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ABSTRACT

of the dissertation for the degree of Doctor of Science

DIRECTIONS FOR EVALUATION AND INCREASE OF THE ECONOMIC EFFICIENCY OF MARKETING ACTIVITY IN THE CONSUMER MARKET OF AZERBAIJAN

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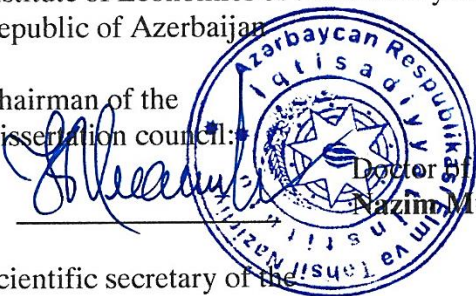
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INTRODUCTION

Relevance of the topic and degree of development. In the conditions of market relations, making decisions on managing the production and marketing activities of business entities producing consumer products becomes possible based on information received from the market. To do this, it is necessary to analyze the relevant product markets (conduct marketing analysis), determine the unsatisfied demand of the population for a particular product, and choose suitable ways and methods of satisfying demand. As a result of this activity, consumer values are created for the population's groups in demand; thus, it becomes possible to satisfy their needs and demands through exchange. This is a marketing activity, and the activity in question is also considered a method of market-oriented management of production and marketing activities. Without using this method in the agri-food complex under market conditions, it is impossible to ensure profitable and stable positions in the consumer market in situations of intense competition. However, it should be noted here that this activity is also practical, and its implementation requires certain costs. As a result of self-payment of these costs, it is possible to form the basis for the sustainability of market activities, achieving increased efficiency in marketing activities.

Research has shown that most of the costs people pay for a consumer product are related to marketing costs. These costs include research of specific product markets (marketing research), distribution and sale of products, costs of sales promotion and advertising, as well as costs associated with organizing public relations, etc. As you can see, the implementation of marketing activities is indeed possible due to the development and implementation of complex and systematic activities, and ultimately there is a need to evaluate the effectiveness of these activities and the measures included in them. Without assessing the effectiveness of individual marketing activities, it is impossible to identify reserve sources for increasing the economic efficiency of marketing activities for consumer goods in general, which is true for existing and newly created enterprises and farms. The need to use marketing as a new management method, reduce the costs of this

activity, and increase its economic efficiency will also arise in business entities that will be created under the leadership of Mr. President Ilham Aliyev to produce agricultural and food products in the territories of our country liberated from occupation.

The competitive struggle between market entities that have entered the consumer market of our country is becoming increasingly intense due to marketing factors. Consequently, without marketing, it is impossible to ensure the long-term profitability of participants in the consumer market and bring stability to their activities. The above shows that researching to improve the economic efficiency of marketing is of great importance, both from a scientific-theoretical and practical point of view, in the modern era, when competition between entities offering products to the consumer market is intensifying. intensifies and the need arises to increase the competitiveness of market entities.

Improving the supply of the country's population with food products included in the consumer goods group and increasing the level of food security are among the strategically important tasks in our country. The definition of these tasks is given ample space in strategic documents adopted at the state level. This is written in the “Strategic Road Map for the Production and Processing of Agricultural Products in the Republic of Azerbaijan”: *“Ensuring the availability of food is one of the most important issues in achieving food security in the country. At this time, it was necessary to ensure the availability of food products on the market in the form, volume, and quality that meets the wishes of the population, and to increase actual consumption rates”*¹.

In this document, the issue of increasing the level of self-sufficiency of the population in food products is directly related to the marketing activities of business entities and increasing the efficiency of these activities.

At the same time, the “State Program for the Socio-Economic Development of the Regions of the Republic of Azerbaijan for 2019-

¹ Strategic Road Map for the production and processing of agricultural products in the Republic of Azerbaijan // Approved by the Decree of the President of the Republic of Azerbaijan dated December 6, 2016. - Baku, 2016.

2023” implies *“expanding the diversification of the economy (development of areas of production of products and services that have other comparative indicators) advantage and creation of added value) and increasing its competitiveness through increasing its efficiency”, “Increasing the country’s level of self-sufficiency in important types of food” and “Increasing the production of environmentally friendly products”*². Issues related to assessing and increasing the economic efficiency of marketing activities in the consumer market were considered by such scientists of our country as E.A. Guliyev, T.N. Aliyev, B.H. Atashov, A.T.Mamedov, E.Yu.Mamedov, T.I.Imanov, R.A.Balaev, Kh.A.Khalilov, V.A.Gasimly, I.M.Heirkehabarov, T.Sh.Shukurov, M.A.Allahverdieva, as well as from foreign scientists F Kotler, G. Armstrong, V. Wong, B. A. Solovyov, O. A. Volkova, D. Evans, B. Berman, R. Shaw, D. Merrick, P.Doyle, N.Kapon, V.Kolchanov, Jean-Jacques Lambe, I.A. Dubrovin, I. L.Akulich, P.R.Dixon, O.Walker, H.Boyd, J.Mullins, T.A.Danko, J.Rossiter, L. Percy, J. Saunders, H.A.Churchill, H.Hershgen, H. Assel, I.B. Belyaev, Y. Serova, Richard L. Coles, Joseph. Found in the works of N. Ulun, Yu.A. Tsypkin, N.D. Eriashvili and others.

It is important to note that scientists in our country have practically not conducted research based on a systematic approach in this area, on a system of indicators characterizing the economic efficiency of marketing activities aimed at the consumer market and on identifying reserve sources for increasing the efficiency of these activities, based on a marketing approach to the consumer market. The reason for this is that among economists and marketers, there is no consensus on improving the market positions of enterprises and farms offering products and increasing their competitiveness, there is a need to clarify them. All this ultimately determined the choice of the research topic and its development.

The object and subject of the research. The object of the study is the food products segment of the Azerbaijani consumer market and the entities included in this segment. The subject of the study is the

² State Program of Socio-Economic Development of Regions of the Republic of Azerbaijan for 2019-2023: [Electronic resource] / – Baku, 2019. URL: <https://e-ganun.az/framework/41320>

marketing activities of entities offering products to the food market, and issues related to assessing and increasing the economic efficiency of these activities.

The purpose and objectives of the study. The purpose of the study is to study scientific and theoretical issues related to assessing the economic efficiency of marketing activities of business entities offering products to the food segment of the consumer market, to clarify the mechanisms associated with identifying problems arising in the implementation of marketing activities and their elimination, as well as the economic efficiency of marketing activities in the consumer market, consists in the development of theoretical and methodological provisions and scientific and practical recommendations for its promotion.

- ✓ To achieve this goal, it is considered appropriate to perform the following tasks:
- ✓ study of the conceptual foundations of marketing activities aimed at the consumer market;
- ✓ justification of the need and features of the use of marketing in the consumer market in changing competitive conditions;
- ✓ study of methodological aspects of assessing the effectiveness of marketing activities in the consumer market;
- ✓ clarification of the features of the marketing activity management process and justification of the advantages inherent in this management method;
- ✓ study of levels and technologies of marketing management;
- ✓ clarification of issues of organizing sources and collecting information used in marketing management;
- ✓ revealing the influence of the marketing information system on the quality of management decisions and increasing operational efficiency;
- ✓ justification for increasing marketing efficiency based on the use of digital technologies;
- ✓ based on an analysis of the production of consumer products and the level of self-sufficiency, assessment of potential opportunities, and identification of effective areas of use;

- ✓ comprehensive analysis of the marketing environment and assessment of marketing opportunities emerging at this time;
- ✓ development of a methodology for assessing the effectiveness of marketing management in the consumer market;
- ✓ identifying effective ways to use marketing potential in the consumer market;
- ✓ substantiation of the role of organizing marketing management structures, marketing planning, and improving the control system in marketing activities in increasing the efficiency of these activities;
- ✓ preparation of scientifically based proposals to improve the provision of consumer goods to the population by improving the marketing management system.

Research methods. The theoretical, methodological, and experimental provisions of the dissertation are based on the joint application of systemic, integrated, logical, balanced, and dialectical approaches, which make it possible to form a complete picture of marketing activities in the consumer market and increase its economic efficiency.

When performing the work, comprehensive, systematic, and integrated approaches, marketing observations, expert assessments, situational and economic-statistical analysis, induction, deduction, monographic and historical methods, and the evolutionary method of understanding were used.

In order to ensure the implementation of these methods with real information, the economic theories of the classics, scientific works of domestic and foreign scientists to improve the economic efficiency of marketing activities aimed at the food segment of the consumer market, programs adopted to protect marketing activities in the consumer market of the Republic of Azerbaijan, and the legislative framework for these activities were used and regulatory documents, reports on trade and development of the World Bank, the United Nations, materials of the State Committee on Statistics, Customs Committee, Ministry of Economy, annual reports of large national companies operating in the country, joint ventures, holdings, OJSC.

The main provisions defended:

1. There is a need for a systematic study of existing marketing concepts and theories used in the implementation of marketing activities, clarification of the content of marketing activities in the consumer market of Azerbaijan, and systematization of its characteristic features.

2. To assess the economic efficiency of marketing activities of enterprises and farms producing consumer goods, it is important to select an adequate system of methods and indicators depending on the concepts used in them.

3. Problems arising in the implementation of marketing activities in the consumer market (a decrease in the volume of products sold by enterprises and farms, unequal market positions of producers and buyers, difficulties associated with the delivery of products to favorable markets, a decrease in the level of profitability of producers, etc.) should be identified and effective ways to eliminate them should be found.

4. Strengthening the marketing potential of business entities producing consumer goods and the effective use of this potential is the basis for increasing the level of food security in our country by ensuring the stable and sustainable development of these entities.

5. The formation of the marketing potential of economic entities producing consumer goods is influenced by a large number of interrelated factors (trademark, highly qualified personnel, state protection of the marketing activities of enterprises and farms, marketing organizational culture, production and information resources, relations with business partners and customers, etc.), the solution of which also requires the use of a comprehensive and systematic approach.

6. The effectiveness of marketing activities should be assessed based on an integrated approach, using a system of balanced indicators (production, financial, customer-related and self-development indicators).

7. Market success of business entities producing consumer goods is possible through a comprehensive and systemic analysis of the marketing environment, a correct assessment of the market

opportunities opens to these entities, as well as the threats that await them in the market, and the adaptation of the potential of the opportunity to market requirements.

8. Improving the management of sales of farm enterprises producing consumer goods is an important condition for increasing the level of self-sufficiency of the country's population in food products.

