

Formation of an Effective Marketing Strategy to Increase the Competitiveness of Enterprises in the Milk and Dairy Products Market (On the Example of the Republic of Kazakhstan)

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Abstract: An important priority of Kazakhstan, voiced in the Address of President Nursultan Nazarbayev to the people of Kazakhstan "Strategy" Kazakhstan-2050 "- the new political course of the state", is the achievement of the leading positions in the world food market and the increase of agricultural production. The development of the food industry in Kazakhstan is currently particularly relevant in the changed environment conditions - with accession to the Customs Union and the planned entry into the WTO, as well as due to changes in the internal environment - in conditions of population growth, intensive growth in food consumption and changes in consumption patterns Towards more quality and diverse products. Within the framework of the Joint Action Plan of the Government of the Republic of Kazakhstan, the National Bank of the Republic of Kazakhstan and the Agency of the Republic of Kazakhstan on Regulation and Supervision of the Financial Market and Financial Organizations for Stabilization of the Economy and Financial System for 2009-2010, 120 billion KZT allocated from the National Fund On realization of investment projects on import substitution and development of new export-oriented sectors in the agro-industrial complex. One of such sectors is the development of a network of dairy farms. The food industry of Kazakhstan is one of the strategically important industries, designed to provide sustainable supply of the population with the necessary food and quantity.

Key words: Marketing strategy • Competitiveness • Milk • Dairy Products • Consumption • Enterprises-competitors

INTRODUCTION

In modern conditions of economic instability, the problem of using a strategic approach in the management of enterprises acquires special significance. For modern entrepreneurial activity there is a high degree of competition in the market, which requires the enterprises to pay special attention to ensuring their competitiveness [1].

In the solution of tasks to provide food for the citizens of Kazakhstan, a special role belongs to the food industry. During the years of the republic's independence, the food industry experienced significant structural changes that predetermined the further course and dynamics of its development. In general, the country's potential allows to fully ensuring the stability of the domestic food market and guaranteed its saturation with affordable food. In turn, the food products produced must

be of high quality and competitive in both the domestic and foreign markets.

Only if there is sufficient competitiveness, an enterprise can stably exist and function in a competitive environment and receive income. It is quite objective that the activities to improve and ensure the competitiveness of enterprises in market relations should be the most priority among all others [2].

Today, no one monitors the consumption of dairy products and after all, such statistics illustrate the standard of living of the average consumer and at the same time helps the manufacturer to navigate in the vagaries of the market. I will cite an old, but characteristic fact. In the first half of the 80s, the republic consumed 600 tons of dairy products daily, in the dashing years of perestroika - only about 125. People simply did not have money at that time. Today, the purchasing power of Kazakhstanis has undoubtedly grown, but even against

this background, the prices for dairy products in the country remain very high. Moreover - they are increasing every year. There is a very erroneous opinion that dairy enterprises at such prices have big profits. In fact, the transition from large-scale production to small-scale production negatively affected the price level. It would seem that milk is purchased for 30-40 tenge and after the normalization it is sold at 90 tenge, that is, more than twice as expensive.

But the bitter truth is that dairy production for small businesses is unprofitable. In addition to raw materials, so-called miscellaneous expenses make up 40-50 percent of unit costs. This is salary, taxes, electricity, water, transportation. If earlier trade came for products, now manufacturers themselves go around the outlets and offer their goods. And the smaller the capacity of the plant and the wider range, the greater the proportion of these, other, costs. For example, if the cost price of yogurt is 15 tenge, then in 5 tenge, plus a small entrepreneur packs - a disposable plastic cup. If we ourselves do not produce packaging materials, inventory, packaging, our entrepreneur is simply not profitable to expand the range [3].

