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ABSTRACT

of the dissertation for the degree of Doctor of Philosophy

IMPROVING MARKETING RESEARCH AND MANAGEMENT OF FOOD PRODUCTS

Speciality: 5304.01 – "Types of economic activities"

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GENERAL CHARACTERISTICS OF THE RESEARCH

Relevance and degree of development of the topic. The systematic and targeted reforms implemented in the national economy of the Republic of Azerbaijan in recent years are aimed at accelerating the development of the non-oil sector, especially agriculture and food production, and restructuring these areas based on modern requirements. The structural and institutional changes carried out are of great importance in terms of increasing the production volume of agricultural products, improving their quality indicators, strengthening competitiveness, as well as ensuring the country's food security and forming a sustainable supply of food products to the population.

In modern economic conditions, the efficiency of food production and marketing of these products directly depends not only on production factors, but also on the scientific organization and management of marketing activities. Structural changes taking place in the food market, the transformation of consumer behavior, the intensification of the competitive environment and global market challenges significantly increase the role of marketing research and necessitate the adoption of management decisions based on the results of these studies.

At the same time, current experience shows that the insufficient level of professional training in conducting marketing research in a number of economic entities engaged in the production and processing of food products, limited access to market information, as well as the lack of systematic application of strategic marketing approaches in management practice lead to certain problems in the development of the field. These factors not only prevent the full realization of the potential opportunities of the food market, but also limit the formation of long-term competitive advantages of farms and enterprises.

In such conditions, the study of the scientific and theoretical foundations of marketing research and management of food products, the analysis of existing management mechanisms and the identification of directions for their improvement act as one of the main factors determining the relevance of the topic.

In terms of eliminating the mentioned problems, the effective

management of marketing research in enterprises engaged in the production and sale of food products and the improvement of these processes act as a relevant scientific and research direction. Approaches based on modern marketing research methods create conditions for a more objective assessment of market opportunities, the correct determination of consumer demand and the adoption of justified management decisions on sales.

The marketing approach encompasses not only the sale of the product, but also the study of consumer needs, the analysis of market segments, and the improvement of efficiency at all stages of the product value chain. In this regard, the development and implementation of marketing strategies in line with modern economic challenges is of great importance in terms of strengthening the country's food security and improving social welfare.

The "Strategic Roadmaps for the National Economy and Key Sectors of the Economy"[1] approved by the Decree of the President of the Republic of Azerbaijan dated December 6, 2016, and the "Azerbaijan 2030: National Priorities for Socio-Economic Development"[2] approved by the Order dated February 2, 2021, identify the application of scientifically based management mechanisms and market-oriented development models in the agrarian and food sectors as a priority direction. These documents further update the role of marketing research in the food market.

Scientific research shows that the effective organization of marketing research and management of food products has a significant impact on increasing product competitiveness, production planning and strategic management decision-making. Against the backdrop of global climate change, resource constraints and food security risks, the establishment of market-oriented and flexible marketing systems in the food sector is of particular relevance.

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[1] Decree of the President of the Republic of Azerbaijan dated December 6, 2016 on approval of strategic roadmaps for the national economy and key sectors of the economy. https://president.az/az/articles/view/21953

[2] Azerbaijan 2030: National Priorities for Socio-Economic Development. Approved by the Decree of the President of the Republic of Azerbaijan dated February 2, 2021. https://president.az/az/articles/view/50474

In this context, the goals of forming Azerbaijan's food supply mainly through local production, increasing the share of competitive products in the domestic market and reducing dependence on imports necessitate the improvement of marketing management. In the implementation of state programs, product launch, selection of the right price and sales channels, and application of consumer-oriented strategies are among the decisive factors. It is from this perspective that this scientific research work, carried out on the topic of "Improvement of marketing research and management of food products", stands out for its relevance.

The dissertation work examines the application of marketing management models based on digital technologies in the food market segment of our country, the improvement of functional management structures, and the practical importance of strategic analysis tools for the product portfolio. The proposed approaches ensure the adaptation of food industry enterprises to market conditions, the optimization of sales channels, and the achievement of competitive advantage in the digital environment.

Thus, the results of the study are of both theoretical and practical importance in terms of improving marketing activities in the food market on a scientific basis and form conceptual approaches that can contribute to the sustainable provision of food security in the country.

