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## MARKETING ANALYSIS OF THE ENTERPRISE'S COMMODITY POLICY IN THE CONDITIONS OF COMPETITIVE CHANGES IN TARGET MARKETS

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**Annotation.** *The purpose of the article is to provide theoretical and methodological justification of approaches and develop practical recommendations for the formation of an enterprise's product policy in the context of competitive changes in target markets using marketing analysis. The research methodology is based on a systemic-structural approach, information-search methods, theoretical generalization, analogy, comparison, SWOT analysis, and expert assessments. Results.* SWOT analysis was used to assess the current state of the enterprise and identify ways to increase its competitiveness. Based on the results of the expert assessment, the importance of internal and external factors in competition was determined. Priority areas for mitigating threats and realizing opportunities were established. Prioritization of management decisions in the field of forming the enterprise's product policy was carried out. **Practical significance of the research results.** The research results can be used to form a product policy aimed at increasing the competitiveness of the enterprise and developing a marketing strategy.

**Keywords:** marketing analysis, SWOT analysis, product policy, competitive changes, target markets, competitiveness.

**General statement of the problem and its connection with the most important scientific or practical tasks.** The transformation of the market environment, the growth of consumer demands for the quality and environmental friendliness of products are radically changing the existing aspects of doing business, including marketing management of the product offer. Companies that strive to be competitive in the B2B-oriented sector are forced not only to create a quality product, but also to systematically integrate marketing product policy with advanced digital technologies.

In conditions of unstable demand and competitive changes in target markets, the product policy of the enterprise acquires the status of one of the key mechanisms of strategic management. High variability of consumer expectations, increased competition and increased requirements for product quality force enterprises not only to respond to external signals, but also to systematically form their own product strategy. Therefore, product policy is considered as a complex process that combines analytical, production, marketing and strategic components, and its effectiveness is determined by how well the enterprise is able to form the structure of the product offer, update the assortment and direct the development of products in accordance with

market trends. The outlined issues determine the relevance of research on finding ways to increase the competitiveness of enterprises based on marketing management of product policy, taking into account factors of a changing competitive environment.

**Analysis of recent research and publications.** Research into the main aspects of the formation and management of product policy is quite widely conducted in the scientific works of domestic and foreign researchers. The issues of management and ways to improve the marketing product policy of the enterprise are devoted to the works of O. E. Gromova, Yu. V. Shevchuk, E. V. Lisenoy, Yu. I. Dyachenko [1, 2]. Yu. O. Golovchuk, L. P. Serednytska, K. S. Tokar consider marketing product policy as a tool for increasing the competitiveness of the enterprise [3, 4].

A separate direction of modern scientific research is the determination of the influence of marketing product policy on consumer behavior in conditions of crisis and unstable demand [5, 6].

N. V. Trushkina, O. A. Kuzmenko, O. A. Yurchenko propose a transition from traditional approaches to product management towards adaptive models that take into account the dynamics of the market environment, behavioral changes of consumers and institutional constraints [7]. The authors substantiate that the integration of strategic, behavioral and institutional



components contributes to increasing the efficiency of product portfolio management and strengthening the competitive positions of enterprises. The same position is held by A. L. Dichenko, who proposes increasing the efficiency of marketing product policy of enterprises on the basis of diversification of the assortment [8].

Fleychuk M. I., Dorosh-Kizym M. M., Datsyshyn M. B. prove the feasibility of conducting constant marketing research as a key element in the formation of an effective product policy of an enterprise in modern conditions of high competition, unstable demand and growing dynamics of the enterprise market [9].

The issues of managing the marketing activities of an enterprise in conditions of changes in the competitive environment are of particular relevance. In studies [10, 11]. In this context, the problems of ensuring the flexibility of enterprises in conditions of a dynamic and changing external environment at the expense of marketing tools, the possibility of building adaptive marketing models to ensure the enterprise's resilience to external challenges are investigated.

Some authors (I. Khomenko, L. Babachenko, V. Moskalenko, V. Yemets) focus on the formation of competitive advantages of organizations in conditions of high instability and uncertainty of the external environment [12]. T. O. Kornienko proved that methods of increasing the effectiveness of marketing strategies of enterprises in terms of achieving competitive advantages are based on their effective assessment, which should be carried out using a comprehensive consideration of market environment factors, as well as risks and threats [13].

