modern information technologies, globalization processes, the essence and components of positioning strategies change, require detailed study and are relevant.

The purpose of the paper is the formation of the toolkit for choosing a strategy for competitive positioning of agribusiness in the global food market. To achieve the goal, such tasks as the development of the method of positional analysis of agricultural enterprises and agricultural products; evaluation of positioning indicators; development of recommendations for choosing a strategy for competitive positioning of agribusiness were formed.

The structure of the paper is, firstly, a study of the theoretical aspects of competitive positioning, secondly, the formation of indicators that allow you to evaluate competitive positions and choose the trajectory of the competitive positioning of an agricultural business enterprise, thirdly, the formation of recommendations for the development and selection of a competitive positioning strategy for agricultural enterprise. The scientific novelty and originality of the research consists in identifying innovative aspects of competitive positioning for an

agrarian business enterprise. Numerous scientists and researchers have studied various directions of positioning. Previous studies were related to the definition of types of positioning, the characteristics of directions and types of positioning, the formation of the process of actions for effective positioning, the description of tools and strategies of positioning. However, despite these contributions, there remains a need for further research into the specific problems faced by agribusiness enterprises related to the formation of innovative methodological tools for competitive positioning.

The gap in the existing works consists in the lack of a toolkit for determining the competitive advantages of agricultural enterprises and substantiating the criteria for positioning in the agrarian business, which would allow for the formation of a competitive positioning strategy. This study proposes a system of indicators for diagnosing the position of agribusiness in relation to competitors is proposed. Taking into account the available scientific sources and existing gaps, it is of primary importance to identify indicators that influence the acquisition of a competitive position in agrarian business. A comprehensive study will provide information about what competitive positioning strategy it is advisable to use for an agricultural enterprise, depending on the level of competitiveness of products. This information will allow agricultural enterprises to make informed marketing decisions in the competitive struggle on agricultural market.

The recommended methodological toolkit will have a positive impact on scientific achievements and practical implementation by agricultural enterprises. The results of the research will contribute to the formation of a strategy for positioning and marketing management of enterprises in the agricultural sector.

## **MATERIALS AND METHODS**

The research uses various methods and approaches to assess the competitive position of an agricultural enterprise. The object of the study was the agricultural business sector.

Experts in the field of agricultural business, top managers of 9 agricultural companies with stable positions in the agricultural market were involved in the study.

The research methodology is based on the justification of the sequence of the competitive positioning of agribusiness. The first step of competitive positioning is a general diagnosis of the relevant agrarian business, and on its basis the determination of special features and characteristics of the activities of this segment of the agricultural business. At this stage, based on the expert assessment method, agricultural experts were interviewed. Based on the rating of experts' answers, criteria and indicators of agricultural products were formed, which are important for the positioning of agricultural products. When compiling a database of questions for experts, data from the Food and Agricultural Organization of the United Nations, the World Bank, official statistical materials, reports of agricultural enterprises were used.

The next stage of the research was the development of a methodology for assessing the position of an agricultural enterprise in relation to competitors. To assess the competitive position of agricultural products, it is proposed to use a complex integral indicator, which can be used to comprehensively diagnose the competitive position of the company. The study proposes to use the Harrington scale for the interpretation of this indicator.

The results of diagnostics of the company's position compared to competitors allow choosing the necessary business positioning strategy. A variant of the strategy of competitive positioning of enterprises in the agricultural sector is proposed to be chosen on the basis of a matrix based on two key selection criteria, namely the state of the agricultural enterprise on the market and the chosen trajectory of its development. For a given agricultural product, company management can choose one of five main competitive positioning strategies depending on the market situation, and also flexibly adapt it to emerging changes.

The proposed methodology allows us to understand the main indicators that need to be

paid attention to when competitively positioning an agricultural enterprise, assess the effectiveness of positioning, choose a competitive positioning strategy, and plan marketing activities in conditions of fierce competition.

## RESULTS AND DISCUSSIONS

The term "positioning" was introduced into the theory and practice of marketing by Rice and Trout [16], who argued that with skilful and high-quality use of positioning, the brand will be in demand. Researchers believed that positioning is an influence on consumer perception, not an influence on the product. Davis [6] notes that brand positioning involves memorizing the product and its advantages over other products in the minds of customers. Positioning forms the company's operational strategy, which allows to realize the planned position. According to Aaker [1], the position of the product is a set of associations that the customer associates with the product, such as physical attributes, lifestyle, situations of use, brand image, and places of sale. In addition, the position of the product is developed over the years with the help of advertising, rumours and experience of use. The product's position is based on the consumer's comparative assessment of this product with competitors' products [2].