Among the local economists-scientists who studied both economic activities and the marketing of food production and consumption, we can mention Z.A.Samadzade, E.A.Guliyev, I.M.Abbasov, B.Kh.Atashov, I.H.Ibrahimov, A.E.Guliyeva, F.V.Guliyev, A.F.Abbasov, T.N.Aliyev, M.A.Allahverdiyeva, T.Sh.Shukurov, N.J.Gafarov, M.M.Huseynov, A.S.Ashurov, Sh.A.Akhundov, L.A.Hajiyeva, A.T.Mammadov, E.N.Guliyev, I.M.Kheyirkhaberov, V.H.Abbasov, etc. Many foreign scientists have also made a great contribution to the theoretical aspects of marketing research and management. Among them, one can mention N.N.Andreeva, I.K.Belyavsky, V.S.Burtsev, E.A.Berezina, S.V.Bachilo, E.B.Galiskiy, M.A.Gubares, S.E.Egorova, E.I.Erozhina, O.I. Zhiltsova, A.G. Zayseva, F.Kotler, I.M.Kublin and others.

The following scientists who studied one or another aspect of food

marketing research can also be mentioned: A.B.Altatybov, E.V.Astakhova, N.V.Akkanina, O.A.Volkova, I.A.Dubrovin, S.B. Zhabina, L.A.Ivashenko, N.V.Ivanova, I.V.Kovaleva, M.K.Kashilov, N.V.Kovalenko, A.A.Kizim and others.

In addition, it should be noted that currently, scientifically substantiated and practically applicable approaches to the systematic study of marketing activities in enterprises operating in the agricultural and processing sectors in the republic, the organization and effective management of marketing services in enterprises producing food products, the coordination of mutual relations between separate structural divisions of marketing, as well as the institutional unification of marketing organizations operating in the agricultural sector around a single goal have not been sufficiently formed. These factors make it necessary to conduct research on the topic of "Improvement of marketing research and management of food products".

Object and subject of the study. The objects of the study were selected as agricultural and food industry enterprises engaged in the production and sale of food products in our country and the management system in these enterprises.

The subject of the study is the economic-organizational relations formed in the process of organizing and managing marketing activities in agricultural and food industry enterprises engaged in the production and sale of food products, as well as the management mechanisms, methods and tools that determine the effectiveness of these relations.

The purpose and tasks of the study. The main objective of the study is to formulate scientific and conceptual provisions on improving the management system of marketing research for the production and sale of food products and to prepare effective proposals for their practical application.

To achieve this goal, the following tasks were identified and consistently solved within the framework of the study:

- to analyze the current state of the food market in the Republic of Azerbaijan and identify the main development trends;
- to study and evaluate the theoretical foundations of marketing research in enterprises engaged in the production and sale of

food products and the existing approaches formed in this area in economic science;

- to analyze the characteristics of the formation of marketing activities in the field of production and processing of local agricultural products and their current development trends;
- to determine the capabilities of marketing research methods applied in enterprises engaged in the production and sale of food products and their effectiveness;
- to evaluate the marketing management system for food products and conduct its structural-analytical analysis;
- to assess the effectiveness of the marketing management system and prepare substantiated proposals aimed at increasing this effectiveness;
- to determine the main directions of strategic marketing management in the food industry and form a conceptual framework for these directions.

Research methods. The theoretical and methodological basis of the study is a systematic approach aimed at investigating the problems of marketing research management in the field of production and sale of food products, analysis and synthesis, grouping, comparative assessment, as well as the principles of historical and logical consistency.

The results of scientific research conducted by both local and foreign scientists on the topic were widely used in the research process. Economic-statistical methods, inductive and deductive analysis methods, as well as modeling approaches were applied to solve practical problems. At the same time, in the empirical part of the study, the results obtained through analyses conducted on the basis of real market data, structured evaluation and analytical methods were summarized.

The main provisions put forward for defense. The main provisions presented for the defense are characterized by the following:

- It is necessary to identify the specific characteristics of marketing research in the process of production and sale of food products and to apply marketing management approaches in

accordance with these characteristics;

- there is a need for scientific substantiation of systematic and purposeful conduct of marketing research related to the production and sale of food products;
- it is considered necessary to apply a complex and systematic approach to marketing management in the production, processing and sale of food products and assess its effectiveness;
- it is of great importance to establish an econometric model reflecting a systematic approach in the marketing management process and to determine the possibilities of making effective management decisions based on this model;
- the importance of conducting scientific research to determine the strategic management directions and long-term development prospects of marketing for food products in our republic has been shown.