Today, due to the difficult situation in the economy and changes in the international situation, new approaches are being considered that can ensure qualitative growth in the agro-industrial sector, including in the dairy sector. Dairy cattle breeding and dairy industry are one of the most important subsystems of the agro-industrial complex of the Republic of Kazakhstan. The dairy industry is a set of enterprises that produce and process complex milk for whole milk, sour milk products, cream and ghee, natural cheeses, processed, brine, cheese, whole milk powder, etc [4].

MATERIALS AND METHODS

Within the framework of the research we have studied statistical data of the competitiveness of enterprises. The methodological basis was made by scientific research of domestic and foreign scientists on the theory of management. A common methodological basis for solving the tasks posed in the work is a systematic approach.

RESULTS AND DISCUSSION

An important role in ensuring that the country receives a stable share of world income in the context of globalization is the growing competitiveness of the real sector of the economy by strengthening the positions of

domestic enterprises in both domestic and global markets. Numerous studies show that increasing the competitiveness of companies positively affects the economic growth of the country. In the future, domestic and foreign producers will have to compete with the openness of markets and international relations - expand and deepen due to the interaction of economic entities of different countries. Therefore, it is important to assess the factors that contribute to the formation in the market economy of competitive advantages of national firms and to consider the features of their impact in the new conditions [2].

Competitiveness of an industrial enterprise can be represented as the ability to organize activities with the full use of potential opportunities aimed at improving production efficiency. This determines its development, on the basis of its competitive advantages, the ability to compete with other enterprises - competitors in the industry market with acceptable risk for it in a certain period and satisfy consumers with the supplied goods, services and performed works. From the above formulation it follows that not all properties of an enterprise enter the concept under consideration, but only their totality. In combination, the properties of the enterprise include only those that enable the enterprise to compete and function in the market [5].

A competitive strategy is an enterprise plan to ensure a certain level of its competitiveness. According to Michael Porter, a competitive strategy can be defined as "a framework for decision-making with priority actions that yield results in a competitive market" [6].

In Kazakhstan, the development of the food industry is important, both from the point of view of ensuring the country's food security and the development of the agricultural sector of the economy, since the food industry is one of the largest consumers of agricultural products.

In recent years, in various areas of the food industry, enterprises have emerged that, in a competitive environment, through improved management, marketing and modernization of production with an emphasis on advanced technologies, are emerging as leaders and increasing production.

Some sub-sectors of the food industry face the problem of shortage of raw materials, in particular, the oil and fat sub-sector. In the dairy and sugar industry in 2009, there was a problem of rising raw material costs. Reducing the area of used arable land, reducing the number of animals - all this affects the level of production in the food industry [7].

The food market, as a structural element of the entire aggregate market, is a system of economic relations that form in the production, processing, storage and sale of food. It is directly related to meeting the needs of the population in food, its saturation largely depends on direct interaction with other sectors of the consumer market. The economic specificity of the food market is determined by the hierarchy of needs, high degree of locality and autonomy, institutional and structural stability of consumption of its goods, low price elasticity and strategic importance at the macro and micro levels.

The most important sector of the food market is the market for milk and dairy products.

Consumption of the latter directly affects the health of the nation: according to scientists, milk is one of the basic food products, an important component of a healthy diet of people of all ages throughout the world.

At present, the domestic market has a fairly stable trend of stable growth in milk and dairy production. The dairy industry in Kazakhstan finished 2010 with an increase in output of marketable products by 23%. The output also increased in physical terms: milk - by 28.7%, cheese and cottage cheese - by 13%, yoghurts, milk and cream fermented or fermented - by 25%. The volume of investments in the fixed capital of the dairy industry in 2010 increased almost 3 times. The quality of dairy products, regulated by technical regulations, in general, corresponds to market requirements. The production capacities of the dairy enterprises of Kazakhstan are sufficient to meet the needs of not only the domestic market, but also the market of near abroad. However, the potential of the industry is not being implemented effectively enough: today, about 25% of production capacity is used. One of the reasons for this situation in the dairy industry in Kazakhstan is the high competition from imports, primarily Russian producers. The share of imports in providing dairy products remains high. In the import structure, the share of butter, cheese, cream of condensed, dry, whole and skim milk, cottage cheese is high.