Competitive positioning of the enterprise is the creation and consolidation of a certain image of the brand in the minds of consumers in comparison with competitors [7]. With the help of this marketing tool, it is possible to consolidate the competitive position of an agricultural enterprise on the market. The competitive positioning of an agrarian enterprise emphasizes the features of agrarian products, their differences compared to the offers of competitors.

Competitive positioning of the brand allows for successful business development in conditions of high competition. Thanks to a clear business concept, it is possible to see the competitive advantage of your product and strengthen your position in the market [5]. Bringing the benefits of the brand to the consumer is realized thanks to the

development and implementation of an effective concept of competitive positioning. Positioning allows defining and formulating the values of the brand [11], as well as establishing stable positive associations with potential customers.

Table 1. Characteristics of the main types of competitive positioning

Classification sign	Type of competitive positioning	Characteristics
Purpose of positioning	Positioning is focused on the specifics of product use	Special features of products or non-standard ways of using them are emphasized
	Positioning is focused on benefits from product consumption	Promises are made to customers regarding obtaining benefits, benefits from the purchase, solving the problem
Nature of products	Positioning is focused on the introduction of production innovations	It is carried out on the basis of the introduction of innovations and product modification
	Positioning is focused on the introduction of marketing innovations	Marketing innovations are implemented without product changes
Product characteristics	Two-dimensional positioning	It is focused on two main characteristics of products, namely price and quality
	Multidimensional positioning	Focused on comparing products with competitive counterparts on a significant number of parameters
Relation to a competitor's product	Positioning of product differences to competing products	Focusing on the uniqueness of the product
	Positioning of products similar to competitors	Focusing on finding your own competitive advantages (cheaper, better quality, etc.)
Product novelty	Positioning of novelties	Focusing attention on special properties of new products
	Positioning of existing products	Adaptation of products to customer requirements, taking into account various changes

Source: systematized by the authors based on [3; 12; 14; 17; 18].

The main advantage of the competitive positioning of the brand is the ability to successfully promote the product. A properly prepared marketing and communication strategy forms a bright image of the enterprise and emphasizes the competitive advantages of products. Positioning contributes to the formation of a loyal target audience and strengthening of the brand's position on the market [8].

Competitive positioning helps convey information to consumers about the competitive advantages of products and consolidate a positive image of the enterprise. The grouping of types of competitive positioning is presented in Table 1.

All authors unanimously emphasize that in order to win positions on the market in the competitive struggle, the company highlights the characteristics of the product and directions of marketing activities that can profitably separate this product from the products of competitors, i.e. differentiates its own products [9]. At the same time, the amount of research on practical developments regarding strategic competitive positioning in certain areas of business is quite limited.

In accordance with the situation with the products and the situation compared to competitors, the company chooses one or another competitive positioning strategy. The policy of competitive positioning of an agrarian enterprise is characterized by a unique combination of strategic ideas, based on this there are countless ways to achieve success in competition, that is, many competitive marketing strategies of enterprises.

Technologies of competitive positioning of agricultural enterprises should be based on the following principles. First, the emphasis on the quality of agricultural products has an impact, as it affects the health and satisfaction of the consumer. Secondly, it is advisable to inform about the peculiarities of production, technological processes, without tiring the listener with complex terms, attracting attention and interesting events and facts. Thirdly, for the competitive positioning of agricultural products, benefits are important, namely the presence of vitamins, useful minerals, etc., which will emphasize the benefits of the product and the problems it solves. Fourth, for agricultural enterprises that have a wide range of products and are represented in different niches and for different target audiences, it is worth focusing on each target audience, emphasizing different value and competitive advantages of products. Fifth, competitive positioning should be flexible, change in case of lack of efficiency,

adapt to current conditions. Indicators of the state of the world agricultural market show its wide ramifications, openness and competitiveness (Table 2).