The scientific novelty of the study. The scientific novelty of the study includes the following:

- a new mechanism based on the Ansoff model for market promotion and market segment development in marketing research has been developed;
- a new mechanism for optimizing commodity policy, taking into account the dependence of profits and costs in marketing strategy, has been introduced;
- an improved model of the marketing management structure for the production and sale of food products has been developed;
- an innovative mechanism for implementing marketing control in the market has been developed;
- a practical mechanism for the effective use of marketing potential in the agricultural sector and in the processing industry has been introduced;
- the concept of the value chain has been applied in marketing management, and the possibilities for the formation and increase of added value at the stages of production-processing-delivery of food products have been identified on a scientific basis.

Theoretical and practical significance of the research. In the research work, scientific-theoretical approaches to the management of

marketing research in the production, processing and sale of food products were systematically analyzed, the relevance of existing concepts to practical problems was assessed, and theoretical justifications for their development were presented. The scientific provisions and models put forward in the work will contribute to the formation of new conceptual approaches in the field of marketing management and the expansion of scientific knowledge.

The practical significance of the research is expressed in the development of methodological tools for improving the marketing management system in enterprises, applying strategic approaches and making effective management decisions. The presented models and mechanisms will enable enterprises to operate competitively in market conditions. The recommendations put forward will also serve the effective organization of marketing activities in the country's food sector, the establishment of management strategies on a scientific basis, and the optimal use of resources in agriculture and the food industry.

The chapters and subchapters of the dissertation can be used as scientific and pedagogical material in teaching "Marketing Management", "Food Marketing", "Agromarketing" and other subjects in higher education institutions. In this regard, the research will serve as a useful source for educational fields as both a theoretical and practical basis.

Approval and application. The main scientific and theoretical provisions, results and proposals of the dissertation were reflected in 5 articles (1 of which was published abroad) and 8 theses (2 of which were published abroad) published in reputable journals and conference materials recommended by the Higher Attestation Commission under the President of the Republic of Azerbaijan. Among the conference materials, the following theses are worth mentioning: “Understanding the quality of food products” (Baku, 2018), “Strategic directions of food marketing” (Chişinău, 2021), “Features and results of the formation of food marketing” (Ukraine, 2021). During the research, the author also published articles entitled “Theoretical Aspects of Food Products Marketing Research” (Baku, 2021), “Research Methods of Food Marketing” (Poland, 2022), “Market Dynamics of

Food Products" (Baku, 2023), "Strategic Directions of Food Products Marketing" (Baku, 2023), "Marketing Management of Food Products" (Baku, 2023).

Name of the organization where the dissertation was carried out. Azerbaijan University of Tourism and Management.

Total volume of the dissertation with a mark indicating the volume of the structural sections separately. The dissertation consists of an introduction, 3 chapters, 9 paragraphs, a conclusion and a list of references. The dissertation contains 32 diagrams and 35 tables. The total volume of the introduction (13817 characters), chapter I (59134 characters), chapter II (71974 characters), chapter III (57366 characters), conclusion (9305 characters) and the list of references (17268 characters) is 279340 characters. The number of characters of the dissertation is 211596 excluding tables, figures, references and the list of abbreviations.

SUMMARY OF THE RESEARCH

The **introductory** part of the dissertation explains the relevance of the topic, the state of study of the problem, the goals and objectives of the research, its object, subject, scientific novelty, practical significance, and approval.

The first chapter of the dissertation is entitled **"Theoretical and methodological foundations of food marketing research and management."** This chapter studies and analyzes in detail the theoretical foundations of food marketing research, modern features of food marketing research and management, and methodological approaches to managing food marketing research.

In this section of the study, the theoretical and methodological foundations of food marketing research were systematically examined. The role of marketing research in studying market processes, providing informational links between the producer and the consumer and serving scientifically based decision-making were evaluated. The classical and modern approaches to agromarketing by

R. Kolz, C. Uhl[3], and F. Kotler[4] were analyzed, and their application possibilities in Azerbaijani conditions were substantiated.

