Formation of Marketing Strategy for Sustainable Development of Enterprises in the Domestic Market

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Abstract: The main purpose of the article is to determine the optimal marketing strategy for a single group of enterprises in the domestic market. The object of the study is the sustainable development of enterprises in the domestic market. The scientific task is to determine indicators and calculate the state of enterprises in the domestic market for the further formation of their marketing strategy. The research methodology involves the use of modern mathematical methods. As a result of the calculations, it was possible to establish the state of sustainable development of the enterprise in the domestic market. The innovativeness of the obtained results is revealed in the methodical approach itself and how it is possible to first assess the state of sustainable development of the enterprise in the domestic market, and then choose the optimal marketing strategy based on the results of the analysis. The study is limited by taking into account the specifics of only the domestic market for bee products and the related marketing strategy of Polish enterprises. The consequence of such limitations is that it is not possible to talk about the universality of the proposed research results. Prospects for further research should include the application of the proposed methodological approach for the entire EU market, that is, the external one. This is necessary given that honey and bee products are poor only within the domestic market.

Keywords: Sustainable Development, marketing, strategy, enterprises, market, economy.

1. INTRODUCTION

The transformation of market relations between business entities, consumers and partners in the agricultural sector, increasing the competitiveness and efficiency of agricultural enterprises are directly related to the development of marketing, the development of the domestic market and the export of agri-food products. It is obvious that in the context of intensifying globalization processes and increasing competitive pressure, commodity producers need to take special control over the influence of marketing environment factors on production and sales activities and formulate marketing strategies that help increase the competitiveness of products and create conditions for enterprises to enter foreign markets. New place in the world market of agri-food products is determined by the volume, quality and cost of products supplied to foreign markets. Therefore, export-oriented sectors

of agriculture deserve special attention, in particular, the production and processing of products, since EU is one of the world's largest producers of honey in terms of production volumes and consumption levels. In order to determine the possibilities for sustainable development of subjects of the domestic product market, there is a need to study its current state, identify favorable and negative ones, as well as develop priority strategic directions for the sustainable development of this industry. Determining possible ways for the harmonious sustainable development of the industry and the most efficient functioning of the domestic market for the products of this industry takes on priority importance.

The concept of strategy is decisive and key in the system of strategic management of an enterprise, since it is the unifying link of goals, opportunities for sustainable development (potential) and conditions of the marketing environment. Based on the general goals of the business, it determines the means by which an enterprise can turn strategic directions and guidelines into competitive advantages, taking into account the factors influencing the business environment; without this, its effective adaptation to market changes in

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conditions of growing uncertainty and turbulence of the environment is impossible. The problem is aggravated by the inconsistency of processes in the internal system of enterprises with market requirements and the construction of the management process. A clearly formulated strategy helps a business entity choose the most optimal path for sustainable development and create the most significant competitive advantages in the process of entering the market and gaining a foothold in it: prepares the enterprise for changes in the external environment; connects available resources with changes in this environment; identifies problems in market activities; coordinates the work of structural divisions; improves the control system. Taking into account the indicated achievement of the highest possible level of functioning of enterprises, there is a need for scientific substantiation of strategies for their market sustainable development.

The main purpose of the article is to determine the optimal marketing strategy for a single group of enterprises in the domestic market. The object of the study is the sustainable development of enterprises in the domestic market. The scientific task is to determine indicators and calculate the state of enterprises in the domestic market for the further formation of their marketing strategy.

2. LITERATURE REVIEW

As noted in the scientific literature (Princes, 2020; Hassan, 2020; Azzam, 2019), classical marketing science focuses attention and effort on satisfying consumer needs through exchange and need. satisfy them as best as possible, while generating constant income for the company. In the 21st century an innovative marketing strategy is being actively formed, which is aimed not only at satisfying consumers, but also raises the role of marketing to a much higher level - quality. The essence of such a strategy is deep and complex because it must balance the company's portfolio of goods and services with the value needs of consumers. Today, consumers are not simple users of goods and services, they strive to get more value from their purchases, to satisfy their dupes and social networks. her choice of one or another artist depends on her social status and position in society. The literature details that the factors influencing the purchasing decision process are changing significantly, forcing manufacturers and sellers to think about how to give to the consumer. his traditional problems, such as satisfying hunger or obtaining a means of transportation.

The scientific and practical literature (Bdawi, 2021; Park, 2010; Saher, et.al., 2020) notes that marketing in the domestic market is evolving, occupying all areas of the enterprise's activity, and is changing. Speaking in the language of physiology, marketing becomes part of the company's brain and its soul, its feelings and, finally, the source of impulse that sets the body in motion and fills the physical form. Marketing is the commercial lever of a company aimed at satisfying the needs and desires of people and organizations and ensures its development and promotion.