Table 2. Development dynamics of the world agricultural market

Indicators	2018	2019	2020	2021	2022	2023
Food Exports (% of Merchandise Exports)	8.3	8.5	9.3	8.5	8.5	8.7
Trade (% of GDP)	57.3	55.7	51.6	56.5	60.0	60.9
Merchandise Exports in trillion USD (US\$)	19.43	18.92	17.63	22.28	24.81	25.24
Merchandise Imports in trillion USD (US\$)	19.58	19.10	17.67	22.34	25.30	25.93
International Trade in trillion USD (US\$)	49.14	48.45	43.75	54.26	59.84	63.39
Food Exports in trillion USD (US\$)	1.61	1.60	1.63	1.90	2.10	2.19
Food Imports in trillion USD (US\$)	1.58	1.58	1.61	1.90	2.11	2.16
Merchandise Trade in trillion USD (US\$)	39.02	38.02	35.30	44.62	50.11	51.17
Merchandise Trade (% of GDP)	45.5	43.7	41.7	46.4	50.2	49.2

Source: compiled the authors based on [10; 19]

Taking into account the general growth of the population in the world, the volumes of consumption and production of products of the agricultural sector, namely grain and oil crops, meat, milk, vegetables and fruits, are growing, respectively (Table 3).

The advantages of forming a brand of agricultural products are, firstly, the output of products to a more favorable price segment of the consumer market, secondly, the formation of a favorable climate for investing in agrarian business, thirdly, it will contribute to ensuring the employment of rural workers and raising the social status of rural workers economy.

The process of competitive positioning of an agricultural enterprise consists of the following stages.

Table 3. Dynamics of production of agricultural products in the world, in trillion USD

Products	2018	2019	2020	2021	2022	2023
Cereals	0.78	0.78	0.75	0.85	0.86	0.90
Fruit	0.03	0.03	0.03	0.04	0.04	0.04
Meat	0.61	0.76	0.70	0.80	0.79	0.83
Milk	0.07	0.07	0.07	0.08	0.08	0.09
Oil Crops	0.34	0.34	0.32	0.37	0.37	0.40
Other Livestock Products	1.11	1.26	1.18	1.34	1.34	1.41
Vegetables	0.03	0.04	0.03	0.04	0.04	0.04
Total	2.97	3.28	3.08	3.51	3.51	3.69

Source: compiled the authors based on [10; 19].

First of all, it is necessary to carry out a comprehensive diagnosis of the agricultural enterprise, the conditions of its operation, to choose criteria and positioning indicators that reflect the specifics of the agricultural enterprise. Second, build a perception map. And, finally, it need to evaluate the occupied position and form a competitive positioning strategy for the future and implement it. The procedure of competitive positioning of an agricultural enterprise is shown in Fig. 1.

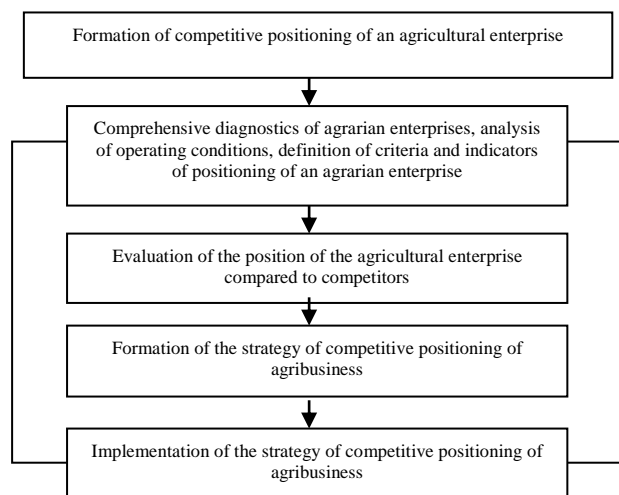


Fig. 1. Procedure of the forming a competitive positioning of an agricultural enterprise

Source: developed by the authors.

The positioning strategies of agricultural enterprises and farms are mostly aimed at large processing enterprises and exports. The positioning strategies of processing agrarian enterprises are aimed at broad segments of the population [13]. The positioning strategy of enterprises providing agrarian business depends on the perception of communication channels and guidelines for the choice of suppliers of agricultural producers and processors.