The phased nature of marketing research was determined, and the sequential process from problem formulation to strategic decision-making was systematized. The specific features of the food market - seasonality, perishability, price elasticity and Giffen-type products - were emphasized as the main factors influencing the formation of marketing strategies. Systematic analysis of the structure, supply-demand balance and price behavior in markets increases the effectiveness of regional cooperatization, market monitoring and state support measures.

Modern features of food marketing research and management are directly related to ensuring the sustainable development of the food sector and necessitate improving the quality of the management system in this area. Correct assessment of production potential, natural-climatic advantages and market opportunities in the regions allows for effective decision-making in the agri-food market. The development of cooperative relations and strengthening of market relations, especially in areas such as the East Zangezur economic region and the Karabakh economic region, serves to increase regional economic activity. Protecting the positions of local producers in the agri-food market in the external competitive environment requires the establishment of marketing activities on a systematic and scientific basis. Agromarketing, by combining the stages of production, processing and sales within a single mechanism, creates conditions for a more complete study of demand and increasing profitability. The seasonality of agriculture, the length of the production cycle and natural factors create objective limitations that require a special approach in the formation of marketing strategies. These features determine the coordination of product, price, distribution and promotion elements and play an important role in maintaining market

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[3] Kohls, R. L., & Uhl, J. N. (1998). *Marketing of agricultural products* (8th ed.). Prentice Hall.

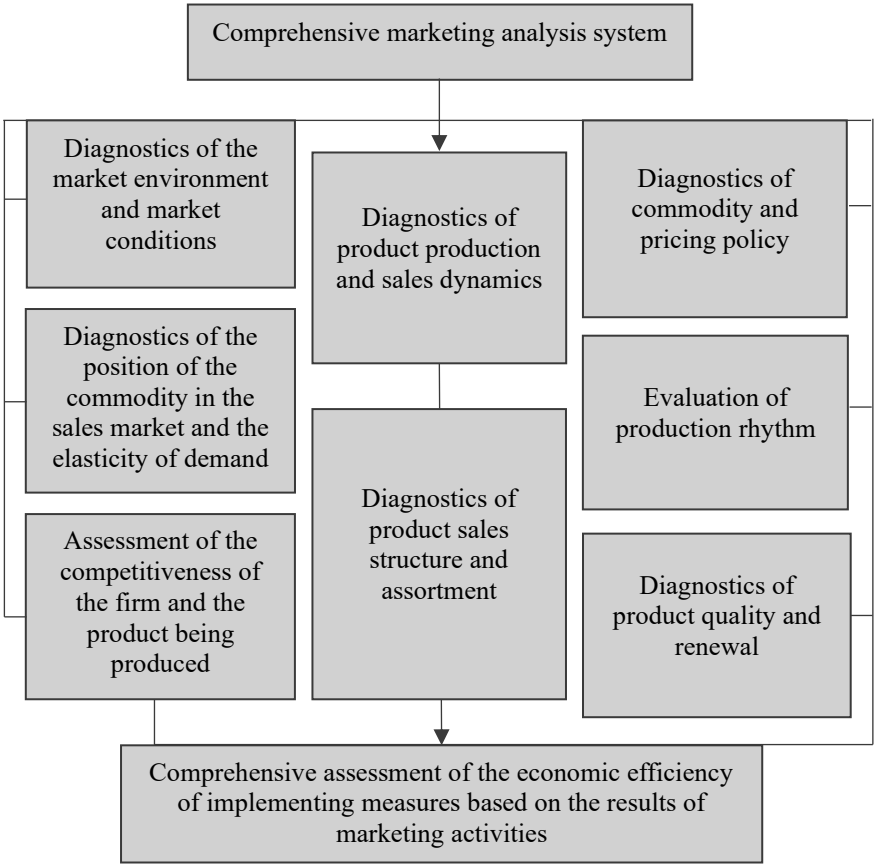
[4] Kotler, F. Marketing according to Kotler: How to create, conquer and hold a market / Philip Kotler: Translation from English, 5th edition, Moscow: Alpina Business Books, 2008. - 283 p.