Thus, the analysis of modern works allows us to conclude that there is an active scientific search in the field of marketing management in the conditions of instability of the competitive environment in modern conditions. At the same time, the conditions that developed during the war period in Ukraine require further in-depth research in the direction of implementing the marketing complex at domestic enterprises, its adaptation through the use of marketing tools. The relevance of solving the above problems related to the management of marketing product policy in the conditions of increased competition in target markets determined the choice of the research topic.

**Formation of the objectives of the article (task statement).** The purpose is a theoretical and methodological justification of approaches and the development of practical recommendations for the formation of an enterprise's product policy in the context of competitive changes in target markets using marketing analysis.

**Presentation of the main research material with full justification of the scientific results obtained.** An effective product policy of enterprises is aimed at comprehensively meeting market needs through development, continuous improvement, assortment

optimization and ensuring compliance of products with environmental and technological standards. At the same time, product management covers both a positioning strategy and brand formation, as well as specific measures for analyzing the product life cycle, managing its quality, and provides for systematic prevention of problems in operational planning and logistics using powerful digital tools.

Summarizing the definitions existing in the scientific literature, it is advisable to consider the product policy of an enterprise as an integrated system of management measures that orients the company's activities to constantly meet the needs of consumers in order to obtain sustainable profits, which includes the introduction of new products and the adaptation of existing products, and also ensures the effective implementation of the overall marketing strategy. With this approach, the enterprise is able to maintain competitiveness and achieve economic efficiency in conditions of constant competitive changes.

The main essence of the product policy is to systematically determine and maintain the optimal structure of the assortment, taking into account both current market demands and the strategic goals of the enterprise. This approach allows not only to qualitatively satisfy consumer needs, but also to strengthen competitive positions and ensure long-term effectiveness of activities. Marketing product policy is a key component of the marketing complex and is designed to perform a number of interrelated tasks to achieve market success, such as: systematic updating of the assortment, product life cycle management, selection of effective positioning of the product in the minds of consumers, development of a recognizable trademark (brand), creation of functional and attractive packaging, provision of quality service, including warranty and after-sales service.

Product policy is implemented through a series of sequential actions: from the creation of new products (or updating existing ones) and ensuring their competitiveness, to the formation of the assortment, positioning, life cycle management and development of brands and services. One of the priority tasks in this process is the selection of the optimal assortment portfolio and its constant updating, taking into account market trends and consumer needs.

Successful implementation of product policy requires close cooperation between the departments responsible for market research, development and production. Such coordination ensures the timely release of new products, maintaining stable quality and timely withdrawal of irrelevant items. In a dynamic external environment, marketing research provides the enterprise with up-to-date information about the market situation, consumer needs and competitors' actions. Systematic marketing research is an important tool in the field of product policy management, as well as a source of forming unique product offers.

The need for thorough marketing research is due to the fact that modern consumers have become more demanding, price-sensitive, prefer online shopping and product safety. Therefore, companies are forced to review the assortment, reduce the number of items, focusing on the most popular, and implement rapid adaptation to changes [5].

Marketing analysis of product policy is a key element of marketing research of an industrial enterprise of Khmelnytskyi region, since the satisfaction of customer needs and the achievement of all strategic goals depend on a well-thought-out assortment, quality and characteristics of products. At the same time, the analysis of the organizational structure, resources, assortment and results of the enterprise's activities indicates its gradual transition from a traditional production and sales model to a marketing-oriented management system. However, this process requires not only improving internal coordination, but also a clear correlation of internal resources with external market challenges. Therefore, for a systematic reflection of these relationships and determining strengths and weaknesses, opportunities and threats, it is advisable to apply SWOT analysis.

To provide a detailed assessment of the current state of the enterprise and identify ways to increase its competitiveness, an extended version of the SWOT analysis

was used. This technique covers not only production and financial, but also managerial, personnel and marketing aspects, allowing a more accurate assessment of the enterprise's adaptability to modern conditions. The generalized results of this analysis are presented in Table 1.

The significance of the identified internal and external factors in the context of war, inflation and fierce competition was assessed using a significance matrix with expert ratings from 1 to 5. They reflect how important the combination of the identified factors is in the context of fierce competition. In particular, factors such as the projected increase in energy tariffs (by 15–20% in 2025) and consumer inflation (about 12% per year), which increase the cost of production, give high marks to the combination of high costs with external threats. In addition, import threats caused by high competition in external markets and the “artificial shortage” of raw materials have a critical impact on weaknesses.