When developing a strategy for the positioning of an agricultural enterprise, it is necessary to take into account a large number of external factors that affect business. Such factors include seasonality and weather conditions, which indicate changes in supply and demand for products throughout the year. In addition, unstable weather conditions can affect yields and profitability. The next factor is global competition, since a significant number of countries are exporters and importers of agricultural products, influencing the price and foreign trade policy. Another important factor is the influence of state policy, which is manifested in subsidies, benefits, customs regulations, etc. The factor of long-term production processes also takes place, talking about investment terms and required resources, which minimize the flexibility of this type of activity. In recent years, the influence of the factor of the introduction of technological innovations, which determines productivity, production efficiency, has an impact on the volume of costs and the quality of manufactured products, has been increasing. Finally, the factor of demand for natural products, consumers' understanding of the importance of ecologically clean, natural and organic products, leads to the possibility of actively positioning agricultural enterprises from this point of view.

Selected positioning criteria can be more fully revealed through a set of different indicators. Such indicators can be found as a result of conducting questionnaires, market testing, focus groups, expert methods, etc. We will define a system of evaluation indicators of the agribusiness market situation based on the method of expert evaluation. The results of the expert survey are given in Table. 4.

Experts assessed the degree of influence of each of the parameters by assigning ranks. The ranking was proposed to be carried out as follows.

Experts assigned a rank of one to the most important factor; the rank with the number n is the least important factor.

At the next stage, an analysis of the significance of research factors was performed. The evaluation of the average

degree of agreement of experts' parameters was carried out using the concordance coefficient.

Table 4. Results of the expert survey

Evaluation criteria	Evaluations of experts								
	1	2	3	4	5	6	7	8	9
Changes in the structure of the population's needs in relation to the supply of agricultural products	3	3	2	2	5	5	4	4	6
Solvency purchasing demand of consumers for agricultural products	1	1	3	1	4	1	1	1	2
Trends in the development of the world agricultural market	6	8	7	6	6	6	7	6	6
International competition	5	2	4	5	3	2	2	3	3
Regional features for the development of agrarian business	8	7	8	7	7	8	8	8	7
Scales of agricultural market development	2	4	1	3	1	3	3	2	1
Risks of agrarian business	4	5	5	4	2	4	5	5	5
Business activity of the agricultural market	7	6	6	8	8	7	6	7	8

Source: developed by the authors.

The concordance coefficient has a value from 0 to 1. The value of the concordance coefficient is equal to 0.81, which indicates the presence of a high degree of agreement between experts' opinions.

The next step is to assess the significance of the concordance coefficient. For this, the Pearson test is calculated, the obtained Pearson test  $\chi^2$  is compared with the table value for the number of degrees of freedom  $K = n-1 = 8-1 = 7$  at the significance level  $\alpha = 0.05$ . Since the calculated  $\chi^2$  is greater than the tabular one, the concordance coefficient of 0.81 is a non-random value; accordingly, the obtained results are reliable and can be used in further research.

Therefore, as a result of the study, a system of evaluation indicators of the agribusiness market situation was determined, including product supply, purchasing demand, development trends, regional features, risks, market scale, business activity, international competition. As criteria and indicators that allow assessing the requirements for agricultural products, the following can be considered, namely, the importance and significance of agricultural products for the consumer, the uniqueness of agricultural products, the presence of competitive advantages, the availability of purchase, the

acceptability of agricultural products by the consumer, the profitability of agricultural products, the quality of the description brand. To solve the task of forming a competitive position through an integral indicator, an economic-mathematical model for evaluating the competitive position of agricultural products was formed. Integral assessment of competitive positions of agrarian business is carried out according to the formula:

$$X_{int\ eg} = n\sqrt{(X_1 * X_2, \dots, X_n)} \dots\dots\dots(1)$$

where: Xi – comprehensive evaluation of each of the indicator.

The integral indicator of the competitive position of an agricultural enterprise is calculated as the geometric mean of the values that are part of its individual indicators. Conducting a comprehensive assessment of each indicator reflecting the competitive position is determined by the formula:

$$X_i = \sum (P_i * W_i) \dots\dots\dots(2)$$

where:  
 Pi – assessment of experts for each indicator i;  
 Wi – the specific weight of the i-th indicator is a weighting factor that determines relative importance.

Therefore, a comprehensive assessment of the competitive position of an agricultural enterprise consists not only in determining the indicators, but also in determining the level of influence of these indicators on the competitive position.

The given methodology for assessing the competitive position of an agrarian enterprise is based on a system model of indicators and an expert assessment of specialists, which makes it possible to conduct a comparative analysis.