Of course, in the presence of foreign players in the dairy market there are not only negative aspects. Competition for the attention of consumers forces domestic producers to switch to modern packaging materials, improve technologies, introduce new production lines, modern equipment, develop new product formulas and create demand for them. In a word, imported products stimulate the development and improvement of the Kazakh dairy industry [8].

"Milk is one of the basic food products, an extremely important component of a healthy diet of people of all ages throughout the world. We believe that in the coming years the level of milk consumption in the world will be determined by two main trends: the continued growth in consumption in emerging markets, the shift in consumer preferences towards the consumption of packaged milk", considers Denis Jonsson, president and CEO of Tetra Pak [9].

Milk and dairy products are among the most consumed food products in the world and in Kazakhstan. Milk and dairy products are generally understood to mean liquid whole milk and sour milk products, cream, cheese and cottage cheese, butter, milk powder (skim and whole), dry milk fat, whey, condensed milk products, milk protein concentrates, ice cream. Among fermented milk products, yogurt, yogurt, acidophilus, yogurt (including Greek), tan, ayran, kumis are the most popular. Buttermilk, fermented baked milk, varenets, sour cream.

World prices for dairy products are set by the Global Daily Trade auction, which is held by the world's largest producer of dairy products and is held once every two weeks [10].

Products of the Kazakh dairy industry, despite the overall increase in production, remain uncompetitive for the products of neighboring countries in many product groups.

For the Kazakhstan dairy producers, the activity in the market conditions was fraught with serious problems and considerable risks. Despite the fact that the agrarian sector has traditionally been given a significant role in the development of the national economy and hence, at the first glance, the development of the dairy production industry should be brought at least a decent raw material base, the producers and analysts state a slowdown in the industry growth rate and Anxiety talk about the onset of imports. At the same time, prices for dairy products can hardly be called democratic and some consumers, not related to the secured category, already today cannot afford to indulge themselves with the purchase of cottage cheese or, for example, sour cream. Meanwhile, the consumption of dairy products directly affects the health of the nation and reflects the level of welfare of society. While in the first half of the prosperous 1980s, Kazakhstani people daily consumed up to 600 tons of dairy products, during the crisis of the 1990s this figure dropped to 125 tons per day. The current global crisis, of course, affected the state of the dairy market, but analysts believe that in the coming years, their consumption will not just decline, but will increase [9].

The slowdown in the growth of the industry indicates the onset of imports. At the same time, prices for dairy products are quite high and some consumers, not related to the secured category, can already today not every day buy cottage cheese or, for example, sour cream. While in the first half of the prosperous 1980s, Kazakhstani people daily consumed up to 600 tons of dairy products, during the crisis of the 1990s this figure dropped to 125 tons per day.

The tendency to reduce own production is also observed in 2009: the production of cheese and curd by domestic enterprises decreased by 4.2% and condensed milk and cream - by 19.5%.

Accordingly, the positions handed over by the domestic industry for the production of dairy products in the growing market are replenished by imports. According to the results of 2008, the import of dairy products amounted to 144.4 thousand tons for the amount of \$ 227 million, while for certain products import supplies noticeably prevail over the output of Kazakhstan producers. The share of imported butter in the total market volume was 31%, cheese - 61.3%, condensed milk and cream - 85.3%. The main supplier of dairy products to the Kazakhstan market is Russia, which accounts for more than half of all deliveries, or about 70 thousand tons, for a total of \$ 122 million. About 15.8% of the total volume of imports falls on Belarus, 15% - to the share of Ukraine, 7.7% - to the share of Kyrgyzstan [11].

Already ten years ago, dairy products in the market of Kazakhstan were the same, like clones - both in quality and price. Four or five items: milk, kefir, cottage cheese, cheese - and we did not expect more. Then in each area there were a couple of large monopolistic associations with a capacity of 50 to 200 tons of processed milk per shift and a network of district plants and reception points.