balance. The formation of demand in the food market is closely related to the price dynamics of mutually substitutable and complementary goods, and consumer behavior is relatively conservative, but adaptive. Therefore, market monitoring and preparation of food balances act as an important tool in terms of planning production volumes. Marketing research covers the areas of market segmentation, assessment of the competitive environment, study of consumer behavior and justification of pricing policy. The sequence of the research process combines the stages of problem identification, planning, data collection and economic interpretation of results. The systematic application of these stages allows for the scientific substantiation of management decisions and risk reduction. Marketing planning is carried out in stages such as situational analysis, strategy development, program preparation and implementation monitoring. The use of marketing analysis allows enterprises to operate more flexibly and market-oriented in the fields of production, finance, logistics and innovation. Thus, marketing research and management of food products acts as the main mechanism ensuring the formation of a complex, systematic and strategic approach in the agri-food market.

The author has developed a complex marketing analysis system for food production and sales enterprises (see scheme 1).

This system is based on an integrative assessment of the market environment, competitiveness, domestic production indicators and demand elasticity. Economic-mathematical models and analytical tools were applied to assess the market volume, competitive environment, product range and market equilibrium.

Thus, the study shows that marketing research of food products is not only a sales tool, but also an integral element of strategic management, which allows for the formation of differential strategies across regions and increasing the competitiveness of market participants.



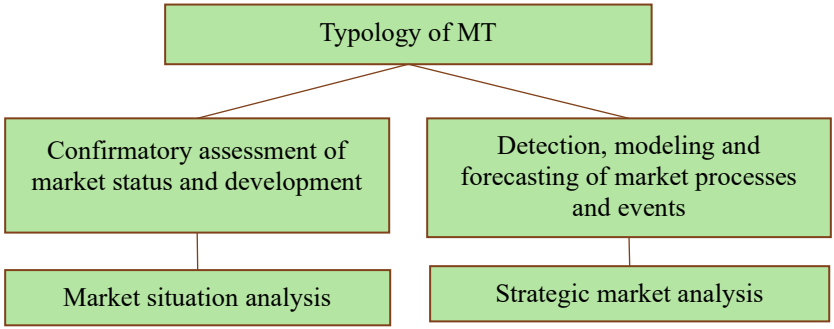
Scheme 1. Complex marketing analysis system of a food production and sales company.

Source: The scheme was systematized and compiled by the author.

The second chapter of the dissertation is entitled **"Analysis and assessment of marketing research management of the food market of Azerbaijan".** This chapter provides the current state and development trends of food production, analysis of the marketing research management system in the food market and assessment of the effectiveness of marketing research management of food products.

The empirical analysis conducted for 2014–2024 shows that the gross agricultural product in Azerbaijan increased from 5.23 billion

manat to 12.99 billion manat in actual prices, with growth observed in the fields of crop production and livestock breeding. Structural indicators indicate that institutional forms of production are strengthening, the inter-sectoral balance is gradually being reshaped, and the transition to large, efficient organizational forms is underway. At the same time, the positive dynamics in per capita output indicators confirm the expansion of the domestic market's supply capabilities. Thus, changes in food production in 2014–2024 indicate that the market is developing towards a more institutional and marketing-driven environment (see: scheme 2).



Scheme 2. Typology of marketing analysis
Source: The scheme was systematized and compiled by the author.

Since the end of the 20th century, management issues that ensure the efficiency of commercial activities for companies have become increasingly important. For the effective study of the food market, a systematic analysis of its structure, dynamics and functional elements is important. For this purpose, ABS (Assortment-Market-Sales) analysis was applied within the framework of the dissertation, which allows assessing the efficiency of the product portfolio.

ABS analysis shows that although some product groups have high sales volumes, their market share is weak; on the contrary, some products have low sales sustainability despite achieving a high market position. This requires a review of the product portfolio and sales strategies.