The scientific novelty of the research lies in the identification of scientific, theoretical, and experimental provisions and the development of recommendations on the essence of marketing activities in the consumer market and the economic efficiency of this activity. The scientific novelty of the study lies, in particular, in the following:

- aspects of the organization and management of marketing activities are clarified, and the specific position of the author is formed;
- existing problems are classified taking into account the characteristics of marketing activities in the consumer market and ways to solve them are proposed;
- for the first time, for the conditions of Azerbaijan, the possibilities and methods for assessing the economic efficiency of marketing activities aimed at the consumer market have been clarified;
- A system has been created that characterizes the economic efficiency of marketing activities at enterprises and farms that apply various marketing concepts, and the feasibility of using local indicators has been substantiated;
- the economic and social efficiency of using digital technologies in the information support system for effective management of marketing activities in the consumer market was calculated;
- The solution to the problem of forming marketing potential was clarified, and its components and classification were clarified;
- a balanced scorecard system has been developed to assess the effectiveness of marketing activities in the consumer goods market;

- developed a methodology for assessing the effectiveness of marketing activities based on an integrated approach;
- The marketing environment in the consumer market was comprehensively analyzed, and practical proposals and recommendations were made for a reliable supply of food to the population based on effective marketing management in the context of market opportunities and expected threats.

The theoretical significance of the study. The theoretical and practical significance of the study, taking into account the scientific, theoretical, and practical provisions obtained during the study when carrying out marketing activities will contribute to the transformation of business entities into stable market entities and ensure their effective operation in the long term. and increasing their competitiveness, as well as the food market as a vital segment of the consumer market is determined by creating conditions to ensure normal activity and development of this market in the desired direction.

Based on the provisions reflected in the study, the use of proposals and recommendations allows managers of enterprises and farms carrying out marketing activities aimed at the consumer market to expand their understanding of marketing and its economic efficiency, as well as to successfully apply marketing as a new method of managing them. In addition to the above, the results obtained during the study can be used in writing textbooks and textbooks on the marketing of consumer goods in universities.

Approval and application. The subject of the dissertation was following the general direction of the scientific research works defined at the Institute of Economics of the Ministry of Science and Education of the Republic of Azerbaijan, and was constantly discussed at scientific-theoretical conferences as an actual problem.

38 articles and theses were published by the applicant on the topic of the dissertation, of which 7 articles and 4 theses were published in prestigious local and foreign journals recommended by the Higher Attestation Commission. In addition, in 2018, the textbook "Marketing Management" was presented to the scientific community in the volume of 280 pages, 17.5 printed sheets - 395204 characters.

Among the scientific works reflecting the main results of research published in the materials of republican and international scientific and practical conferences is “The Need and Features of the Use of Marketing in an Agro-industrial Complex Enterprise” (Pyatigorsk, 2010). , “Improving the functional management of marketing activities of agricultural industrial enterprises” (Baku, 2012), “Modern features of marketing activities in the consumer market: the use of traditional and digital marketing tools” (St. Petersburg, 2020), “Characteristics of marketing communications in the consumer market” (Turkey, 2021), “Marketing in dissertations “Analysis of the capacity of the consumer goods market” (Moscow, 2021), “Increasing the economic efficiency of production tracking based on the marketing approach” (Moscow, 2012), “Analysis of trends in the development of agricultural industrial production and its improvement structures” (Moscow, 2021). Baku, 2012), "Implementation of strategic marketing planning at enterprises and farms of the agro-industrial complex" (Moscow, 2013), "Marketing analysis of the main types of product segments of the food market and assessment of the prospects for their development" (Baku, 2014), “Improving marketing control on the presentation of the food industry” (St. Moscow, 2014), “Marketing of enterprises producing consumer goods “Evaluation of the efficiency of the food industry” (Ganja, 2020), “Marketing audit of marketing efficiency in the food industry” (Ukraine, 2022). As is obvious, the main provisions and new scientific approaches put forward in the dissertation have received sufficient scientific and practical testing.

The dissertation was performed at the Institute of Economics of the Ministry of Science and Education of the Republic of Azerbaijan.

The volume of the structural sections of the dissertation is marked separately, and its volume is indicated. The dissertation consists of 296 pages in total. 282 titles of literature list, 35 tables, 8 pictures, 8 diagrams, 5 schemes, and 1 graph were used in the thesis work.

Introduction (17962 characters), Chapter I (93888 characters), Chapter II (58179 characters), Chapter III (63012 characters), Chapter

IV (92391 characters), Chapter V (130655 characters), Conclusion (24284 characters) and references The total volume of the list (45005 symbols) is 556102 symbols. The number of marks of the dissertation is 480371 marks, excluding tables, figures, and the list of references.

MAIN SCIENTIFIC PROVISIONS SUBMITTED TO THE DEFENSE

1. There is a need for a systematic study of existing marketing concepts and theories used in the implementation of marketing activities, clarification of the content of marketing activities in the consumer market of Azerbaijan, and systematization of its characteristic features.

Ensuring long-term efficiency of production and marketing activities of enterprises producing consumer products in market conditions requires the production of products taking into account the needs of the market at these enterprises. The organization of production and sales activities by enterprises without studying the needs of the market leads to a gradual deterioration in the financial situation of these enterprises and the emergence of problems in terms of implementing a broad reproduction process. To do this, managers and specialists of enterprises and farms producing consumer products must be able to use marketing factors and methods in production and marketing activities and have an understanding of marketing.

Enterprises and farms that fail to develop and apply a set of special measures for managing production and sales activities based on market requirements are forced to leave the market sooner or later.

From this point of view, the best way and most progressive method of working effectively in the market in the long term is the organization and management of production and sales activities based on marketing. Prominent experts in the field of marketing F. Kotler, G. Armstrong, W. Wong, and J. Saunders, emphasizing that marketing is a management process, note: *“Marketing is a social and managerial process through which individuals and groups satisfy their needs and*

requests for the creation of goods and consumer values and their mutual exchange”³.

The above-mentioned scientists describe the marketing process in the form of a model and the stages of this process include clarification of the characteristics of the market, as well as the wishes and needs of customers; development of a marketing strategy aimed at customer needs; development of a comprehensive marketing program; forming profitable relationships with clients and other partners; obtaining value from customers.

In our opinion, it is more appropriate to present the marketing activities of enterprises offering products to the food segment of the consumer market in the form of the indicated model. The listed activities are carried out by these enterprises. Marketing of agricultural products used as food should be defined as a set of measures or activities carried out from the production of these products until their availability to consumers. This idea is also supported by Richard L. Coles and Joseph N. Ull, well-known American experts in the field of marketing agricultural products. Exploring the essence and features of food marketing, they note: “...*we define food marketing as the totality of all activities included in the process of moving products and services from agricultural production to the moment they reach consumers*”⁴.

The work of all marketers emphasizes the fact that marketing consists of a set of activities, and these activities are related to satisfying the needs and demands of consumers. For example, a prominent American marketer H. Asel, commenting on the conclusion of the American Marketing Association on the nature of marketing, notes: “*Marketing can be defined as an activity aimed at discovering and satisfying the desires and needs of consumers*”⁵.

The need to apply marketing in enterprises and farms producing consumer products in our country is related to the transition

³ Kotler F., Armstrong G., Wong W., Saunders J. Fundamentals of Marketing, 5th European ed.: Trans. from English: - M.: I.D. Williams LLC, 2013, p. 31.

⁴ Richard L. Coles, Joseph N. Ul. Marketing of agricultural products / Transl. from English V.G. Dolgoplova. – 8th ed. – M. Kolos, 2000, p. 19.

⁵ Assel Henry. Marketing: principles and strategy. -M.: INFRA-M, 2001, p.4.

to market relations and the organization of production and sales activities based on market requirements. The prominent marketer Jean-Jacques Lambin writes about the role of marketing in a market economy: *"The function of marketing in a market economy is related to the organization of free and competitive exchange to ensure that the supply of products and services efficiently matches the demand for them"*⁶.

To fully understand the role and importance of marketing in enterprises and farms, it is very important to clarify the essence of its concepts and look at the development evolution of marketing.

As the system of views on marketing has developed, ideas about its essence have also changed and gradually enriched. The existence of five main concepts of marketing management is emphasized in the works of prominent specialists: production concept; product concept; sales concept; marketing or consumer marketing concept; and social marketing concept.

By improving production according to the production concept, it is possible to reduce the costs spent on producing consumer products, and thus ensure the efficiency of production and marketing activities of enterprises by offering products at a low cost (at a lower price). reasonable price for the consumer). Of course, prices determined at this time for products should be beneficial to both consumers and manufacturing enterprises and allow them to receive sufficient profits when carrying out widespread reproduction.

By applying the product concept of marketing, enterprises, and farms try to strengthen their market positions through product improvement. According to this concept, by improving the products offered to the market, it is possible to achieve more profit by adapting its consumption characteristics to the demands and tastes of consumers. However, it should also be noted that product improvement is not always possible and this process itself is finite. Therefore, in the subsequent development process, there was a need to search for new methods and tools to ensure the favorable market

⁶ Lambin Jean-Jacques. Market-oriented management / Transl. from English V.B.Kolchanov. – St. Petersburg: Peter, 2007, p.42.

positions of enterprises, and as a result of these searches, the sales concept of marketing was formed. Even now, some enterprises organize and implement their production and sales activities based on this concept.

The sales concept involves the use of non-price factors to increase the sale of products.

Due to the emergence of the concept of consumer marketing, the system of views on solving the production and sales problem of enterprises and farms producing consumer products underwent a radical change. So, if enterprises and farms used to organize and carry out production and sales activities based on their production capacity, after the emergence of this concept, they, first of all, started to solve the production and sales problem by studying the needs and demands of consumers for products.

In the course of further development, the relevant government bodies put forward new requirements when managing the production and marketing activities of enterprises and farms. Enterprises and farms, on the one hand, must produce products taking into account the needs and demands of their consumers, and on the other hand, they must develop and implement measures to protect the environmental balance to achieve sustainable and sustainable development at the level of society as a whole.

These problems allowed the emergence of the social concept of marketing. When applying this concept, the interests of three parties must be taken into account - consumers, the enterprise or economy, and society as a whole.

As is obvious, there are many marketing concepts, and the application of these concepts depends on the market situation and the qualifications of company managers. In each of these concepts, the object of attention, the goal set, as well as the methods and means of achieving this goal are different.