It is advisable to interpret the integral indicator of the competitive position using the Harrington scale, which provides for five levels of evaluation in the general interval of the scale from 0 to 1. The results of the complex integral indicator in the range of 0.9-1 identify a competitive position of absolute

stability, which provides an opportunity to function stably and develop in the markets, implement innovative changes and expand the assortment. The result of the integral indicator in the range of 0.63-0.8 is an indicator of a normal competitive position. An unstable competitive position will be determined by the value of the indicator in the range of 0.37-0.63, which requires the development of innovations in the areas of management, production, sales, etc. The loss of competitive positions is the value of the integral indicator in the range of 0.2-0.35. The value of the integral indicator in the range of 0-0.2 indicates a critical competitive position, the need for urgent organizational and management measures.

Table 5 presents a matrix of competitive positioning strategies, taking into account the influence of the main indicators.

Table 5. Matrix of competitive positioning strategies, taking into account the influence of the main indicators of competitiveness

State of competitive position	Type of competitive positioning strategy		
	Rivalry strategy	Strategy of difference or additional benefit	Strategy of imitation
Stable competitive position	Strategy aimed at developing a competitive position	Strategy aimed at developing a competitive position	Strategy aimed at stabilizing the competitive position
Normal competitive position	Strategy aimed at developing a competitive position	Strategy aimed at stabilizing the competitive position	Strategy aimed at protecting a competitive position
Unstable competitive position	Strategy aimed at stabilizing the competitive position	Strategy aimed at protecting a competitive position	Strategy aimed at protecting a competitive position
Crisis competitive position	Strategy aimed at protecting a competitive position	Strategy aimed at protecting a competitive position	Strategy, curtailment of non-competitive positions
Limit crisis position	Strategy aimed at protecting a competitive position	Strategy, curtailment of non-competitive positions	Strategy, curtailment of non-competitive positions

Source: developed by the authors.

The perception map characterizes the benefits that consumers are guided by when purchasing products. When building a position map, the market is studied and the at-

tributes important for a certain segment are determined, a list of competitive products is formed, and product attributes are compared with competitors' attributes. For each pair of indicators listed in Table 4, you can build positioning curves. The results of the approbation of the mathematical model are

presented for two agricultural companies engaged in growing and selling apples, namely Pidhirna LLC (Ukraine) (TM Riola) and Pomi s.r.o. (Slovakia). The results of the calculations and the level of competitive positioning on the example of two agricultural companies are shown in Table 6.

Table 6. Results of assessment of the level of competitive positioning for Pidhirna LLC (Ukraine) and Pomi s.r.o. (Slovakia)

Evaluation criteria	P <sub>i</sub> average		W <sub>i</sub>	X <sub>i</sub>	
	Pidhirna LLC	Pomi s.r.o.		Pidhirna LLC	Pomi s.r.o.
Changes in the structure of the population's needs in relation to the supply on the apple market	6.4	7	0.12	0.768	0.84
Solvency of purchasing demand of consumers on the apple market	3.6	5.5	0.14	0.504	0.77
Trends in the development of the world apple market	6.2	7.1	0.07	0.434	0.497
International competition in the apple market	4.3	4.8	0.09	0.387	0.432
Regional features for the development of agrarian business in the apple market	2.2	5.8	0.11	0.242	0.638
Scales of apple market development	8.1	8.1	0.07	0.567	0.567
Risks of agrarian business in the apple market	3.3	6.8	0.18	0.594	1.224
Business activity on the apple market	6.7	7.5	0.22	1.474	1.65
Integral assessment of competitive positions				0.499	0.721

Source: developed by the authors.

According to the results of the calculations, the integral indicator of the competitive positioning of the company Pidhirna LLC (Ukraine) is 0.499, which indicates an unstable competitive position and the need to implement innovations in various spheres of activity. For Pomi s.r.o. (Slovakia) the integrated indicator of competitive positioning is 0.721, which indicates a normal competitive position. Appropriate calculations allow you to choose a positioning strategy for the further development of the company. The implementation of a competitive positioning strategy involves the use of one or a combination of positioning methods. The main methods of competitive positioning include the method of a unique trade offer, which involves the need to emphasize some feature of products or uniqueness compared to other products; the matching method, which is focused on identifying the main competitors, comparing them and finding differences; the "register" method, which involves the analysis of competitors' advertising appeals and the determination of consumer impact criteria,