The literature (Cho, 2019; Azzam et.al., 2023; Nizam, et.al., 2022) describes how changes in the environment affect businesses themselves and their marketing efforts. Marketing is undergoing a transformation phase in which the emphasis is gradually shifting from products to consumers, and from

them to the entire society and other interested countries. Enterprises in the domestic market are increasingly beginning to realize that successful work in the market requires the creation of a partner network, which includes not only pop and bo intermediaries. Over time, marketing has come to the third stage of development, in which such values as responsibility and partnership play a major part. for clients and other interested parties.

A review of the literature (Hssib, 2018; Mousavi, 2020; Abba, 2019) shows that strategic marketing in the domestic market is an active process with a long-term planning horizon, aimed at exceeding industry average and medium-term indicators through systematic, regular marketing research, the use of innovative, innovative approaches that provide consumers with goods and services of greater value. than competitive counterparts. Strategic marketing focuses the enterprise on economic opportunities that are adapted to its resources and provide the potential for growth and high profitability.

At the same time, there are a number of gaps in the modern literature on the selected issues of our article (Table **1**).

Table 1. Key gaps in the literature within our study (developed by authors).

The main gaps	Characteristics
Methodical approach	Lack of an effective modern methodological approach to strategy formation
Taking into account the peculiarities of a specific industry or sphere of activity of enterprises in the domestic market	The gap in taking into account new changes and narrowing down on the specifics of the industry of certain enterprises

The empirical and factual basis of the study are: scientific research by scientists on the formation of marketing strategies; materials from their own research, the results of their own practical work and the author's observations. Based on the results of the literature review, we formed our own research question: How can we improve the process of forming a marketing strategy for the sustainable development of an enterprise in the domestic market?.

3. METHODOLOGY

The methods we use are aimed at facilitating the development of an optimal marketing strategy for enterprises in the domestic market. To do this, using abstract logic, we chose the region in which the team of authors works, namely Poland and the area in which we conduct scientific research, namely the sustainable development of enterprises producing beekeeping products. In order to determine the marketing priorities for the strategic sustainable development of beekeeping and the strategic guidelines of Polish enterprises in the industry, the SWOT analysis method was applied for the domestic market.

The first step in developing a strategy is to determine the current position of the enterprise in a competitive environment. Strategic management has sufficient tools to determine both the potential and competitive position of an enterprise

Table 2. The importance of indicators for modeling (developed by authors).

Підприємства	Availability of Resources (y1)	Condition of Equipment (y2)	Personnel Qualifications (y3)	Market Share (y4)	Sales system (y5)
x1	10^5	1	High	35	reliable
x2	10^7	3	Medium	40	very reliable
x3	10^5	5	Low	10	unreliable
x4	10^9	12	Very low	5	extremely unreliable
x5	10^8	8	Medium	10	extremely unreliable

in the domestic market. The basis of its application is the method of expert assessments. In the expert's field of view there are a large number of quantitative and qualitative factors that have different significance for the final decision and often cannot be formalized. Information about the strength of the influence of these factors is not always available and reliable, moreover, their vector and strength of influence may change over time; Due to the dynamism of the external environment, new, previously unaccounted factors may appear, which gives reason to talk about the vagueness of their quantitative reflection in the overall picture of the enterprise's economic environment. Therefore, we can assert the legitimacy of using the instrumental apparatus of the fuzzy set method to analyze their impact on the enterprise - to model the sustainable development of the state of the enterprise with a given degree of accuracy.

Using the example of Polish enterprises, we illustrate our proposed procedure for assessing the state of an enterprise in the domestic market (x1 – PJSC "Taste of Polish Tradition"; x2 – LLC "Svoy Medovik", x3 – PJSC "Tekhnika Smaka", x4 – PJSC "Sweet Honey of the Territory", x5 – PJSC "Eurobjoly"). It is necessary to evaluate the competitive positions of each of them.

Let us introduce some conventions. Let hi be an enterprise of this sector i=1,n; X={x1,…,x5} – set of competing enterprises operating in a given domestic market (beekeeping products); y_j – environmental factor influencing the position of the enterprise in the domestic market j=1,b; Y is a set of indicators of the internal and external environment that determine the position of the enterprise in the domestic market. Y={y1 – "availability of resources (capital)", y2 – "condition of equipment (working time since its last update)", y3 – "personnel qualifications", y4 – "market share", y5 – "sales system"} ; m_k is one of the possible states of the enterprise, k=1.5, which depends on the influence of external and internal environmental factors. The current state of the company describes its competitive position; M={m1 – "bad"; m2 – "lower average"; m3 – "average"; m4 – "above average"; m5 – "very good"}. Each indicator of the internal and external environment has its own level of significance and, accordingly, its specific weight in the final assessment. For our case, we will assume that all indicators are equilibrium. Then the specific weight of the i-th indicator ri is found according to formula (1):

$$r_j = 1/N \quad (1)$$

In our case rj=0.2. The following indicator values were obtained by expert analysis (Table **2**).