Most marketers explain marketing as a concept of market-oriented management of the activity of the enterprise. This management concept is new for enterprises and farms producing consumer goods in Azerbaijan and has many advantages compared to the traditional management concept. These advantages, in our view,

can be attributed to: the production of consumer goods that have specific characteristics and are offered to the market; the orientation of enterprises and farming households to the solution of strategic tasks; adaptation to changes in the external environment, impact on the environment and risky activities; innovative development; application of resource-saving technologies; democratic management style based on the interests of all employees of the enterprise; flexible organizational structure and development of horizontal connections, etc.

Marketing of agricultural products consumed as food is distinguished by its specific aspects. The characteristic features of marketing agricultural products are related to the characteristics of agricultural production, and those features include the dependence of production results on natural conditions; diversity of forms of ownership in agriculture; non-coincidence of the work cycle and the production cycle in agriculture; seasonality of production in agriculture; diversity of organizational forms of farming in agriculture and their dialectics; state regulation of agriculture as a vital sphere of the agro-food complex by related state structures, etc. These aspects listed above should be taken into account in the marketing of agricultural products used as food.

2. To assess the economic efficiency of marketing activities of enterprises and farms producing consumer goods, it is important to select an adequate system of methods and indicators depending on the concepts used in them.

Theoretical issues of assessing the effectiveness of marketing activities have been little studied by both foreign scientists and economists and marketers in our country. However, in the relevant literature, there are individual studies to solve this problem, which are important both from a scientific and theoretical point of view and from a practical point of view. From the research of these scientists on this problem, it should be concluded that there is no single approach or technology that allows for a comprehensive assessment of the effectiveness of marketing activities and is accepted by everyone. The

above can be found in the works of foreign scientists, and they express it as a criticism of traditional marketing.

Evaluating the efficiency of any activity allows us to find out whether the results obtained as a result of its implementation are in line with the set goals. When these evaluation measures are applied to the marketing activity, it is possible to develop and implement timely corrective measures on its various aspects, which in turn forms the basis for achieving higher indicators.

When evaluating the effectiveness of marketing activities, it is important to take as a basis which indicators will reflect the results of this activity. In fact, the determination of efficiency as a result of a specific activity should be determined by the ratio of the cost of the result of that activity to the achievement of this result. At the same time, the higher the results and the lower the costs for their achievement, the higher the efficiency of the activity, and this also applies to marketing activities. In some marketing literature, profit amount, sales volume, and market share are taken as indicators reflecting the results of this activity. These indicators are considered indicators that reflect the results of marketing management at the enterprise, commercial division, and product levels.

However, in our opinion, the evaluation of efficiency based on these outcome indicators is not very accurate. This is due to the fact that the achievement of these indicators is possible during management at the enterprise level as a whole, and marketing management, as is known, is an integral part of enterprise management. In this case, questions about what part of the result indicators are obtained at the expense of marketing appear, and it becomes difficult to answer these questions. It should also be noted here that it is not possible to control the course of marketing activity as a process based on the mentioned results. This means that it is not possible to intervene in the process promptly and, if necessary, develop and implement corrective measures. Therefore, in our opinion, when evaluating the effectiveness of marketing activities, it would be more appropriate to use indicators that allow monitoring its progress as a process.

R. Kaplan and N. Norton consider it advisable to use more important comprehensive indicators to assess the effectiveness of marketing activities. To this end, they maintain and expand the customer base, the level of demand satisfaction based on the characteristics of goods/services (for example, price and quality of products), interaction with customers (quality of service and personal relationships), and image. and the reputation of the enterprise, etc. they consider it acceptable to use such indicators. In our opinion, these indicators are more comprehensive indicators for determining the effectiveness of marketing activities. However, based on these indicators, it seems impossible to track the progress of marketing activities at the enterprise.

In fact, the essence of economic efficiency is the same in all fields of activity, but during its evaluation, different points may emerge in different fields of activity and different methods may be used. All this requires clarifying what methods are used in the process of evaluating the effectiveness of marketing activities and what issues will be resolved at this time. When evaluating the effectiveness of marketing activities, it is recommended to use qualitative, quantitative, and scoring methods.

Qualitative methods should be used primarily to identify weaknesses in the marketing concept implemented during the marketing audit, while simultaneously identifying the marketing opportunities opening up to the enterprise, as well as specifying in advance the threats that await the enterprise. If during marketing control attention is paid to assessing the results obtained in marketing activities, then during a marketing audit one should pay attention to the qualitative aspects of this activity. The qualitative method should be used as a method to form the basis for improving the quantitative results of marketing activities in the future.

Using quantitative methods, it is possible to find out how much the profit of the enterprise has increased in return for the costs incurred for marketing, and how much the increase in the volume of the products sold by the enterprise has been achieved in return for the advertising costs. Quantitative methods allow us to obtain information about the last financial results of the enterprise. However, these

methods do not allow us to see the financial results of the enterprise's activity with full accuracy due to the marketing costs. The combined use of both quantitative and qualitative methods to study the effectiveness of marketing activities allows for a better description of the effectiveness of that activity.

The application of the scoring method of marketing activities is based on the scoring of the measures being implemented according to their individual aspects. At the same time, the list of marketing activities on various aspects is clarified, points are awarded for the implementation of activities included in the list, then an integrative indicator is highlighted and it is determined how successfully the marketing concept is applied in the enterprise.

The application of multidimensional methods is based on factor and cluster analyses. By applying these methods, it is possible to base the marketing decisions to be made by studying the interrelated variables. For example, the sale of a new product depends on its consumer characteristics, price, advertising costs, and other elements of the marketing mix. There is a need to apply multidimensional methods to get information about the launch of a new product on the market and the possible volume of its sale.

There should be an adequate system of indicators to characterize the effectiveness of marketing activities. Some authors indicate that in order to determine the effectiveness of marketing, it should be taken into account which concept is applied. According to those authors, the application of different concepts will determine the consideration of different indicators.

It is possible to summarize the indicators that are important to consider when applying different concepts of marketing as follows (table 1).

Table 1.

A system of indicators that characterizes the efficiency of marketing activities in accordance with the application of marketing management concepts

Serial number	Concepts of marketing management	Indicators
1.	Production concept	Overloading production capacity, reducing production costs, the volume of products offered to the market, unit cost of production and cost reduction, etc.
2.	Product concept	Profitability of sales of improved products, cost and price of sales of improved products, volume of sales of improved products, etc.
3.	Sales concept	Increase in sales volume due to intensification of advertising, increase in sales volume due to sales stimulation, level of market coverage due to product distribution and improvement of sales channels, etc.
4.	Consumer marketing	The level of ensuring customer satisfaction, the level of customer choice and satisfaction of their needs, the loyalty of customers to the company's products, the level of ensuring customer satisfaction with the prices of products, etc.
5.	Social marketing	The profitability of enterprises and farms, the level of meeting the needs and demands of consumers, the material well-being of the society and sustainable development, whether the products meet the standards, etc.

Source: F.V. Guliyev. Methods for assessing the effectiveness of marketing activities / “Silk Road” Magazine, No. 4, 2019, p. 60.

However, the important point here is that evaluating the effectiveness of marketing activities based on marketing concepts can be very laborious. Different concepts can be applied to different products produced in the enterprise, which makes it even more difficult to evaluate the effectiveness of marketing activities as a whole.

However, it should also be noted that the creation of value for customers depends on the mobilization of internal capabilities - the effective organization of internal processes, as well as the training and development of employees to achieve the goal. It can be concluded from this that it is impossible to characterize the efficiency of the enterprise's marketing activity with a single indicator. For this purpose, a group of indicators can be used, and such an approach to determining and improving the efficiency of marketing activities means identifying more potential sources for its improvement. Currently, the approach that meets these requirements can be the concept of balancing the system of indicators developed by R. Kaplan and D. Norton. ” *The concept of balancing the system of indicators manifests itself as a further development of the concept of value-oriented analysis and involves strengthening the role of non-monetary indicators in the analysis of economic activity and achieving the balancing of the entire system of indicators* ”⁷.

Four groups of indicators are used in the balanced concept of the system of indicators proposed by R. Kaplan and D. Norton. These are financial indicators, customer-related indicators, indicators related to internal processes, and indicators related to training and development. With this group of indicators, it is possible to analyze the efficiency of the marketing activity of the enterprise producing consumer products, to find out the rating of the enterprise's marketing activity to achieve the integration of those indicators. Through this evaluation method, the company's marketers can find out which points should be paid more attention to improve marketing efficiency.

⁷ Melnik M.V., Egorova S.E. Marketing analysis. – M.: Reed Group, 2011, p.76.

The conducted studies show that an adequate method and system of indicators should be chosen to determine the efficiency of marketing activities.

For this purpose, using a system of multiple complex indicators can make it possible to make more informed decisions about individual aspects of marketing activity and to develop well-thought-out measures for increasing the efficiency of marketing activity.

3. Problems arising in the implementation of marketing activities in the consumer market (a decrease in the volume of products sold by enterprises and farms, unequal market positions of producers and buyers, difficulties associated with the delivery of products to favorable markets, a decrease in the level of profitability of producers, etc.) should be identified and effective ways to eliminate them should be found.

It is possible to distinguish several aspects of numerous problems that arise during the implementation of marketing activities by enterprises and farms engaged in the production of food products in agriculture. First of all, let's note that market-oriented individual entrepreneurs and family peasant farms have less control over the "movement" of their products to the market than enterprises engaged in non-agricultural production.

Products are produced by these farms in small batches (small volumes) and these farms independently make decisions about market activity. Also, natural climatic conditions and biological factors have a strong influence on the amount of products they produce. All this creates problems in terms of manipulating the volume of food products offered to the market and forming favorable market positions (in terms of making a profit) for farms.

Individual entrepreneurs and family farms can change the direction of production according to their wishes and increase or decrease the amount of agricultural land and the number of cattle at their disposal. But despite this, the volume of production and productivity still do not depend on their will. Uncontrollable factors such as natural climate conditions, and plant and animal diseases, can

make it impossible for farms to produce the amount of products approved in the marketing plan, and this in itself leads to a wide range of market price levels formed for food products. Fluctuation of the market price levels of crop and livestock products over a wide interval causes a problem in terms of sustainable development of enterprises and farms producing those products and ensuring the efficiency of their market activity.

A long-term problem is also observed during the implementation of marketing activities of individual entrepreneurs and family peasant farms. Thus, unlike other fields of production, agricultural production is quite sluggish, and in this field of production, perennial crops begin to bear several years after planting those crops. During this period, the situation in the agricultural raw materials and food market can change radically, and consumers operating in that market may not demand the products they previously demanded.