Today in the republic there are about 250 small plants with a capacity of 5 to 50 tons of milk per day. Having voluntarily undergone technical re-equipment and modernization, they enriched our market with suzbe, kurtom, irimshik, shubat, ryazhenka, yogurt and so on. Kazakhs also willingly buy Russian yoghurts, Kyrgyz butter and drinks like "Tana", Ukrainian cheeses and other imports.

The early accession to the WTO, when we will have to broadly open domestic markets to foreigners, will provide the country with a favorable trade regime with 140 member countries of the organization. But can the dairy enterprises of the republic become full participants in the international division of labor in this sphere; enter

the world markets with their products? This is a big question [3].

An important factor that has influenced the growth of milk consumption, especially in emerging markets, is a radical change in the approaches to the question of packaging and consumption of liquid dairy products. In the period from 2005 to 2008, the share of unpackaged milk in the world market fell by 1.8%, while the share of the ultra-pasteurized milk market, which can be stored, closed and transported at room temperature, increased by 3.2%. According to the forecasts of Tetra Pak, in the period until 2012 the annual cumulative growth of world consumption of ultra-pasteurized milk will be 5.2% and annual consumption will exceed 70 billion liters. Consumption of packaged milk and other liquid dairy products demonstrates higher growth rates compared to the category of liquid dairy products. It is expected that by 2012 the share of packaged milk will be 72% of the world consumption. This change in the structure of consumption, including in emerging markets, indicates an increase in consumer awareness. Until recently, in many countries, buyers were convinced that the best milk is that which is delivered directly to them from the cow. But over time, they have learned that such milk can contain pathogens that can cause diseases such as salmonellosis and brucellosis; In addition, it spoils much faster than packed. Finally, at the current pace of life, not every landlady has time and the desire to boil milk, not to mention the fact that this procedure changes the properties of the product [9].

At present, with the transition of the economy to market relations, the independence of enterprises, their economic and legal responsibility increases. At the same time, the role of competition is also increasing, as the main mechanism for regulating the economic process. In such conditions the firm cannot be limited only to the current planning and operational management of its activities. There is a need for strategic thinking, which must be embodied in a program of actions that clarifies the goals and means of the chosen path of development. Just a few years ago, strategic marketing was presented primarily as a definition of the general direction of the company's activities, oriented to the future and reacting to changing external conditions. Recently, the main focus is on the formation of a market-oriented effective organizational and managerial system and distribution in accordance with these management resources of the firm. In other words, the marketing strategy is viewed as a unified system for organizing the entire work of the firm.

Strategic planning is necessary, as it allows the company to respond quickly to changing market conditions. Each company must find its own style of work, which best takes into account the specifics of the conditions, opportunities, goals and resources.

The strategy is a general, non-detailed plan of an activity covering a long period of time, a method of achieving a complex goal that is indefinite and central to the manager at the moment, further adjusted for the changed conditions of the existence of a strategic manager. The objective of the strategy is to effectively use the available resources to achieve the main goal.

A marketing strategy is a set of long-term decisions on how to meet the needs of existing and potential customers of the company through the use of its internal resources and external capabilities. The purpose of developing the strategy is to determine the main priorities and proportions of the company's development, taking into account the material sources of its provision and market demand.

The strategy should be aimed at optimizing the use of the company's capabilities and preventing erroneous actions that could lead to a decrease in the company's performance.

Development of the organization's marketing strategy is the need for each organization to conduct its activities planned.

Marketing strategy determines not only the ways of development of the organization, but also outlines the struggle with competitors, targeted separation and isolation from competitors in order to fill the high leading positions in the given sector of the market.

A marketing strategy is a general definition of an organization's actions that can exist in the form of:

- The organization's long-term development plan;
- A plan of surgical interventions in case of a sharp dynamic surge in a competitive market;
- Algorithm of actions of reorganization of the enterprise and other.