This set of indicators includes both quantitative and qualitative factors. To bring heterogeneous data into a single form, we use the method of a standard five-level fuzzy classifier. In this classifier, the linguistic variable "indicator level" has many values: "very low, low, medium, high, very high." To describe the subset, it is advisable to use a system of five corresponding trapezoidal membership functions of the form (2):

$$\mu(x) = \begin{cases} 0, \text{if } x \le x'; \ x - x'/x - x' \text{ if } x' \le x < x \\ 1, \text{if } x' \le x < x; \ x' - x/x' - x \text{ if } x \le x < x' \\ 0, \text{if } x > x' \end{cases} \quad (2)$$

The use of the fuzzy classifier method is justified by the fact that even when nothing is known about the factor, except that it can take any values within the 01-carrier (segment [0,1]), an association should be made between quantitative and qualitative assessments given factor, the proposed classifier does this with the maximum degree of probability. In this case, the sum of all membership functions for any i x is equal to 1, which indicates the consistency of this classifier. Depending on the object of study, the assigned tasks and the required degree of accuracy, the number of levels in the classifier may be different - it is selected for ease of modeling. We believe that in this case it is most appropriate to use the five-level classifier method, since, on the one hand, it provides a sufficient degree of accuracy for most economic assessments, and on the other hand, such a number of intervals does not complicate the expert assessment procedure.

4. RESULTS OF RESEARCH

To begin with, let us imagine the transformation of yi values in the 0-1 interval for the convenience of subsequent calculations (Table **3**).

Using the chosen methodology and data from tables **2** and **3**, we build matrices of the current state of enterprises, where y1 – y5 are indicators of the state of the enterprise and z1 – z5 are the levels of the fuzzy classifier (Table **4**).

Next, we calculate the final matrix (vector) of states for each of the selected companies (Table **5**).

Table 3. The transformation of yi values for the convenience of subsequent calculations (developed by authors).

Classification nodes 0-1 interval, g_j	yi values in the 0-1 interval				
	0.1	**0.3**	**0.5**	**0.7**	**0.9**
Fuzzy classifier level	Very low (z1)	Low (z2)	Medium (z3)	High (z4)	Very high (z5)
y1	$10^4\,10^5$	10^6	10^7	10^8	10^9
y2	10-9	8-7	6-5	4-3	2-1
y3	Very low	Low	Medium	High	Very high
y4	0;10;20	30;40	50;60	70;80	90;100
y5	-	extremely unreliable	unreliable	reliable	very reliable

Table 4. The matrix of weighted indicators as the main result of the study (developed by authors).

x1					
z/y	y1	y2	y3	y4	y5
z1	1	0	0	0	0
z2	0	0	0	0	1
z3	0	0	0	1	0
z4	0	1	0	0	0
z5	0	0	0	1	0
x2					
z/y	y1	y2	y3	y4	y5
z1	0	0	1	0	0
z2	0	0	0	1	0
z3	0	0	1	0	0
z4	0	1	0	0	0
z5	0	0	0	0	1
x3					
z/y	y1	y2	y3	y4	y5
z1	1	0	0	0	0
z2	0	0	1	0	0
z3	0	1	0	0	0
z4	1	0	0	0	0
z5	0	0	1	0	0
x4					
z/y	y1	y2	y3	y4	y5
z1	0	0	0	0	1
z2	1	0	0	0	0
z3	1	0	0	0	0
z4	1	0	0	0	0
z5	0	1	0	0	0

			x5		
z/y	y1	y2	y3	y4	y5
z1	0	0	0	1	0
z2	0	1	0	0	0
z3	0	0	1	0	0
z4	1	0	0	0	0
z5	0	1	0	0	0

Table 5. The final matrix (vector) of states for each of the selected companies (developed by authors).

x/y	$S=\sum_{j=1}^{5} g_j \sum_{i=1}^{N} r_i \lambda_{ij}$	S
x1	(0.02+0.18+0.14+0.06+0.14)	0.54
x2	(0.5+0.7+0.5+0.3+0.9)	0.58
x3	(0.1+0.5+0.3+0.1+0.5)	0.3
x4	(0.9+0.1+0.1+0.1+0.3)	0.3
x5	(0.7+0.3+0.5+0.1+0.3)	0.38

Thus, we will form a matrix of weighted indicators as the main result of the study for the 5 enterprises we selected according to the main criteria y, which were described as part of the presentation of the methodology (Table **6**).