One of the problems that manifests itself in the marketing activities of individual entrepreneurs and family farms is related to the lack of favorable market positions for these farms during the formation of prices for their products. So, as we mentioned, since the products are brought to the market by individual entrepreneurs and family peasant farms in small volumes and most of the farms do not take a unified position during the product offering, it is not possible to form the desired price level of the producers. Under such conditions, the prices of agricultural products do not allow producers to obtain sufficient profits to carry out large-scale reproduction. Therefore, as one of the important elements of the marketing complex, the price can become an ineffective tool in terms of stimulating the development of farms. Eliminating this problem requires forming the desired price levels for the products of those farms by taking a unified position when farms offer products to the market.

According to the results of the research carried out by specialists engaged in the marketing of agricultural and food products, the inequality of market positions of farmers and buyers can be considered a more serious problem in the marketing of agricultural products (marketing activities of individual entrepreneurs). Usually,

the firms engaged in the marketing of food products have better positions and opportunities compared to their counterparts in the process of implementation of marketing activities. Thus, since many of these firms operate on a national scale (and some of them even in international markets), they have many opportunities to reduce their marketing costs and increase the efficiency of their market operations. In addition, firms engaged in direct marketing of food products better analyze the markets they enter and, based on that analysis, have the ability to formulate strategies that can bring success in market activity.

One of the problems of farmer (individual entrepreneur) marketing is also recognized as the deepening difference between manufacturers engaged in the production of agricultural products and food enterprises in terms of performing marketing functions. Most individual entrepreneurs and family farmers are directly involved in production and rarely conduct market research. The indicated economic categories also include other marketing functions - storage, processing of products, delivery to consumers, sales promotion and advertising activities, etc., which are rarely involved in sales. Unlike family farmers and sole proprietorships, firms involved in the marketing of food products are better specialized in performing functions of increasing the value of products for consumption. By changing the physical form of the products they supply directly from the product manufacturers and infusing those products with properties that can allow them to be stored for a long time, they gain favorable opportunities for the smooth implementation of marketing activities throughout the year. That is why the financial capabilities of those firms are better than the financial capabilities of farms engaged in the production of agricultural products.

The intensity of competition in the food market has a negative impact on the marketing activity of farms operating in this field and causes problems. This is mostly manifested in the form of farms facing a shortage of financial resources. The upper price level can indeed be formed for the products offered to the food market. If such a situation manifests itself, then individual entrepreneurs and family peasant farms have more incentives to produce that product and allocate the resources at the disposal of small-scale, at the same time, numerous

farms for the production of those products. The fact that numerous small farms, which have sharp competition between them, prefer to produce the same type of products, leads to a further decrease in the price level formed for those products and the amount of profit that the farms will get. As a result, the implementation of marketing activities of individual entrepreneurial farms and family peasant farms to obtain profit is accompanied by problems. Minimizing the number of such problems requires regulation and management of the agrarian market and its vital segment, the agricultural and food products market.

4. Strengthening the marketing potential of business entities producing consumer goods and the effective use of this potential is the basis for increasing the level of food security in the country by ensuring the stable and sustainable development of these entities.

Ensuring the independence of business entities engaged in the production of food products in production and sales activities ensures their flexible adaptation to changing market conditions and consumer demand, and the application of marketing as a new management method plays an important role in this adaptation. The application of this method begins with the study of the market and the analysis of the processes taking place in the market.

The dynamics of some indicators characterizing the activity of the consumer products market of Azerbaijan in the last seven years are characterized by the data in the following table (table 2)

As can be seen from the data in the table, the level of expenses incurred for the acquisition of food products is still high in the consumption expenses of the population of Azerbaijan, and the reduction of these expenses also depends on increasing the efficiency of the marketing activities of the enterprises that offer those products to the market and ensuring the reasonableness of the prices of the products for consumers.

Table 2.

**Dynamics of indicators characterizing the activity of the
consumer goods market of Azerbaijan and its food products
segment**

Indicators	2016	2017	2018	2019	2020	2021	2022
Capacity of the consumer market, mln. Manats	30828,9	32749,7	33970,3	35693,8	35975,8	37473,0	40261,3
<i>including the capacity of the food products segment, mln. manats</i>	12473,6	13879,2	14217,6	14852,5	15608,0	16356,5	17522,2
<i>The ratio of the capacity of the food products segment to the capacity of the consumer products market as a whole, %</i>	40,5	42,4	41,9	41,6	43,4	43,6	43,7
Per capita expenditure on consumer goods per month, manat	264,7	278,2	286,0	298,4	297,8	308,6	333,4
<i>compared to the previous year, %</i>	-	105,1	102,8	104,2	99,9	103,6	108
Food expenses per person per month, manat	107,1	117,9	119,7	124	129,2	134,7	145,1
<i>Compared to the previous year, %</i>	-	110,1	101,5	103,6	104,2	104,3	107,7
Price index of consumer products (total products and services), compared to the previous year, in %	112,4	112,9	102,3	102,6	102,8	106,7	113,9
Price index of food products (including beverages and tobacco products) compared to the previous year, in %	114,7	116,4	101,7	103,8	105,0	108,1	119,5

Source: prepared by the author based on the results of the State Statistics Committee household survey, 2023, p. 45.

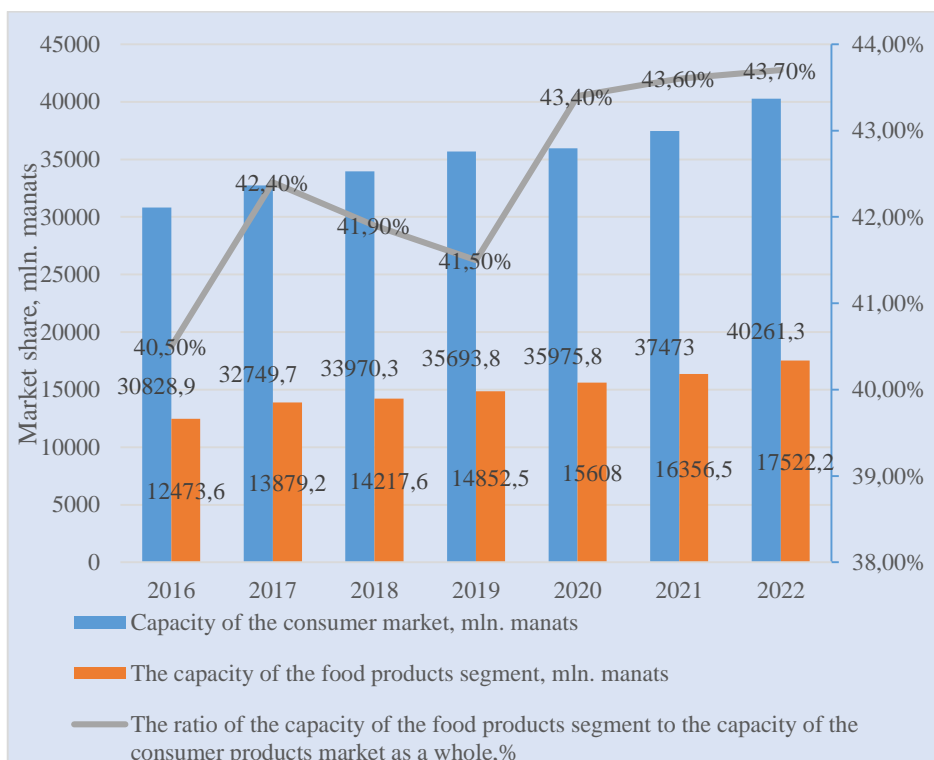


Diagram 1. Dynamics of the capacity of the consumer goods market and its food products segment

Source: prepared by the author based on the results of the State Statistics Committee household survey, 2023, p. 45.

The following diagram shows the dynamics of the consumer market and the capacity of its food products segment (diagram1).

An idea can be obtained from the information in the following table about the production of crop and livestock products in natural expression for all economic categories (table 3).

Table 3.

Production of agricultural products used as food in all economic categories, in thousand tons

	2016	2017	2018	2019	2020	2021	2022	Increase /+, decrease- / in 2022 compared to 2016
Cereals and legumes	3065,1	2928,8	3309,2	3538,5	3257,1	3363,0	3161,3	+96,2
Potato	902,4	913,9	898,9	1004,2	1037,6	1062,0	1074,3	+171,9
Vegetables	1270,6	1405,6	1521,9	1714,7	1738,9	1815,5	1823,3	+552,7
Food melon	464,8	438,1	401,9	447,4	448,1	459,9	469,3	+4,5
Sugar beet	312,6	410,1	277,2	218,5	233,8	177,3	210,6	-102
Sunflower for the day	16,7	29,8	23,6	33,7	23,9	25,2	28,3	+11,6
Fruits and berries	882,8	954,8	1010,8	1099,7	1133,1	1204,9	1253,1	+370,3
Grapes	136,5	152,8	167,6	201,8	208,0	209,8	212,6	+76,1
Tea	1,02	0,78	0,87	0,93	0,93	1,18	1,0	-0,02
Meat (cut weight)	302,2	316,8	326,0	335,7	346,0	357,6	368,2	+66
Milk	2009,9	2024,1	2080,4	2150,8	2192,5	2223,4	2264,7	+254,8
Eggs (million units)	1609,8	1714,0	1676,2	1827,1	1906,2	1838,8	2018,1	+471,3

Source: table prepared by the author based on data from “Azerbaijan in Figures, 2023”, pp. 134, 137.

As can be seen from table 3, during the period 2016-2022, there was a 31.4% increase in the total volume of production of cereals and grain legumes, so while the volume of production in 2016 was 3065.1 thousand tons, in 2022 this indicator was 3161.3 thousand tons. The increase in the production of meat from the main food products in the period 2016-2022 was at the level of 21.8%, the volume of production was 302.2 thousand tons in 2016, 357.6 thousand tons in 2021, and 368 thousand tons in 2022. , was 2 thousand tons. In the analyzed period, increases in the production of milk and eggs, characterized by high nutritional value and biological value, are also observed. However, this dynamic is not so high, and we believe that special attention will be paid to the development of the production of these important food products based on modern technologies.

Further strengthening of the marketing potential of food enterprises and effective use of that potential will prevent the expansion of foreign producers in the food products market of our country, thus creating an opportunity for stable and sustainable development of enterprises, at the same time, meeting the population's demand for these products more fully and increasing the level of ensuring the food safety of our country. can allow.