The research results revealed that increased import competition is a key threat, but high quality and flexible wholesale pricing are the main pillars of the enterprise, which explains the high scores as chances of maintaining market share. However, the lack of a long-term strategy, high cost and weak marketing significantly increase the negative impact of

Table 1

**SWOT matrix for an industrial enterprise in the field of product policy implementation**

<b>Strengths</b>	<b>Weaknesses</b>
High quality products made from natural and environmentally friendly raw materials, which corresponds to the trend towards "green" production	Limited diversification of the main assortment – focus on classic products without active design updates
Flexible pricing system: individual prices for wholesale customers, lower than the market average	Underdeveloped online sales direction
Stable relationships with regular partners and customers, ensuring stable demand	Limited marketing activity – weak advertising on social networks and low brand awareness among new consumers
Having our own material and technical base, which allows us to control quality at all stages of production	Lack of a clear long-term strategy for product range development and brand management
Experienced staff and a well-established production process that maintains stable product quality	High cost due to dependence on raw material suppliers and increased energy consumption during wartime
<b>Opportunities</b>	<b>Threats</b>
Development of online sales through modernization of the online store and active promotion on social networks	Increased competition from cheap imported goods (especially from Poland, Turkey and China), which may have a strong online presence and offer lower prices due to lower production and logistics costs
Developing new market niches	Declining purchasing power of the population and rising production costs, which may lead to reduced demand for new, more expensive goods
Expanding export potential through participation in international online platforms (Etsy, Prom, Amazon)	Fluctuations in raw material prices and instability in logistics chains, which can complicate the supply of products to international markets
Increasing competitiveness through a focus on sustainability and local production	Risk of technological lag due to insufficient updating of equipment and innovative processes for processing goods
Improving goods processing technologies and introducing energy-saving equipment	Risk of disruptions in the supply of raw materials due to military operations and logistical constraints that may affect production processes

Source: compiled by the authors based on a study of the company's activities

imports, which is reflected in the highest threat scores for the corresponding combinations.

With a decrease in purchasing power, pricing flexibility and customer loyalty partially mitigate the decline in demand, reducing the overall risk. On the other hand, significant own costs limit the possibilities of rapid price reduction, and the lack of a strategy complicates adaptive measures. In general, the enterprise is partially protected, but vulnerable to protracted crisis phenomena.

Fluctuations in resource prices increase the risk of high cost (score 4), as rising material prices quickly reduce profitability. At the same time, product quality and staff experience mitigate the negative impact, as a quality product and proven processes allow for partial transfer of costs to the consumer or optimization of production, so their combinations are rated lower.

Technological lag is critically dangerous for the enterprise: outdated equipment and weak modernization reduce efficiency. Supply disruptions, especially in conditions of disrupted logistics chains, reveal the advantages of the ability to work with local raw materials and the presence of its own workshop, which provides flexibility in finding alternative suppliers. However, the lack of long-term planning makes the enterprise extremely vulnerable to unforeseen stops.

Considering the opportunities, the development of online sales directly addresses the weakness of insufficient development of online channels. The production base and flexible pricing facilitate online expansion and have moderately high scores. Regarding environmental friendliness, the strong environmental component makes this opportunity promising, but weak marketing and lack of strategy hinder its use. Technological improvements and energy efficiency directly compensate for high costs and technical lag, as investments will significantly reduce operating costs. At the same time, low product diversification is critical for launching new niches and is vulnerable to competition from imports, which emphasizes the need for product innovation.

Therefore, the significance matrix reflects that factors related to costs, supply and lack of strategy have increased weight, while strengths – quality, own production and staff experience – are important points of support.

Priority areas for mitigating threats and realizing opportunities: strategy development, investments in modernization and energy efficiency, as well as expansion of online sales and marketing to reduce the impact of imports and increase awareness.

Quantitative SWOT assessment provided prioritization of management decisions by assigning a numerical score to each factor. The net advantage potential of the enterprise is positive and amounts to +10 points.

The analysis of strengths (average score 32.6) confirms that the key internal asset is the high quality of products (39 points), which is the main differentiator in the market. Quality policy acts as a tool for reduc-

ing consumer risks and increasing the level of trust in products, and positioning policy ensures the reorientation of products to new market segments. Product life cycle management, in turn, allows you to optimize the resource costs of the enterprise and minimize losses in conditions of instability of the market environment [7].

Operational stability, which forms a reliable platform for scaling, is supported by the presence of its own workshop, material and technical base, experienced personnel and established partnerships. The balance of internal resources indicates the existing potential, which requires targeted management, in particular within the framework of product policy.