Table 6. The matrix of weighted indicators as the main result of the study for the 5 enterprises (developed by authors).

x/y	y1	y2	y3	y4	y5	S
x1	0.02	0.18	0.14	0.06	0.14	0.54
x2	0.1	0.14	0.1	0.06	0.18	0.58
x3	0.02	0.1	0.06	0.02	0.1	0.3
x4	0.18	0.02	0.02	0.02	0.06	0.3
x5	0.14	0.06	0.1	0.002	0.06	0.38

Next, using a standard fuzzy five-level classifier, we determine the current state of each of the selected enterprises for research. The state of the enterprise x1 – μ(0.54) = 1 is assessed as "average"; the state of the enterprise x2 – μ(0.58) = 0.3 – for the "high level" classifier and μ (0.58) = 0.7 for the "average level" classifier, therefore the state of this enterprise can be classified as "above average level "; the state of the enterprises x3 – μ(0.3) = 1 and x4 – μ(0.3) = 1 – "low level", and the state of the enterprise x5 – μ(0.38) = 0.7 for the "low level" classifier μ(0.38) = 0.3 for the "average level" classifier, therefore the state of this enterprise can be defined as "below average level".

Having at our disposal a quantitative assessment of the state of Polish enterprises, we can assume what target priorities will be set by them, to what extent this or that goal has been realized for a particular enterprise, etc. Next, using the considered mathematical apparatus, we obtain a quantitative justification for the effectiveness of the selected goals. After this, you can begin to determine whether a strategic alternative has been selected that is effective in achieving the goals of a particular enterprise. The results obtained at this stage can be used to set long-term goals, identify and analyze marketing strategic alternatives and model scenarios for the enterprise's behavior in the domestic market.

In addition, we will create a SWOT analysis matrix for selected enterprises to be able to formulate a marketing strategy in the domestic market (Table **7**).

Table 7. The SWOT analysis matrix for selected enterprises to be able to formulate a marketing strategy in the domestic market (developed by authors).

O	T	
- creation of clusters; - transfer of experience; - state support for development; - responsibility for production and greater consumer awareness on issues of product quality and safety; - lack of a single national brand; - development of selection and breeding business	-variability and imperfection of the regulatory framework; – research costs are low; - the attractiveness of the beekeeping industry for investors is too low; - unstable political situation; - demographic and social crisis of rural areas; - lack of public awareness - global climate change	
S	S+O strategy	S+T strategy

- high level of differentiation of bee production; - poles have high loyalty to domestic products; - favorable natural and climatic conditions; - increasing employment and development of rural areas	- creation of a value chain for bee products; - increasing sales volumes of industry products; - increasing the level of industry profitability; - creation of clusters to unite small and medium-sized manufacturers	- formation of marketing support for the promotion of beekeeping products; - overcoming barriers that prevent the creation of added value chains; - fight against the shadow beekeeping market; - combating tax evasion and local duties
W	W+O strategy	W+T strategy
- imperfect regulatory support for the industry; - insufficient level of state support for producers of honey products; - imperfect automation of work processes of bee industry producers; - ineffective system of motivation and stimulation of bee-keepers' work; - underdevelopment of the marketing system of commodity producers; - insufficient number of accessible laboratories for small producers	- activation of various forms of entrepreneurial activity; - expansion of the range of value-added products; - creation of centers for training and advanced training of small commodity producers; - raising awareness among potential consumers	- failure to receive the planned profit; - reduction in sales volumes; -decrease in the competitiveness of enterprises in the beekeeping industry

The main external opportunities that contribute to the development of agribusiness in general and enterprises producing beekeeping products, in particular, include: proximity to the main and largest importers of beekeeping products based on the geographic location of Poland; volume of gross production in the top five world producers; high level of honey consumption per capita in the country; formation of competitive regional marketing cooperatives; the ability to produce environmentally friendly beekeeping products; development of beekeeping as a business activity for self-employment of the rural population.

5. DISCUSSIONS

When discussing the results of the study, you should compare them with similar ones in this scientific field. Most scientists (Sylkin, et al., 2019; Khalina, et.al., 2021) have come to the conclusion and result that in order to achieve strategic goals at the enterprise level, it is advisable to develop multi-level strategies and strategic plans of varying degrees of detail. It should be borne in mind that in today's changing global environment, excessive detail leads to the loss of relevance of these plans, and also limits the use of new ideas that appear already in the process of implementing the strategy. At the same time, constant updating of plans is not rational from the point of view of using enterprise resources and contradicts the actual content of the concept of strategy.