Comprehensive satisfaction of the country's population's demand for plant and livestock products used as food, and the industry's demand for raw materials, depends on increasing the efficiency of those products. The trend of change in the economic efficiency of some agricultural products produced in private entrepreneurial farms of Azerbaijan is characterized by the data in the following table (table 4).

The efficiency of agricultural products used as food in not all enterprises and farms operating in agriculture is not at the level of efficiency of those products in individual entrepreneurs' farms. This is due to the different levels of marketing potential of enterprises and farms that offer food products to the consumer market.

Table 4.

Economic efficiency of some types of food products in individual entrepreneurs' farms

	Unit of measurement	2016	2017	2018	2019	2020	2021	2022	Increase/+, decrease- in 2022 compared to 2016
Fruits and berries									
Full cost of one quintal of product	man	37,27	48,98	21,37	17,07	20,44	37,47	68,4	+31,13
Production cost of one quintal of product	"-----"	23,14	29,44	14,66	17,50	26,36	29,84	62,55	+39,41
Selling price of one centner of the product	"-----"	125,84	139,99	46,36	53,57	57,83	72,16	134,91	+9,1
Profit from one quintal of product	man	88,57	91,01	24,99	36,5	37,3	34,69	66,51	-22,06
Profitability	%	237,6	185,8	116,9	213,7	182,8	92,6	97,3	-140,3
Cereals and grain legumes									
Full cost of one quintal of product	man	14,96	14,32	15,53	17,66	23,91	24,7	28,8	+13,84
Production cost of one quintal of product	"-----"	13,86	12,40	12,82	15,53	20,85	22,19	17,32	+3,46
Selling price of one centner of the product	"-----"	23,28	26,27	27,47	31,83	35,73	35,99	42,50	+19,22
Profit from one quintal of product	man	8,32	11,95	11,94	14,17	11,82	11,29	13,69	+5,37
Profitability	%	55,6	83,4	76,8	80,2	49,4	45,5	47,5	-8,1
Cattle									
Full cost of one quintal of product	man	247,5	264,28	253,98	272,2	295,18	343,4	354	+106,5
Weight gain	in grams per day	233,16	237,70	210,98	270,18	262,38	280,7	300,83	+67,67
Selling price of one centner of the product	man.	341,18	408,31	409,16	429,85	496,5	532,2	553,6	+212,42
Profit from one quintal of product	man.	93,68	144,03	155,18	157,65	201,32	188,8	199,6	+105,92
Profitability	%	37,8	54,5	61,1	57,9	68,2	55	56,4	+18,6

Source: Key economic indicators of agricultural enterprises and individual entrepreneurs, 2023, compiled by the author based on data from pp. 29, 30, 31.

5. The formation of the marketing potential of economic entities producing consumer goods is influenced by a large number of interrelated factors (trademark, highly qualified personnel, state protection of the marketing activities of enterprises and farms, marketing organizational culture, production and information resources, relations with business partners and customers, etc.), the solution of which also requires the use of a comprehensive and systematic approach.

Marketing is also considered a means of adapting the potential opportunities of business entities to the market, and in order to ensure this adaptation, the enterprises applying marketing in the market activity must have a sufficient level of marketing potential, otherwise enterprises can't offer consumer products to the market in accordance with the requirements of consumers.

Studies show that individual researchers do not have a single consensus on specifying the constituent elements of the marketing potential of enterprises, or rather, which elements are included in the composition of this potential, but most of the researchers advocate the application of a systematic approach to the study of that potential, and in our opinion, this is the right approach.

Thus, the coordination of the activities of both the marketing department of any enterprise and the activities of other departments of the enterprise manifests itself as a system, as a result, the elements involved in the provision of marketing activity and the implementation of this activity act as constituent elements of the whole and form the whole. The system formed by the constituent elements of the marketing potential should be viewed as an open system, as that system interacts with the external environment of marketing and creates conditions for the exchange of resources.

The marketing potential of an enterprise producing consumer products can be described as a hierarchical structure as follows (figure 1)

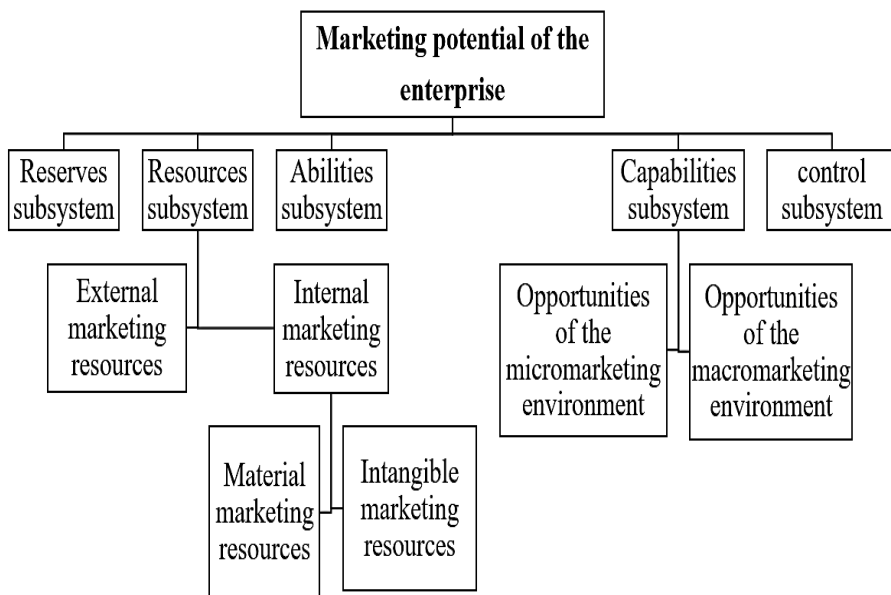


Figure 1. Hierarchical structure of the marketing potential of the enterprise producing consumer products⁸

In our opinion, it is necessary to look at the formation of the listed constituent elements of marketing potential and their development from the perspective of opportunities opened in the external environment of marketing (in the micro and macro marketing environment of the enterprise). Because marketing is an activity carried out to satisfy the needs and demands of customers, and customers act as an element or factor of the external marketing environment of the enterprise as subjects of the consumer market. Marketing opportunities that open up to the enterprise due to the unsatisfied needs of customers appear either as a result of changes in the micro or macro environment and opportunities are considered as

⁸Batova, T.N. Marketing potential of the enterprise. Monograph. / T.N.Batov, V.A.Krylova, - M.: Publishing house of the Academy of Natural Sciences, - 2016. - 31 p.

an integral element of marketing potential. In addition to what has been said, the composition of marketing potential should include the abilities (competence and skills) of marketing managers, marketing resources (the part of marketing resources that have not yet been used), and the management subsystem (a set of actions for managing marketing activities as a whole) to take advantage of the opportunities that are open to enterprises.

The marketing potential of the enterprise as a system has a characteristic feature that is not unique to any of the components of that potential separately, and this feature is the emergent feature of the marketing potential system. This characteristic is related to meeting the needs of customers, and the main goal of the marketing system is to meet the needs and demands of customers more fully.

In our opinion, the formation and development of marketing potential is based on all the resources of the enterprise, but it is mainly used by the marketing department. These resources can be divided into two parts, tangible and intangible. Tangible resources include capital, human, financial, production, and information resources. Intangible resources include intangible assets (license agreements, trademarks, brands), marketing organizational culture, intellectual resources, marketing strategy, relationships with business partners and customers, technologies in the field of marketing management, etc. belongs to.

Uncertainties and risks may also appear during the formation of the enterprise's marketing potential. Uncertainties that may appear at this time can be conditionally divided into the following types: incomplete information; occurrence of some random events that cannot be foreseen in the future development of the business; adverse activity of subjects operating in the market (for example, changes in the market situation, conflicts that may arise between the enterprise and marketing intermediaries, etc.). Eliminating these uncertainties allows the development of more adequate measures to improve the efficiency of marketing activities of enterprises producing consumer products.

Since the activity of the enterprise's marketing department is purposeful, the marketing potential at the disposal of that department

should also be purposeful, and the purpose in question should be to shape the enterprise's consumer market by using the mentioned potential.

It is possible to achieve a synergy effect as a result of the interconnected and joint use of the elements included in the composition of the marketing potential. This effect (synergy or synergy) is manifested during the combined (integrated) use of two or more elements of the system. In this case, the synergistic effect obtained is greater than the sum of the effects obtained from the separate activities of the elements of the system. Therefore, in order to achieve a greater effect and level of efficiency in the marketing activity, the elements included in the composition of the marketing potential should be used in an interconnected manner.

Summarizing our thoughts, we can conclude that marketing potential is the achievement of a synergy effect under the influence of the internal (marketing resources and resources, the necessary abilities to use them) and external (resources of business partners, micro and macro environment, uncertainty and risk factors) environment. should be formed in the form of a combination of different elements, and the ratio between the constituent elements of the potential should be ensured in accordance with the changes in the external environment.

6. The effectiveness of marketing activities should be assessed based on an integrated approach, using a system of balanced indicators (production, financial, customer-related and self-development indicators).

Marketing activities can be divided into product, price, distribution, sales, sales promotion, and advertising activities. These measures are the measures implemented on the elements of the marketing complex, and the last stage of planning (or implementation) of those measures consists in determining their efficiency. Without determining the effectiveness of the measures implemented on marketing activity, it is impossible to reveal potential sources for its improvement, and generally, it is impossible to make informed decisions about marketing activity.

Determining the effectiveness of marketing activities is not an easy task. The following can be attributed to the difficulties that arise during the evaluation of the said rash: firstly, it is difficult to separate the measures carried out on marketing activity from the activity carried out on the enterprise as a whole; secondly, marketing costs do not allow to see what effect is achieved in return for these costs at that moment, the effects are observed to manifest themselves with a delay, which makes it difficult to evaluate efficiency; thirdly, it is not always possible to apply quantitative methods to the evaluation of the effectiveness of marketing measures, as a result of which it becomes even more difficult to get an idea of the exact achieved level of effectiveness.

After all this, it can be concluded that the system of indicators used to evaluate the efficiency of marketing activities should include both quantitative and non-quantitative indicators - more precisely, this system of indicators should consist of financial and non-financial indicators, their efficiency of marketing activity should be evaluated based on its integration. For this, there is a need to apply the concept of balanced indicators (Balanced Scorecard - BSC) developed by R. Kaplan and D. Norton in the 1990 s.