The assessment of opportunities reflects the high attractiveness of the external environment: the average opportunity score (34.0) is the highest among all groups, with the maximum individual score (37 points) belonging to the prospect of entering international online platforms. This means that digital channels and current market trends create the most realistic ways to monetize internal strengths, growth and exports. Modernizing online sales and developing niches from combined materials to increase margins and reduce vulnerability to import competition are especially promising.

At the same time, weaknesses (average score 33) require immediate attention, as the biggest internal problem (40 points) is the lack of a clear long-term strategy for managing the assortment and brand. Such a structural gap significantly limits the company's ability to transform production advantages into a sustainable competitive position in the Ukrainian market without systematic marketing activities and clear product positioning.

Thus, diversification of the assortment allows you to adapt to changes in the market, better use resources and strengthen competitive positions. However, it requires sound planning. Effective diversification is closely related to the marketing product policy, expands and complements it at the same time, revealing new opportunities for unmet and forecasted demand [8].

External threats have an average score of 31.6, highlighting as a significant risk the increased competition from cheap imported goods, which can directly affect profitability without an active price or quality response. Additional external pressure on operating margins is exacerbated by the instability of logistics and fluctuations in purchasing power.

In summary, we can conclude that the company has positive potential and real market opportunities, but their implementation depends on eliminating organizational shortcomings in strategy and branding. In the short and medium term, it is recommended to focus resources on developing a long-term brand and assortment development strategy, actively strengthening digital sales channels, preparing for entry into international online platforms, as well as investing in technical upgrades to reduce costs. Such a consistent approach will ensure sustainable competitive growth and mitigate the impact of critical external threats.

After quantitative assessment of internal and external factors of the enterprise's activity, the next step is to form specific problems for each intersection of strengths/weaknesses and opportunities/threats. Such a grid of problems, called the “problem field”, contains practical recommendations on measures to be taken in the enterprise's product policy. At the final stage, for each element of the problem field, total scores of strengths and weaknesses, as well as the corresponding opportunities and threats, are calculated, which are summarized in Table. 2.

Therefore, the application of this approach to SWOT analysis allowed not only to quantitatively assess the impact of factors, but also to form a set of specific mea-

asures that will become the basis for a further strategy to increase the efficiency of the enterprise's product policy.

**Conclusions from these problems and prospects for further research in this area.** Marketing product policy combines a strategic vision of the market with practical actions, which allows the enterprise to strengthen its competitive position, increase profitability and form a sustainable brand image.

The feasibility of using comprehensive marketing research to adapt the product range to the expectations of target segments, increase efficiency and maintain consumer loyalty is substantiated. The implementation of systematic marketing research allows for timely adaptation of the product offer to changes in target markets and

Table 2

**Evaluation of priority of problem-solving tasks**

<b>Task</b>
<b>Improving product quality</b>
Prepare a series of certified products with FSC labeling and flexible discounts for wholesale customers to position the products as a “quality Ukrainian alternative to imports”
Develop a marketing concept of “quality at a reasonable price” with redistribution of the assortment into basic positions that ensure maximum margin at reduced costs
<b>Improvement of material and technical base and production technologies</b>
Invest in upgrading basic equipment to increase raw material processing accuracy and quality stability while maintaining competitive cost
Develop a production roadmap for each product category and implement standards for optimal use of materials to reduce waste
Implement an internal production modernization program through gradual automation of individual operations without complete replacement of the production line
Conduct internal technical training for employees on the development of new materials and technologies
<b>Ensuring environmental friendliness of products and production</b>
Develop an economical series of ecological goods from local raw materials with the possibility of wholesale discounts for dealers focused on the mass consumer
Implement a rebranding program with a focus on environmental friendliness and “Ukrainian origin”, combined with energy-efficient modernization to reduce costs
Launch a digital campaign “Eco-quality from Ukrainian raw materials” with online discounts for partners and promotions on Facebook/Instagram
<b>Improving goods processing technologies and introducing energy-saving equipment</b>
Conduct an energy audit and replace equipment with energy-efficient ones to reduce costs and compete with imports
<b>Product range development</b>
Develop an assortment strategy with a clear division into premium, standard and economy segments for different market niches
Conduct an audit of the cost structure and form an assortment matrix with a focus on products that provide the highest profitability at minimal material costs
To form an updated product portfolio with a focus on the most profitable positions and develop a brand message “made in Ukraine – stable and reliable”
Create an online matrix of assortment by category with an emphasis on the most clickable positions
Create a product development plan taking into account the share of combined products and identify key categories for their gradual introduction
Organize joint production and sales cooperation with local designers or workshops to expand the range and increase production capacity
<b>Partnerships and cooperation with suppliers</b>
Implement a system of affiliate programs with fixed prices and deferred payments for regular customers during periods of low demand
Implement long-term contracts with suppliers for fixed volumes with the possibility of barter or seasonal discounts within the framework of partner programs