Institutional and economic development indicators in the food industry are summarized in Table 1:

Table 1

Institutional and value indicators for the manufacturing industry

Indicators	2015	2020	2021	2022	2023	2024	In 2024 compared to 2015 (%)
Number of operating enterprises, units	382	487	540	587	641	714	**186,9**
Non-governmental institutions, units	364	478	531	580	633	706	**193,9**
Number of individual entrepreneurs, per person	4079	6042	6623	6924	7456	7938	**194,6**
Product volume, million AZN	2307,6	3884,3	4495,6	4890,9	4547,6	4690,6	**2.0 times**
Industrial production index, %	102,9	97,3	112,6	108,2	109,2	112,4	**+9.5 points**
Share of the sector in industry, %	8,8	10,4	8,1	5,7	6,8	7,2	**-1.6 points**

Source: *The table was compiled by the author based on data from the State Statistics Committee.*
https://www.stat.gov.az/source/industry/

The number of enterprises and individual entrepreneurs operating in the food industry has increased significantly in 2015–2024. The main part of the increase falls on the non-state sector, which is associated with the liberalization of the market and the deepening of the competitive environment. The more than twofold increase in the volume of production indicates the expansion of the economic potential of the sector. Fluctuations in the industrial production index reflect external and macroeconomic shocks, but the restoration of the growth rate indicates the sector's adaptability. The volatility of the sector's share in the industry indicates the need to increase competitiveness and increase added value in the food industry. From a marketing perspective, this requires expanding the product range,

forming brands, and developing a consumer-oriented offer structure. Table 2 presents the dynamics of the market share of agricultural enterprises and individual entrepreneurs, family-peasant and household farms for 2020–2024 based on data from the State Statistics Committee. This dynamics is important for marketing research, as it shows the role of different farm categories in the market, their preferences and trends in product segments. As a result, substantial information is provided for the optimization of consumer-oriented supply strategies and product positioning.

Table 2.

Market share of agricultural enterprises and individual entrepreneurs, family farmers and households, %

Years	Cereals and legumes	Sugar beet	Sunflower for grain	Potato	Vegetables	Garden products
Agricultural enterprises						
2020	15,9	63,5	7,1	1,6	6,2	1,0
2021	17,0	84,5	8,7	0,8	6,5	0,6
2022	17,1	89,9	9,2	2,0	8,6	0,4
2023	15,4	91,0	11,3	2,4	11,8	0,5
2024	17,5	77,2	14,2	3.7	12,6	0,5
Individual entrepreneurs, family farmers and households						
2020	84,1	36,5	92,9	98,4	93,8	99,0
2021	83,0	15,5	91,3	99,2	93,5	99,4
2022	82,9	10,1	90,8	98,0	91,4	99,6
2023	84,6	9,0	88,7	97,6	88,2	99,5
2024	82,5	22,8	85,8	96,3	87,4	99,5

Source: *The table was compiled by the author based on data from the State Statistics Committee. https://www.stat.gov.az/source/industry/*

Analysis from the perspective of marketing research shows that the dominance of individual farms has created conditions for the formation of regional and local brands, the expansion of the product range and the emergence of niche markets. In sugar beet, the dominance of institutional enterprises requires the organization of the market at a professional level and the application of corporate marketing

strategies. In potatoes, vegetables and melons, the high role of individual farms allows for the provision of a consumer-oriented, seasonal and flexible supply structure.

The main directions in the marketing management system are: analysis of consumer demand, market segmentation, comparison of competitors' policies, assessment of sales channels and analysis of market entry opportunities for new products. This approach allows enterprises to make rational decisions in the market and optimize their strategic activities.

The dynamics of financial results for food products in agricultural enterprises is summarized in table 3.

These indicators show that, despite the decrease in the number of enterprises, an increase in profitability and net profit, increased profitability from sales, more efficient use of economic resources and optimization of marketing activities are possible. Thus, we can note that the integration of strategic management and financial support in the activities of market participants in 2014–2024 is yielding results.

In the approaches of O.V. Kirilova[5] and O.K. Oyner[6], the effectiveness of marketing research management in the food market is of great importance for substantiating management decisions in the agricultural and processing sectors and adapting them to market mechanisms. The evaluation process determines the efficiency, purposefulness and result-orientation of marketing research, as well as the effective use of the information obtained in management.

The effectiveness of marketing research by R.K. Srivastava, T.A. Shervani and L. Fahey is characterized by the quality of information provision, proper organization of flows and coordination between management levels[7]. Information on market and consumer behavior is

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[5] Kirilova, O.V. Improving marketing activities in the agro-industrial complex. / Author's Cand. Dis. /- Ekaterinburg: UrGEU, 2004. - 25 pp.