By applying the concept of balanced indicators, it is possible to accelerate and facilitate the decision-making process. According to the mentioned authors, the management decision process should involve four mutual measurements. These are components of the system of balanced indicators and are grouped as follows: financial indicators; customer-related indicators; indicators characterizing the processes within the enterprise; and indicators characterizing training and development in the institution.

It should be noted that the concept of balanced indicators does not limit the number of business viewpoints and provides conditions for the specification and application of additional parameters.

Clarifying the issue of which of the above-mentioned groups should be included in the indicators characterizing the efficiency of marketing activity, we can note that since this activity is related to customers, of course, it is more appropriate to combine those indicators in the customer group. Thus, the large number of customers

and their high level of loyalty to the enterprise indicate the good financial condition of that enterprise and, therefore, the high efficiency of marketing activities. However, another group of indicated indicators is related to increasing the efficiency of marketing activities. From this point of view, in our opinion, it is necessary to study the indicators characterizing the efficiency of marketing activities in relation to the indicators included in those groups.

Analyzing and evaluating marketing activities based on the balanced scorecard concept has many advantages. During this analysis, it is possible to clarify the level of separate monetary and non-monetary indicators related to marketing activity, and it is possible to obtain a single indicator by achieving the integration of the mentioned indicators. As a result, the company's marketing managers and leaders can easily understand the processes taking place within the company and make management decisions easier.

In the table below, based on the concept of balanced indicators and the methodology proposed by Russian scientists, the final integral indicator of the efficiency of the marketing activity of the "Az-Granata" enterprise was extracted. For this purpose, the main goals of marketing activities have been determined and the extent to which they can be achieved has been shown.

The indicators characterizing the financial activity of the "Az-Granata" enterprise include the amount of its profit, the profitability of its sales, and the increase in the efficiency of marketing costs. As can be seen from the table, this group of indicators also includes the market share indicator that the enterprise proposed by us plans to achieve in the future. This is explained by the fact that the financial situation of the enterprise with a high market share is most likely good. Thus, the conducted studies have shown that the profitability level of the enterprise whose market share is one percent more than the competitor's market share is 5-6% higher than the competitor's profitability level. Therefore, it was considered appropriate to include the market share indicator in the group of indicators characterizing the financial situation.

Table 5.

Calculation of the integral indicator of the efficiency of the marketing activity of the "Az-Granata" enterprise⁹

Element of BCS	The main objectives of marketing activity	Priority level	Level of realization in the short term (from 1 to 5 points)		Integral assessment		Maximum possible estimate		The level of realization of the given group of indicators
		a_i	b_i	b_i	$a_i b_i$	$\sum a_i b_i$	$a_i b_i$	$\sum a_i b_i$	
1	2	3	4	5	6	7	8	9	10
Finance	Increasing market share by 5% by 2023	1	4	5	4	38	5	50	76%
	80% increase in profit amount in 2022	2	5	5	10		10		
	12% increase in sales profitability in 2022	3	4	5	12		15		
	50% increase in marketing spend efficiency by 2023	4	3	5	12		20		
Customers	Increase new customers by 10% by 2023	1	3	5	3	42	5	75	56%
	Ensuring customer loyalty	2	3	5	6		10		
	Develop mutually beneficial relationships with customers	3	2	5	6		15		
	Increasing the level of perception of the "price-quality" ratio by buyers	4	3	5	12		20		
	7% increase in advertising efficiency	5	3	5	15		25		
Internal processes	Reduce the cost of products	1	5	5	5	58	5	70	82,9%
	To ensure 95% loading of production capacities	2	4	5	8		10		
	Reduce the growth of marketing costs	3	3	5	9		15		
	To improve product quality	4	4	5	16		20		
	Optimizing the product range	5	4	5	20		20		
Learning and development	To increase the efficiency of the work of the trade staff	1	5	5	5	58	5	70	82,9%
	Increase the qualification of employees of the marketing department	2	3	5	6		10		
	Prevent staff turnover	3	4	5	12		15		
	Achieving integrated growth opportunities	4	5	5	20		20		
	Achieving intensive development opportunities	5	3	5	15		25		

⁹ Guliyev, F.V. Evaluation of the effectiveness of marketing activities of enterprises producing consumer goods // Ganja Technological University, "Innovative Economics and Management". - Ganja: 2020, No. 2 (4), - pp. 28-35.

The methodology we are considering for evaluating the effectiveness of marketing activities includes the following stages:

1) Collection and analytical processing of preliminary information related to the evaluation period for the evaluation of efficiency indicators;

2) Determining the system of indicators used for rating evaluation of the efficiency of marketing activities and the use of which is of great importance; classification taking into account the importance (priority) of these indicators. For the formula used to evaluate the effectiveness to be representative, comprehensive, and balanced - more precisely, to reflect all aspects of marketing activity, the formula should include the most important indicators and it should be easy to make the necessary assessment. The selection of these indicators is carried out by experts taking into account the financial theory and the need for analytical evaluation of economic subjects.

3) Determination of objectives or targets for each indicator. As target indicators, relevant indicators of competitors can be selected. If it is not possible to determine this indicator on competitors, then the enterprise can specify the goal on indicators of important importance, taking into account the development trends of the market and its own potential production and sales opportunities.

4) The integral indicator of the subject's marketing activity efficiency is determined by the following formula¹⁰:

$$\dot{IG} = \frac{\sum_{i=j}^n a_i \cdot b_i}{\sum_{i=j}^n a_i \cdot \dot{b}_i} = \frac{196}{265} = 74,0 \%,$$

a_i – the level of importance of objective i for marketing activity;

b_i – evaluation of the degree of realization of the goal by the expert (for example, there can be an assessment from 1 to 5 points; 1 point - the goal is not realized; 5 points - the goal is realized);

\dot{b}_i - is the maximum possible cost of goal realization;

¹⁰ S.E.Egorova. Marketing analysis. Methodology and techniques: Monograph. Pskov, 2008. – 285 p.

n - the number of marketing activity objectives.

5) Providing recommendations on the implementation of marketing policy.

From the conducted analysis, it can be concluded that the measures taken by the "Az-Granata" enterprise concerning the staff (the efficiency of the sales staff has increased and staff turnover has decreased) and internal processes (the cost of products has decreased and the product range has been optimized) are quite efficient.

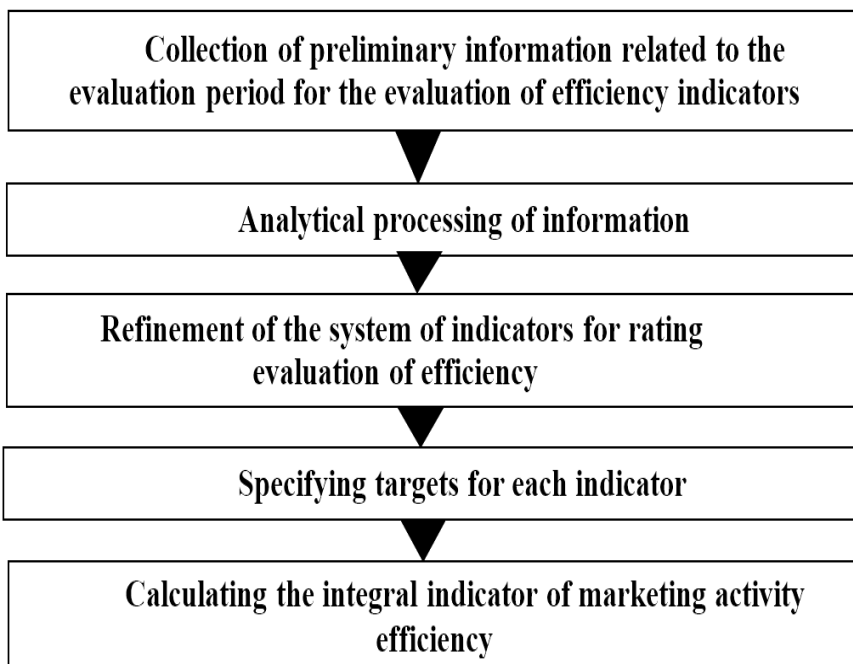


Figure 2. Algorithm for calculating the integral indicator of marketing activity efficiency

Source: Compiled by the author.

However, it was not possible to achieve the level of indicators planned for work, sales, and communication policy for customers. Therefore, this enterprise should convey the necessary information about its products to its target audience - inform consumers, establish effective relationships with customers, and do this at the lowest

possible cost. It is in this case that it is possible to increase the efficiency of the enterprise's marketing activity on the specified aspect.

Thus, the algorithm for calculating the integral indicator of the efficiency of marketing activity can be imagined as follows.

Based on this algorithm, it is possible to more comprehensively and comprehensively assess the efficiency of marketing activities and to identify resources for increasing efficiency.

7. Market success of business entities producing consumer goods is possible through a comprehensive and systemic analysis of the marketing environment, a correct assessment of the market opportunities open to these entities, as well as the threats that await them in the market, and the adaptation of the potential of the opportunity to market requirements.

In the conditions of market relations, many factors affect the management of production and sales activities of business entities, some of those factors characterize the internal marketing environment of the enterprise, and another part characterizes the external marketing environment. In the marketing environment, the number of forces and factors that influence one degree or another is gradually increasing, and in such conditions, the management of the market activity of enterprises and farms producing consumer products becomes a problem. Therefore, to increase the efficiency of management of the market activity of enterprises and farms, it is necessary to systematically study and continuously monitor the factors of the marketing environment in which they operate.

By studying the marketing environment, enterprises and farms can assess the market opportunities that open before them and avoid the threats that await them in the market.

The marketing environment is a set of active forces or, in other words, subjects that influence the continuation of successful cooperation of enterprises and businesses with customers in the target market. These forces or subjects are divided into internal factors and external factors.

Intra-enterprise factors of the marketing environment are those that are completely controlled by the enterprise. Unlike these factors, the external factors of the marketing environment are not controlled by the enterprise. Although the enterprise can influence the behavior of some of them (micro-environmental factors) to one degree or another, those factors are also considered as factors that are not controlled by enterprises. Unlike micro-environmental factors, the enterprise does not influence macro-environmental factors. Microenvironmental factors directly surround the enterprise, and those factors themselves operate within the macro environment.

One of the most important elements of the external microenvironment of marketing is customers. In the conditions of the market economy, regardless of the organizational-economic form and the field of activity, it is very difficult and almost impossible for enterprises and farms that cannot satisfy their customers to continue their market activity. From this point of view, it is very important to organize and manage the market activities of the enterprises and farms operating in the agro-food complex based on the study of the needs and demands of the customers.