Development of a marketing strategy is necessary to ensure the effectiveness of marketing activities. Development and implementation of the marketing strategy in the consumer markets requires from any company the flexibility, the ability to understand, adapt and, in some cases, influence the actions of market mechanisms through special marketing methods [12].

At the enterprise level in the long run, an integrated competitive strategy should solve the following tasks:

- Determination of directions of economic development and structural transformations under given resource constraints, which allows to analyze the features of the external and internal environment and compare them with the real and permissible possibilities of the enterprise;
- Assistance in accelerating the integration of economic and social systems, monitoring changes in the external environment;
- Promotion of the basic ideas of change, promoting their development and perception by different groups of people interested in the existence, functioning and achievement of the objectives of the enterprise.

The development of a competitive strategy is a component of the entire management structure, which is an interrelated set of management decisions for the creation and use of the organization's competitive advantages.

In order to improve the process of forming marketing strategies, we propose a model of the process of developing marketing competitive strategies at the enterprises of the agroindustrial complex. This model is proposed for use in the strategic planning of marketing activities of agricultural enterprises.

The model is used to form a system of marketing strategies of the enterprise on three levels of strategic management: corporate, functional and instrumental. Accordingly, the process of forming marketing strategies occurs in three stages:

Stage I: Formation of corporate strategy of the enterprise. A strategic alternative to the enterprise (corporate growth strategy) is determined on the basis of a comprehensive situational analysis of the marketing environment of the enterprise, taking into account the current mission of the enterprise. The first step is to analyze the influence of environmental factors on the activity of the enterprise under study. Factors influencing the enterprise indirectly through various economic, political, legal, socio-demographic and technical-technological institutions and processes (PEST factors) that shape the macro environment of the enterprise, as well as the factors of the immediate environment of the enterprise: consumers, suppliers, intermediaries, competitors and contact audiences, which together form the microenvironment of the enterprise. Evaluation of these factors allows us to identify opportunities and threats from the external environment for the enterprise under investigation.

Stage II: Formation of functional marketing strategies. The development of a strategy for market coverage, positioning strategies and differentiation is carried out using STP-marketing tools. The first step is the process of segmentation of the enterprise market. Based on the data received, a decision is made to select one or several target segments and a strategy for reaching the target market is formulated. If the division of the enterprise market into segments is impractical, the strategy of aggregated (undifferentiated) marketing is applied. The next step is the market positioning of the enterprise and its products, that is, the creation of a certain image in the minds of consumers, different from the images created by competitors. For this purpose, differentiation strategies are used, which in this case act as competitive strategies, since they are aimed at establishing differences between the enterprise and its competitors. There are four main types of differentiation: image, product, service and personnel. Functional marketing strategies are designed to determine the position that the company seeks to take on the market.

Stage III: Development of tool marketing strategies. To achieve this goal, the enterprise must develop a set of marketing toolkits that must ensure the effective positioning of the enterprise and its products in the target market. Strategic decisions are made on the following elements of the marketing program: product, price, distribution channels, promotion methods and personnel.

At the same time, it is necessary to ensure a systematic approach to the formation of strategies for individual elements of the marketing mix: to agree on their goals and overall orientation.

Effective positioning and development of the appropriate marketing mix for the target market is the source of the company's sustainable competitive advantage in this market [13].

There is a wide area of market competition strategies that can be combined into a set of strategies aimed at adapting the enterprise to changes in the conditions of competition and strengthening its long-term market position (Figure 1).

The system of competitive strategies includes: strategies for the formation of competitive advantages, a strategy for ensuring the competitiveness of an enterprise and strategies for its competitive behavior.

Strategies for the formation of competitive advantages are common strategies of competition. One of their varieties is the strategy of "leadership on the basis of reducing costs (prices)." It is based on the optimization of all parts of the production and management system.