[6] Oyner, O.K. Marketing Performance Assessment from the Perspective of the Business Management System // Russian Management Journal. Vol. 6, No. 2, 2008, pp. 27–46

[7] Srivastava, R. K., Shervani, T. A., Fahey, L. (1998). Market-based assets and shareholder value: A framework for analysis. Journal of Marketing, 62(1), 2–18. htent.cgi?article=2260&context=lkcsb_research

Table 3

Financial results of agricultural enterprises (2014–2024)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Compared with 2014 in 2024, %
Number of farms, units	1701	1659	1592	1 608	1 641	1471	1024	1035	1047	1046	1063	62,5
including:												
Profitable farms	1577	1 530	1488	1 512	1 560	1376	880	880	836	835	867	54,9
Loss-making farms	124	129	104	96	81	95	61	70	48	58	66	53,2
Net profit, thousand manats	59028	39 763	75 246	62 815	96 917	92696	104016	171197	310012	257425	312902	530,0
Overall profitability, %	17,0	11,3	20,3	14,1	20,1	17,2	19,4	27,2	37,9	26,4	30,1	+13,1% points
of which:												
crop production	16234	20 241	40 268	32 235	56 577	68795	69321	127159	170174	126029	168594	676,3
livestock production	25842	19 993	31330	24 356	19 048	10481	27180	32557	113751	132732	149089	576,9
Profitability of sales of agricultural products, %	16,0	11,3	19,4	12,9	16,2	15,3	19,0	26,4	35,0	27,6	31,0	+15,0% points
of which:												
crop production	29,3	36,0	43,5	25,5	40,4	35,7	29,2	51,7	51,9	35,6	38,7	+9,4 % points
livestock production	9,4	7,1	11.8	8,0	5,9	3,4	9,5	8,5	23,6	21,8	26,7	+17,6% points

Source: *The table was compiled by the author based on the data of the State Statistical Committee. https://www.stat.gov.az/source/agriculture/*

used to justify strategic and tactical decisions through the marketing information system.

At the microeconomic level, the assessment is carried out with indicators based on the production, import, reserves and use of agricultural products. District and commercial marketing centers use this information in the development of sales strategies and the formation of pricing policies.

In Table 4, the food balance of the main crop products of Azerbaijan for 2024 shows that imports are still present in wheat and some vegetable products, while barley and corn are mainly provided by domestic production. These indicators emphasize the importance of assessing the market balance and marketing research. Based on the analysis of production, imports and reserves, a sound marketing information system plays the role of the main analytical basis for optimizing production, reducing import dependence and increasing export opportunities.

Table 4

Food balance of Azerbaijan's main crop products for 2024, tons

Product	Production	Import	General reserve	Area of use
Wheat	1,649,917	1,292,027	3,343,240	Food and personal consumption
Barley	1,197,706	68,501	1,397,181	Animal feed
Corn	291,533	85,286	465,995	Animal feed
Potatoes	928,382	165,333	830,952	Personal consumption and food production
All vegetables	1,838,903	80,475	1,495,279	Personal consumption and food production
Fruits and berries	1,317,868	202,381	1,003,921	Personal consumption and food production

Source: *The table was prepared by the author based on the statistical compilation "Food Balances of Azerbaijan" 2025: https:www.stat.gov.az*

According to I.P. Gerashenko and A.A. Vasilenko, marketing productivity is assessed based on internal and external indicators. Internal indicators: the company's intangible assets, corporate knowledge, marketing resources; external indicators: sales volume, customer satisfaction, service quality and innovativeness. Marketing

productivity is measured through monetary (revenue, profit) and non-monetary (brand value, customer loyalty) indicators.[8]

From a strategic perspective, marketing investments lead to an increase in assets, an increase in brand value, and a strengthening of the firm's market position. Marketing sustainability management is based on an assessment of market, competition, and consumer components and is determined by complex criteria.

The third chapter of the research work is entitled **"Directions for improving the marketing research and management of food products."** In this chapter, the directions for improving the management of marketing research of food products, the directions for strategic management of marketing research of food products, and the directions for using marketing research in predicting the development prospects of the food market were determined based on the research and analysis conducted.