As one of the most important elements of the study of the microenvironment, the analysis of consumer demand satisfaction is itself a very broad and multifaceted issue. As a result of this analysis, it is possible to study the minimum, real, and potential capacity of the food products market and specify the unsatisfied part of the demand for those products (the marketing opportunities open to enterprises and farms). Information on per capita consumption of food products in the country in recent years can be obtained from the table below (table 6).

As can be seen from the table, the needs of consumers from basic food products to livestock products are not fully met. The level of meeting the demand for meat and meat products and milk and milk products is the minimum level of demand for those products.

Table 6.

**Per capita consumption of food products in the country, in
kg per year**

Product names	Years						in 2022 compared to 2017 in %
	2017	2018	2019	2020	2021	2022	
Bread and bakery products	138,0	137,0	135,2	134,9	134,4	133,8	97
Potato	72,6	72,8	73,2	73,4	75,2	76,8	105,8
Vegetables and melons	107,3	107,4	108,6	108,5	110	111,7	104,1
Meat and meat products	33,6	33,7	33,8	33,7	34,9	35,3	105,1
Fish and fish products	7,2	7,2	7,3	7,3	7,3	7,5	104,2
Milk and milk products	269,6	269,8	267,9	266,9	253,0	251,8	93,4
Eggs, pcs	159,0	159,0	160,0	158,0	162	162	101,9
Fruits, berries	78,3	78,4	79,1	79,1	81,5	83,8	107
Sugar and confectionery products	30,2	30,1	30,3	30,2	30,3	30,8	102
Vegetable oils and margarine	10,5	10,6	10,7	10,7	10,7	10,8	102,9

Source: Household survey results. SSK, 2023, p. 77.

Therefore, the specific weight of the energy absorbed by the livestock products in the energy absorbed by the country's population from the consumption of food products is low, and the share of carbohydrates in the energy absorbed from daily food products is higher (picture 3). Therefore, for the balanced nutrition of the population, the supply of these products to the livestock products segment of the food market should be increased.

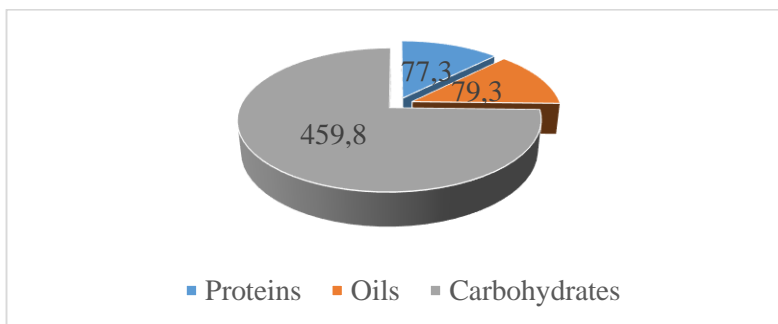


Figure 3. Chemical composition of food products consumed in 2022 (in grams)

Source: Household survey results. SSK, 2023, p. 86

The conducted studies show that in the current conditions, the capacity of the livestock products market of our country has a huge growth potential - marketing opportunities, compared to the capacity of other types of basic food products. For example, it is possible to increase the capacity of the meat and meat products market by 2.0 - 2.1 times. The fish and fish products, eggs, etc. segments of the livestock products market. has great potential, and the fact that the listed market segments have great growth potential is because the demands of consumers of those products are not met at the level of effective physiological norms.

One of the microenvironmental factors in the management of marketing activities in agro-food complex enterprises is strongly influenced by competitors. It is almost impossible to develop effective marketing strategies and marketing mix without monitoring the activities of competitors. Especially in terms of improving the management of marketing activities of enterprises operating in the food industry, it is very important to monitor the activities of competitors and study their strengths and weaknesses.

Preventing the ever-increasing expansion of foreign producers into the food products market of our country requires increasing the competitiveness of local producers based on marketing factors. From this point of view, the application of marketing as a new management method of local business entities that offer products to the food market

should be given a lot of space, the marketing techniques and methods (benchmarking) of enterprises entering the food market of our country from foreign countries should be studied and applied by local enterprises, and the customers of products that differ in high quality characteristics correct positioning must be ensured.

8. Improving the management of sales of farm enterprises producing consumer goods is an important condition for increasing the level of self-sufficiency of the country's population in food products.

In the conditions of market relations, the management of the production and sales activities of business entities based on the marketing approach not only provides them with a favorable market position in the conditions of fierce competition but also allows them to operate in the market for a long time. Based on improving the management of marketing activities of enterprises and farms engaged in food production in Azerbaijan, it is possible to increase the level of food security in the country and to further improve the supply of the mentioned products to different population groups.

Improving the management of marketing activities requires the analysis of the market, the planning and implementation of activities based on the information obtained as a result of this analysis, and the control of said activities. At present, in Azerbaijan, it is very rare to conduct independent market research by business entities engaged in food production, which is due to the lack of knowledge and skills of the managers of enterprises and farms in the field of marketing research. Therefore, in our opinion, enterprises and farms should be given practical assistance in market research and a wide range of information characterizing the market situation they need should be delivered to them. Countries with developed market economies have enough experience in this field.

In our opinion, the organization of marketing seminars in the regions and instilling knowledge in the field of marketing to the heads of enterprises and farms, and at the same time promptly delivering the marketing information needed by the heads of enterprises and farms

to them, can allow more informed decisions on marketing management to be made.

Improving the efficiency of the mentioned activity based on the improvement of the marketing management of business entities can lead to the minimization of the level of food products imported into the country and the improvement of the level of ensuring the country's food security. In recent years, the share of imports of relevant products in the reserves created for some food products is above the permissible limit in terms of ensuring food safety. This range of products primarily includes cereals and cereal legumes (table 7).

Table 7.

The share of imports in the stocks of the main types of food products, %

	2016	2017	2018	2019	2020	2021	2022	In 2022 compared to 2016 / increase +, decrease –
Grains (except rice) and grain legumes	28,0	24,9	20,9	27,0	24,9	21,9	27,1	–0,9
including wheat	37,4	31,3	27,7	36,0	33,7	32,3	39,1	+1,7
Potato	11,7	10,1	9,5	11,3	10,3	11,8	10,7	–1,0
All kinds of vegetables	4,0	2,8	2,1	2,0	2,7	3,0	2,5	–1,5
Fruits and berries	9,3	9,0	11,5	10,9	11,3	11,6	11,5	+2,2
All types of meat and meat products	12,0	15,3	16,9	17,2	15,0	13,3	14	+2
Milk and milk products	12,4	14,5	13,7	15,3	17,2	15,6	17,6	+5,2
Egg	1,2	0,0	1,1	0,1	0,0	0,9	0,1	–1,1
Fish and fish products	17,8	18,7	16,8	17,7	18,3	21,5	23	+5,2

Source: Source: Table prepared by the author based on statistical indicators of Azerbaijan, 2023, pp. 456-463.

A broader idea of the share of imports in the stocks of some types of food products can be obtained from the following diagram (diagram 2).

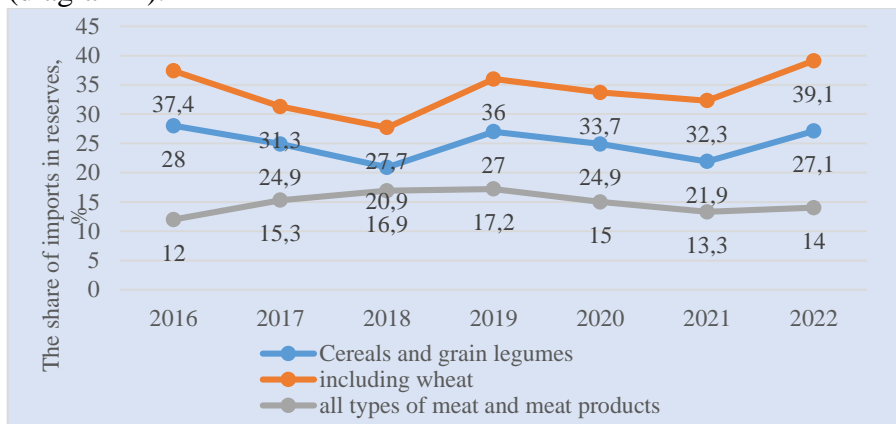


Diagram 2. The share of imports in the stocks of some basic types of food products, %

Source: The chart was prepared by the author based on data from the Statistical Indicators of Azerbaijan, 2023, pp. 456-463.

In the dissertation work, the marketing measures necessary to be implemented to reduce dependence on imports and improve the import substitution policy for the main types of food products were clarified and scientifically based proposals were given for their implementation.

It is very important to increase the market capacity of meat and meat products, milk and milk products, and fish products through local production. It is of decisive importance in terms of ensuring the food security of this country and the quality (balanced) nutrition of the population. For now, certain sections of our country's population do not have a balanced diet, and bread and bakery products have more special weight in the population's diet. The improvement of marketing management measures for various products requires future study of the market capacity of those products and, thus, clarification of the marketing opportunities open to enterprises and farms. $Y_t = 8490,5 + 105,2 \times t$ trend model (regression equation) ($R^2 = 0,992$) of the population for the next five years, taking into account the minimum

consumption norms of the main types of food products and the number of the country's population in 2006-2022 based on the expected number, it is possible to determine the minimum demand forecast for the main types of food products.

The minimum forecast of the population's demand for the main types of food products for the indicated period is characterized by the data of the following table (table 8).

Table 8.

**Forecast of the minimum need of the population of
Azerbaijan for basic types of food, thousand tons**

	2023	2024	2025	2026	2027
Bread and bakery products	1309,3	1322,6	1335,9	1349,1	1362,4
Potato	525,4	530,7	536,0	541,4	546,7
Vegetables and melon products	1006,2	1016,3	1026,5	1036,7	1046,9
Fruits and berries	476,7	481,4	486,3	491,1	495,9
Meat and meat products	327,1	330,4	333,7	337,0	340,3
Milk and milk products (with conversion to milk)	2412,1	2436,5	2460,9	2485,4	2509,8
Fish and fish products	79,9	80,8	81,6	82,4	83,2
Eggs, mln. number	1588,7	1604,8	1620,8	1636,9	1653,0
Sugar and confectionery	180,7	182,5	184,3	186,2	188,0
Vegetable oils, margarine, and other fats	101,8	102,8	103,8	104,9	105,9
Butter	69,6	70,3	71,0	71,7	72,4

Source: prepared by the author based on food balances of Azerbaijan, 2023, p. 81.