The implementation of the strategy to ensure the competitiveness of enterprises of milk branch may face problems and the need to adjust actions depending on changes in the external environment that cannot be controlled. Therefore, after the development of the main stages of the strategy, it is necessary to organize the operational management of its implementation, which is

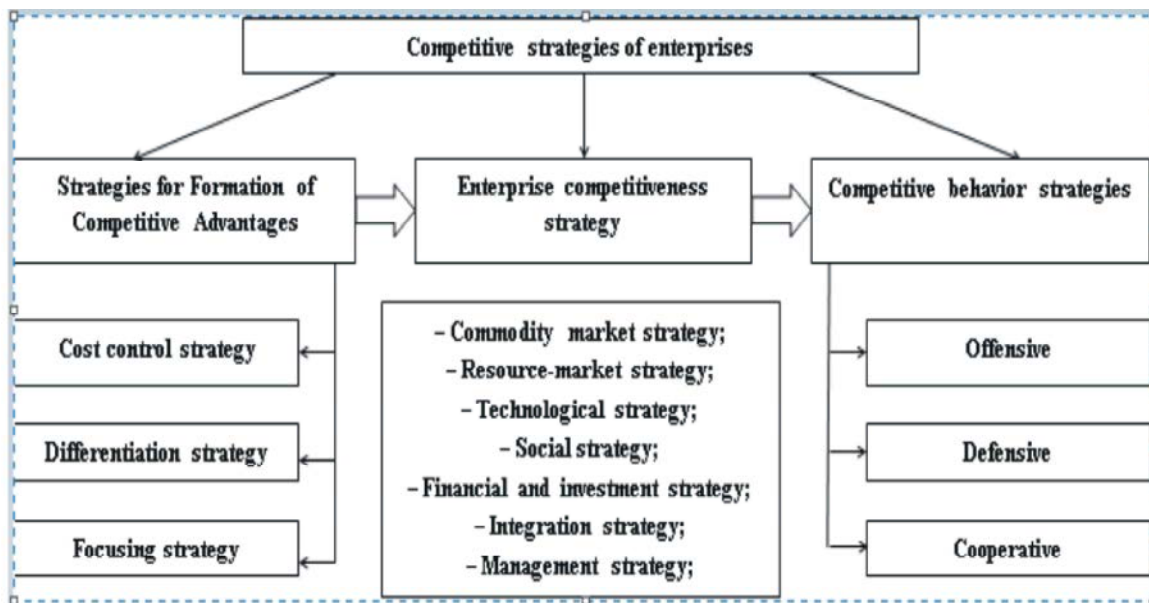


Fig. 1: The system of competitive strategies of the enterprise [14]

based on a series of continuous interrelated actions, that is, as specialists note, management functions. Thus, effective management of the implementation of the strategy involves the following basic functions: planning, organization, motivation and incentives, control.

Implementation of the enterprise development strategy to ensure competitiveness should begin with planning. Successful implementation of the strategy requires coordination of strategic, tactical and operational plans of the enterprise. The planning process should be flexible: during the implementation of the planned tasks, others are subject to adjustment and refinement. The function of the organization is aimed at creating such a structure, in particular marketing, which would allow ensuring the long-term competitiveness of the enterprise.

The next step in implementing the strategy is to motivate and stimulate all stakeholders in the enterprise to implement the plans. This includes the implementation of all types of activities to develop and implement a management strategy to ensure the competitiveness of the enterprise: the development of the concept of marketing, information support, market research, stimulating the competitiveness of the organization, developing an enterprise strategy, operational management of the implementation of strategic plans.

The final control function is control, which allows you to implement feedback in the marketing system. Control is needed as a form of targeted impact on the collective of the enterprise, for systematic monitoring of its activities, comparing actual performance with planned ones. The end result of the action should be the development of corrective decisions regarding the factors that can be managed and recommendations on how to adapt the enterprise to the factors that influence the competitiveness of the enterprise, which cannot be controlled [1].