such as spontaneous associations, attributes, advantages or benefits, territory, image-hero, etc.; a method of building maps that visually shows the importance of products for the target audience; the method of emotional interaction [4], which involves the use of emotional tools that influence the feelings and sensations of consumers, namely the place and meaning of the product in life, the attitude to the product, to the attitude to the company, etc. Therefore, competitive positioning involves the creation and consolidation of a certain brand in the minds of consumers. This marketing tool allows you to consolidate the company's competitive position on the market, as it focuses on product features, differences from competitors' offers. Competitive positioning contributes to the formation of the target audience and strengthening of the brand's position on the market. The changing situation associated with increased competition in agribusiness requires a special approach to developing positioning strategies for agricultural enterprises. This discussion is aggravated by



the difficulties and problems associated with the diversity of agricultural enterprises and the peculiarities of their activities in certain countries. In order to operate successfully and maintain a competitive position in the agricultural market, an enterprise must constantly analyze the activities of competitors, their innovations, development directions, and predict possible directions of development. Indeed, relevant measures should be implemented taking into account modern market requirements and consumer demands. For effective competitive positioning, it is important to use all components of the marketing mix, but one of the main roles is assigned to the actions of analyzing and comparing competitors, as they are a mechanism for determining competitive advantages and conveying the position to the target audience. Ultimately, competitive positioning should lead to the formation of a competitive brand. In general, the concept of a company's competitive position is analogous to the individuality and distinctiveness of a trademark. Competitive positioning is designed to ensure the formation in the minds of consumers of the characteristics inherent in the brand and clear differences from competitors. The positioning strategy is one of the components of the development of the company's marketing strategy. It is based on the use of marketing resources, assets and opportunities along with the creation of competitive positions in the market. At the same time, it is advisable to identify the significance of each of the indicators of competitive advantages, which may differ significantly in different areas of business. The peculiarities of agrarian business leave an imprint on the specifics of competitive positioning in the agrarian sphere: the agri-food market limits certain actions of agricultural producers; land is used as a direct resource, means of production and its fertility is different; breadth of product range and market participants; rate of spoilage of agricultural products; significant dependence on natural and climatic conditions, seasonality of production; high risk of agribusiness activity; inconsistency between the working period and the production period; inelasticity

of demand for agricultural products in terms of price and income; limited financial resources, etc. Assessing the competitive positioning indicators of an agricultural enterprise allows you to adapt and orient the positioning strategy and marketing strategy to achieve positive performance results. In conclusion, assessing indicators of competitive position in the agricultural market and, accordingly, developing a competitive positioning strategy requires a multifaceted approach. By predicting the behavior of competitors, agricultural enterprises can regulate supply and demand, income, and build trends in their development. This discussion highlights the importance of competitive positioning, innovation and strategic marketing in agricultural business operations.

## CONCLUSIONS

In light of the research conducted on the competitive positioning of an agricultural enterprise, we can say that from the point of view of gaining market positions and strengthening competitiveness in the agricultural market, this area is of paramount importance. The results showed that the choice of competitive positioning strategy can affect the performance of the enterprise, increasing its position compared to the position of its competitors. The step-by-step methodology presented in this study in the form of a model of competitive positioning of agribusiness covers the general assessment and diagnosis of the segment of agrarian business, taking into account the external conditions of development and functioning, the formation of indicators regarding the positioning of agribusiness, the comparison of the position of an agricultural enterprise with competitors, the development and implementation of a strategy of competitive positioning of agrarian business enterprises. This integrated approach makes it possible to formulate and implement a competitive positioning strategy for an enterprise. By integrating the findings of this study and learning from previous studies, agricultural businesses can better position themselves in

today's marketplace. Thus, the successful competitive positioning of agrarian enterprises is focused on a long-term perspective, helps to strengthen the company's position on the market and effectively develop agrarian business in conditions of high competition. At the same time, one should not forget that in competitive positioning it is necessary to fulfill the promises given to consumers and offer real advantages and benefits.

Since most agricultural enterprises work in an already formed market where there are similar products, when positioning the product, it should be described how and why it differs from the rest. The differences can be described by product characteristics (faster, cheaper, more economical, larger), by distribution channel (home delivery, presence in the network of resellers, online ordering options, etc.) or by service (guarantees of receipt). Also, when positioning agricultural products, you can focus on the needs that agricultural products satisfy (fats, carbohydrates, proteins, useful substances, vitamins, nutritional value, naturalness, etc.). Therefore, competitive positioning should be based on differences, voicing the vision and enthusiasm for what the result of consumption can be.

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