The research shows that in the marketing of crop and livestock products, many functions are performed in the interval from the production of the product until the product is available to the consumer, and many enterprises and farms face difficulties during the performance of those functions. Thus, most of the farms are not able

to conduct market research, the prices formed for the products they produce do not allow for obtaining sufficient profit for the implementation of market activities, there is a lack of storage chambers (warehouses) for products in most farms, and also in the production and sales process of farms of various nature risks manifest themselves, etc. All these difficulties show that there are problems in the marketing activities of farms engaged in the production of crop and livestock products, and to solve those problems, there is a need to develop and implement protection measures for producers at the macro level. These measures include the following:

- continuation of support of product producers by the relevant state structures for the intensive development of the production of crop and livestock products;
- protection of market prices of agricultural products;
- formation of a multi-channel sales system of agricultural and food products;
- organization of insurance for various types of risks arising in the marketing of products;
- development of relevant infrastructure for the sale of crop and livestock products;
- organization of food product marketing personnel training at the level of modern requirements, etc.

Horizontal and vertical marketing systems should be formed to eliminate the difficulties faced by food product manufacturers in the sales process, and cooperation and integration relations should be developed between subjects operating in the agricultural and food products market. In this way, it is possible to achieve effective sales of products and increase the efficiency of marketing activities.

To solve the problem of selling food products in our country, there is a great need to organize wholesale food markets in accordance with the experiences of countries with developed market economies. For this, an appropriate legislative framework should be created and the organizational form of those markets should be determined. The creation of wholesale food markets means offering the products of producers directly to customers, thus ensuring a higher level of marketing efficiency.

Wholesale food markets should be organized in the big cities of our country and the requirements for the participants of those markets should be determined. These requirements should cover issues such as product quality, variety, standardization, packaging, and safety. Officials responsible for the operation of wholesale food markets must inform producers of the listed requirements. Consumers' protection and safety should be ensured with these demands placed on the market participants (producers), and at the same time, the activities of the producers should be adapted to the market requirements. For wholesale food markets to function normally, marketing services should be organized by the practices of foreign countries, and the tasks of that service should include the following:

- marketing analysis of the food market;
- providing consumers with high-quality food products at reasonable prices;
- delivery of consumers' needs to producers;
- ensuring the interests of wholesale participants;
- formation of direct marketing channel of producers, etc.

In the "Result" section of the dissertation, suggestions, and recommendations of a methodical and practical nature were given regarding the improvement of the economic efficiency of the marketing activities of business entities that offer products to the food products segment of the consumer market. Some of them include:

1. In connection with the development of market relations, the implementation of production and sales activities of entrepreneurial structures producing consumer products has undergone radical changes. At present, the business structures involved in the production of the mentioned products carry out their production and sales activities based on the information received from the market. For this purpose, they face the necessity of applying marketing in their activities. In today's conditions, it is very difficult to ensure favorable and stable market positions for enterprises and farms engaged in the production of consumer products without applying marketing as a

methodology of entrepreneurial activity. To operate efficiently in the market in the long term, enterprises, and farms should regularly monitor the changes in the marketing environment and be able to adapt their activities to those changes.

2. Researches show that the marketing of agricultural products used as food is a set of measures that must be implemented starting from the production of those products and ending with their distribution to consumers. This system of measures includes the following: marketing research of the consumer products market; food production planning; production of products; determination of prices for products; management of risks arising in the marketing of products; distribution and sale of products (transportation of products and delivery to markets); organization of service for delivering products to consumers; control of activity on marketing of products, etc.

3. It is possible to group the marketing activities carried out on consumer products by the elements of the marketing complex - product, price, distribution sales, and sales stimulation and advertising activity (**4P**). The final stage of planning and implementation of this group of measures consists of evaluating their effectiveness. The lower the costs incurred for the development and implementation of these measures, and at the same time, the greater the effects obtained from the implementation of those measures, the higher the efficiency of the measures implemented for marketing activities.

4. Studies show that evaluating the effectiveness of marketing activities in enterprises producing consumer products is accompanied by several difficulties. The difficulty of solving this problem is related to the following: firstly, it is difficult to separate the measures implemented in the marketing of consumer products from the measures implemented in the enterprise as a whole; secondly, the effect of marketing costs is not observed at that moment, those effects appear after a certain period, which makes it difficult to evaluate efficiency; thirdly, when evaluating the effectiveness of all marketing measures, it is not possible to rely on quantitative methods, which in turn complicates the evaluation of effectiveness.

5. In earlier times, it was preferred to evaluate the effectiveness of marketing activities based on value indicators. In our opinion, there are many disadvantages to evaluating the effectiveness of marketing activities in enterprises that produce consumer products based on value indicators. In our opinion, it is more correct to use both quantitative and non-quantitative indicators for efficiency evaluation. More precisely, the indicators used to evaluate the efficiency of marketing activity in enterprises producing consumer products should consist of both financial and non-financial indicators, and the efficiency of marketing activity should be clarified based on the combination of these indicators. Based on this approach, evaluating the effectiveness of marketing activities requires the concept of balanced indicators.

6. In our opinion, relying on the concept of balanced indicators for evaluating and improving the efficiency of marketing activities in enterprises can speed up and facilitate the decision-making process of marketing activities. Also, in this case, it is possible to make more comprehensive and highly effective decisions to increase the efficiency of marketing activities. Relying on the concept of balanced indicators requires the specification of indicators in four interrelated groups. This group of indicators includes financial indicators, customer-related indicators, indicators characterizing processes within the enterprise, and indicators characterizing training and development in the enterprise.

7. It is more appropriate to use the concept of balanced indicators to evaluate the efficiency of marketing activities in food production enterprises. In this case, the composition of indicators related to customers during the implementation of the mentioned concept may consist of increasing the number of them (customers), developing mutually beneficial relations with customers, increasing the level of "price-quality" perception by buyers, and increasing the efficiency of advertising. The indicators of the financial group may include increasing the enterprise's market share, increasing its profit and profitability (profitability), and reducing marketing costs. For the characterization of intra-enterprise processes, the cost of products (cost reduction), achieving an increase in production capacity to a

certain level, reducing the cost intensity of marketing measures, improving product quality and optimizing its range, etc. such indicators can be used. To characterize training and development in the enterprise, based on indicators such as increasing the efficiency of the work of the sales staff, increasing the qualification of the marketing department employees, preventing staff turnover, achieving integration growth opportunities, and using intensive development opportunities can allow making adequate decisions on increasing the efficiency of marketing.

8. Evaluation of marketing efficiency in food industry enterprises should be considered in the form of the following sequence of stages: 1) collection and analytical processing of information related to the evaluated period for the evaluation of efficiency indicators; 2) determination of the system of indicators used for the rating assessment of marketing activity and the use of which is important; 3) determination of goals or targets for each indicator; 4) determination of the integral indicator of the efficiency of the enterprise's marketing activity; 5) giving recommendations on implementation of marketing policy and improvement of its economic efficiency.

9. Based on the concept that marketing is applied in farms engaged in the production of agricultural products used as food, the system of indicators should be refined and the efficiency of marketing should be evaluated based on those indicators. In enterprises and farms producing meat and meat products, milk and dairy products, and fish and fish products (the market of these products is an "unsaturated" market in our country), due to the application of the concept of production improvement, consumers' demand for these products is more complete at a low price in exchange for low costs. should be paid.

10. Achieving the goals set during the implementation of marketing activities in enterprises producing consumer products and increasing their efficiency depends on the formation of marketing management structures in those enterprises. The formation of the marketing management structure in food and processing industry enterprises requires specifying the factors affecting that structure. One

group of factors affecting the formation of these structures can be attributed to internal factors and another group to external factors. The following can be attributed to the internal factors of the enterprise: the goal set by the enterprise on the market where it directs its production and sales activities; financial situation of the enterprise; whether there are qualified personnel (marketers) responsible for the implementation of production and sales activities based on marketing principles; the number of products produced by the enterprise and the variety of those products; the enterprise's activity scale (its size, smallness); value system observed within the enterprise (entrepreneurial culture and corporate culture), etc.

The following can be attributed to extra-enterprise factors influencing the formation of marketing management structures: the intensity of competition; sales channels of the company's products; the geography of the markets (target markets) where the enterprise directs its production and sales activities, their number and capacity; the needs of consumers and buyers of the company's products and the structure of their needs; purchasing power of consumers; legal norms and regulations; socio-political relations, etc.

11. Improvement of marketing management in enterprises and improvement of its efficiency is possible based on improvement of planning as one of the functions of marketing in those enterprises.

Neither the product-level plans nor the marketing strategic plans in Azerbaijan's consumer products manufacturing enterprises are comprehensive and take into account all aspects. That's why it is important to pay special attention to the improvement of both product-level plans and strategic marketing plans in enterprises and farms.

12. It is appropriate to consider the following stages in marketing plans drawn up at the product level in enterprises and farms that produce consumer products:

- conducting a situational analysis;
- evaluation of marketing opportunities; assessment of the company's strengths and weaknesses, its market opportunities, and risks that may appear in marketing activities;
- definition of goals for products;

- development of a marketing strategy - determination of the target market and positioning of the product in the memory of consumers;

- development of marketing complex;

- forecasting the sale of products;

- profit estimation;

- evaluation of marketing activity and organization of marketing control.

13. Strategic marketing planning is planning that covers the longer term. Viewing the sequence of stages of this planning process as follows can allow the development of comprehensive plans and thus improve the management of marketing in enterprises and farms:

- defining the mission of the enterprise or strategic economic unit divisions;

- determination of the purpose of the enterprise or strategic economic unit divisions;

- assessment of complex activity types or product nomenclature;

- development of promotion strategies of the enterprise or strategic economic unit divisions;

- implementation of tactical measures;

- evaluation and control of the strategic marketing plan.

14. It is very difficult to imagine the improvement of marketing management and the improvement of its efficiency without control. To achieve the goal set in the marketing plans of enterprises and farms, the results of production and sales activities should be compared with the plan indicators, deviations should be identified and their reasons should be clarified. All these are actions related to marketing in enterprises and farms and are possible through the organization of the marketing control system. By organizing a marketing control system, enterprises and farms ensure their market orientation and can develop and implement measures to continuously improve the efficiency of production and sales activities.

The main content of the research is reflected in the following published scientific works of the author:

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