The application of the marketing strategy is a gradual implementation of an interconnected set of operational-level strategies, which include sales, advertising, pricing strategies, etc. In the modern world, companies often do not just keep or increase the share of the existing market, but search for new markets.

Since the market situation is always dynamic, the marketing strategy is also characterized by flexibility, mobility, the ability to constantly be adjusted. There is no single strategy in the field of marketing, suitable for all types of companies and goods. To increase the sales of a particular firm or promote a particular type of product requires a separate development of activities.

The formation of a marketing strategy can be influenced by the following actions: a detailed analysis of the state of the market, the allocation of its key segments; Assessment of the current financial condition of the company; The analysis of the enterprise's activity in a competitive environment, as well as the actions of competitors; Analysis of strategic alternatives and choice of marketing strategy; An approximate economic evaluation of the chosen strategy; The definition of methods for monitoring the implementation of marketing strategy [15].

The competitiveness of modern enterprises in the long term depends both on the correctly chosen development strategy and on the ability to respond in a timely manner to changes in the external environment, taking operational management decisions and restructuring functions or entire business processes [16].

The advantage of the industrial sector in the choice of strategy is the fact that production can be continuously upgraded in accordance with the emerging need in the market, which in its essence is already a strategy of differentiation. Producers resort to this strategy, when the tastes of all market segments cannot be completely met by releasing a standard product. In this case, do not forget that the costs incurred to introduce differentiation should not exceed the mark-up on the final product; otherwise the implementation of the strategy will be irrational [17].

Enterprises specializing in the production of whole milk products and butter have a predisposition to introduce a differentiation strategy. The production of butter and whole milk products, at present, has a number of restrictions in connection with the society's orientation to the consumption of products with lower fat content to reduce the risk of obesity, atherosclerosis, etc. Therefore, to achieve this goal, it is necessary to carry out differentiation aimed at introducing products that meet the requirements of proper nutrition, dietary and special purposes [18].

CONCLUSION

The problem of assessment and management of competitiveness of milk industry enterprises in the Republic of Kazakhstan is complicated by problems of the general decline in production, the lack of a market for information on the characteristics of competing enterprises. The majority of enterprises face the problem of survivability, overcoming financial difficulties and many businesses face bankruptcy proceedings. In these

conditions, on the one hand, it is quite difficult to assess the competitiveness of an enterprise, on the other hand, for the enterprise to reach a high level of competitiveness, it is necessary to assess its potential by analyzing all factors of the enterprise's competitiveness, without this it is impossible to develop a strategy for further development of the enterprise. In this regard, the creation of a competitiveness management system is becoming an essential condition for the continued existence of enterprises [2].

In today's world, there is a steady trend of growth and development of enterprises in completely different spheres. Consequently, the level of competition is also growing. To develop and optimize the business, you need to make maximum efforts, to develop an effective plan for implementing the desired tasks. A marketing strategy is a detailed plan for the maintenance and organization of the work process.

The marketing strategy of the enterprise allows us to understand how to plan and implement all kinds of activities in the company aimed at implementing plans and tasks. It is worth remembering: marketing strategy is one of the parts of the company's overall strategic plan. The marketing strategy is related to issues aimed at increasing the sales and income of the enterprise. The marketing strategy, which can be developed by experienced specialists, allows you to learn more about the correct use of the resources available to the enterprise, learn how to dynamically sell products for a long time. This is the goal of marketing [19].

Thus, the development of a marketing competition strategy is, in our opinion, one of the essential components in increasing the competitiveness of milk branch enterprises. This involves choosing, identifying the features of the process of developing and evaluating an alternative competitive strategy and shaping it. Competitive marketing strategy of the enterprise summarizes the behavior model, ensures coordination and combination of the company's goals and resources for obtaining long-term competitive advantages. Thus, the development of a modern complex competitive strategy of an enterprise must combine and harmonize the goals and objectives of a strategy of different levels [1].

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