Continuation of table 2

<b>Development of online sales</b>
Launch a branded online store with 3D product visualization and promotion via social networks
Create a communication campaign on social networks with an emphasis on “own Ukrainian production” and transparent origin of raw materials
Launch an online platform with a product configurator that will allow buyers to independently choose designs and materials within different price categories
Develop a series of environmentally friendly products from local raw materials with the possibility of wholesale discounts for dealers focused on the mass consumer
Create a series of video production reviews for online platforms to highlight the handmade quality and transparency of the product manufacturing process
Update the site by adding a catalog of new models and the ability to configure products online with targeted advertising
<b>Developing new market niches and expanding export potential</b>
Prepare an English-language collection of environmentally certified products with flexible wholesale offers for a pilot launch on Etsy and Amazon Handmade
Develop an export-oriented product strategy with a focus on niche products
Implement a flexible system of wholesale contracts for eco-stores and online retailers from different regions of Ukraine and the EU
Develop an export-oriented product strategy with a focus on niche products

Source: formed by the authors based on research and generalization [1–8]

is key to assessing its competitiveness and adaptability to market conditions.

The model for improving the management of marketing product policy is based on participation in the digital environment and online product promotion, which is a prerequisite for modern competition to expand reach and improve image.

To improve the effectiveness of product policy, it is proposed to increase and maintain a high level of product quality as the main differentiator, eliminate structural weaknesses in costs through internal optimi-

zation, and develop a clear, long-term brand and digitalization strategy to overcome pressure from competitors and risks associated with logistical instability. This will contribute to the formation of sustainable competitive advantages and increased economic efficiency.

The implementation of the proposed measures will ensure the sustainable development and commercial success of the enterprise, since it is the characteristics of the product, its assortment and life cycle that are the core of the marketing complex and determine the effectiveness of all other policies.

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**Решиділова С. Л., Бондаренко Д. М., Хмельницький національний університет. Маркетинговий аналіз товарної політики підприємства в умовах конкурентних змін цільових ринків.**

**Анотація.** Метою статті є теоретико-методичне обґрунтування підходів та розроблення практичних рекомендацій щодо формування товарної політики підприємства в умовах конкурентних змін цільових ринків з використанням маркетингового аналізу. **Методика дослідження** базується на системно-структурному підході щодо формування товарної політики підприємства в умовах конкурентних змін цільових ринків. У статті використано інформаційно-пошуковий метод – для отримання інформативних даних з наукових джерел та мережі Інтернет; теоретичне узагальнення, аналогію й порівняння – для уточнення понять та підходів до проблеми формування товарної політики різними вченими. SWOT-аналіз застосовано для визначення сильних та слабких сторін, можливостей і загроз для досліджуваного підприємства; експертних оцінок – для визначення значущості внутрішніх і зовнішніх чинників товарної політики в умовах конкуренції та побудови матриці значущості. Метод узагальнення використано для формулювання висновків дослідження. **Результати.** Обґрунтовано, що в умовах динамічного конкурентного середовища маркетингові дослідження є важливим інструментом у сфері управління товарною політикою та формування унікальних товарних пропозицій. Застосовано SWOT-аналіз з метою оцінки поточного стану товарної політики підприємства та визначення шляхів підвищення його конкурентоспроможності. За результатами експертної оцінки визначено вагомість внутрішніх і зовнішніх чинників в умовах конкуренції. Встановлено пріоритетні напрями для послаблення виявлених загроз та реалізації можливостей. Запропоноване «проблемне поле» дозволило сформулювати практичні рекомендації щодо заходів з формування товарної політики підприємства в умовах конкурентних змін. **Практична значущість результатів дослідження.** Показано можливості практичного застосування маркетингового аналізу товарної політики підприємства у поєднанні з інструментами SWOT-оцінки, експертного оцінювання чинників внутрішнього та зовнішнього середовища. Результати дослідження можуть бути використані для формування товарної політики, орієнтованої на підвищення конкурентоспроможності підприємства та розробки маркетингової стратегії.

**Ключові слова:** маркетинговий аналіз, SWOT-аналіз, товарна політика, конкурентні зміни, цільові ринки, конкурентоспроможність.

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