Other scientists (Podra, et.al., 2020; Kostak, et.al., 2021) thesis say as a result that a significant place in the mechanism for implementing enterprise strategies in the domestic market is occupied by the implementation of a strategy of horizontal integration through cooperation between producers. To justify the feasibility of creating and determining the main activities of a marketing cooperative of honey and product producers, future benefits should be assessed accord-

ing to the following criteria: the possibility of further processing of honey; level of specialization in a particular region; structure of the product portfolio and product range by farm category; placement of potential cooperation participants; level of competition in the local domestic market; universal attractiveness of the domestic market.

Also, most scientists (Didiuk, et.al., 2023; Krasko, et.al., 2019; Shtangret, 2018) note that there are three types of models for the formation of a marketing strategy for enterprises in the product market: 1) planned, in which the development of a strategy is considered as a conscious and controlled process; within the framework of this model, work is underway to develop strategies aimed at changing, improving the specific position of the enterprise in its external environment; 2) entrepreneurial, developed partially consciously, through a deep understanding of the logic of the type of business and awareness of the ongoing processes; 3) a model of learning from experience, based on sustainable development and the cyclical nature of the process, the likelihood and need for its change under the influence of the external environment.

However, our study has both characteristic differences and similarities. We present all this in tabular form for the convenience of the reader of the article (Table **8**).

Table 8. The main similarities and differences between our research results (developed by authors).

Similarities	Differences
Similarities in structuring. The existing systems for structuring articles and our own research have always been universal in nature and are also suitable for us	Another, new for the problems of the internal market, mathematical methodological approach

The similarity is in the idea that the formation of an enterprise's marketing strategy always begins with the domestic market. Agreement with the thesis that sustainable development is impossible without marketing	Narrowing and focusing on specific businesses and their marketing strategy

Thus, you can clearly see the key differences in the results of our article. The innovativeness of the obtained results is revealed in the methodical approach itself and how it is possible to first assess the state of sustainable development of the enterprise in the domestic market, and then choose the optimal marketing strategy based on the results of the analysis.

6. CONCLUSIONS

Modern economic realities indicate that effective management of the sustainable development of mechanical engineering enterprises in conditions of an unstable and uncertain domestic market is impossible without professionally constructed information support for the marketing component of strategic management. The growing role of high-quality and relevant information about the state and trends of sustainable development of markets for making strategically important decisions on the choice of directions for sustainable development of production systems actualizes the problem of effectively organizing the process of meeting the information needs of the management of a Polish enterprise, which can only be solved by building an effectively functioning subsystem for receiving and analyzing advertising information.

Thus, in order to effectively manage the development of a sustainable development strategy for a Polish mechanical engineering enterprise, it is necessary to apply a systematic approach to the formation of organizational, information, financial and economic support, taking into account all its elements (organizational structure, personnel, information, technical and financial support). Only this approach will make it possible to realize the strategic interests of a Polish mechanical engineering enterprise in a dynamically developing competitive environment.

In the context of implementing a strategic management system for the sustainable development of a mechanical engineering enterprise based on a marketing approach, it is necessary to assess the current competitive position, which is one of the stages in developing an enterprise strategy. The position of any Polish enterprise must be assessed on the domestic market taking into account possible moves by competitors operating in the same sector. At the same time, it is advisable to assume that any enterprise always acts in the most expedient manner, choosing for itself the best existing strategy. In the process of considering alternative options, the decision maker must take into account a large number of factors that are both quantitative and qualitative in nature. Value judgments are capable of comprehensively and sufficiently fully covering the analyzed situation, however, ultimately, they still require quantitative justification, since it is quantitative assessment that serves as the most convincing argument for colleagues and opponents and increases confidence in the correctness of the decision. Therefore, it is desirable to find an approach that would allow the integration of knowledge, experience, the vision of experts, the specifics

of human thinking and the possibility of obtaining a quantitative assessment. In our opinion, the most preferable way to solve this problem is to use the apparatus of the theory of fuzzy sets. Its application was the main result of our research.

The study is limited by taking into account the specifics of only the domestic market for bee products and the related marketing strategy of Polish enterprises. The consequence of such limitations is that it is not possible to talk about the universality of the proposed research results.

Prospects for further research should include the application of the proposed methodological approach for the entire EU market, that is, the external one. This is necessary given that honey and bee products are poor only within the domestic market.

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