The dissertation developed a new management mechanism based on the interdependence of profits and costs in the marketing of agricultural products. This mechanism is based on the principles of cost optimization, price elasticity, product portfolio balancing and risk assessment. In particular, modeling on the example of greenhouse tomatoes and dairy products shows that flexible pricing policies and differential promotion strategies allow for increased profitability. V.N. Kalishko and L.V. Sokolova note that the assessment of the effectiveness of marketing activities should be based on a multi-criteria indicator system at the strategic, tactical and operational levels[9,10]. The proposed approach involves the integration of internal (finance, resource utilization) and external (market share, customer satisfaction) indicators. As a result, the implementation of a complex and adaptive system in the marketing management of food products

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[8] Gerashchenko, I.P., Vasilenko, A.A. Construction of a model for assessing the marketing sustainability of companies // Bulletin of TSU. Economics. 2014, No. 1 (25), pp. 19–29.

[9] Kalyshko V.N. Efficiency of marketing activities and possibilities of its assessment // Economic sciences. No. 2 (147), 2017, pp. 55-60.

[10] Sokolova L.V., Verisova A.N. Classification of approaches to assessing marketing effectiveness // Mechanism of economic regulation. 2009, No. 3, v. 2.

creates conditions for the formation of a sustainable competitive advantage in the market.

Strategic management of food marketing research is of great importance in terms of adapting agricultural enterprises to the market environment and ensuring their long-term competitiveness. The research results show that one of the most effective approaches in this area is the application of the Ansoff model, which is formed on the basis of the product-market matrix. The model allows for the selection of strategic alternatives in the areas of market penetration, market development, product development and diversification. According to the calculations made, in Table 5, the market penetration strategy acts as the main source of income, providing more than 50% of the total income. Market development forms an additional 21% of income by providing access to new regional segments. The product development strategy, especially through the production of organic products, creates high margins (up to 33% price advantage). Diversification, on the other hand, ensures risk sharing and income diversification through a combination of new products and new markets.

Table 5

Generalized results of the application of the Ansoff model to agricultural products

Strategy	Sales volume (tons)	Price (AZN/ton)	Total income (AZN)	Share in revenue (%)
Market Penetration	1,200	900	1,080,000	50,2
Market Development	500	900	450,000	20,9
Product Development	300	1,200	360,000	16,7
Diversification	200	1,300	260,000	12,2
Total	**2,200**	**—**	**2,150,000**	**100**

Source: Compiled based on the author's calculations. (https:www.stat.gov.az)

The effectiveness of strategic management is directly related to the systematic organization of marketing research. As Altatybov noted, the lack of a strategic marketing mechanism leads to the ambiguity of

goals and the dominance of operational marketing[11]. In this regard, the study of market demand, segmentation, pricing policy and promotion mechanisms in agricultural enterprises should be formed within a single strategic framework. According to E.V. Astakhova's approach, market structures operate under the influence of the socio-economic environment and a flexible strategy appropriate to this environment is required[12]. The results of the study show that the integration of strategic planning and marketing research reduces uncertainty and strengthens the scientific basis of the decision-making process.

Effective development of a marketing strategy in the agricultural sector and the processing industry is carried out at several levels: corporate, business, functional and operational levels. Each level aims to ensure the positioning of the enterprise in the market and gain competitive advantage. In this context, competitive strategies - cost leadership, differentiation and focus - act as the main mechanisms for optimal positioning in the market and the formation of strategic advantage. Thus, marketing strategy is conceived as a single concept that strengthens the competitiveness of the company both in the production of food and agricultural products and at the processing stage. At the functional level, segmentation, positioning and marketing complex act as priority directions. In the proposed model, strategic planning, marketing research, product management, sales and performance monitoring are combined into a single management mechanism. This approach allows taking into account the seasonality and perishability of agricultural products. As a result, strategic marketing management acts as the main mechanism for ensuring the sustainable positioning of food products on the market, optimizing revenues and minimizing risks.

In modern conditions, forecasting the activities of food production enterprises and optimizing business models must be carried out in conditions of uncertainty. In the Internet environment, communication

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[11] Altatibov, A.B. Formation of a development strategy for meat processing enterprises based on a marketing management strategy: / Author's Cand. Dissertation / – Orel: State University of Scientific and Practical Complex. 2011. – 24 pp.

12 Astakhova, E.V. Features of the development of the agricultural sector system // RJOS, 8(68), August, 2017, – pp. 12–16.

opportunities with customers have expanded, and the choice of forecasting methods to assess the likely development of the market situation has become relevant.

Marketing control includes monitoring the implementation of planned strategies and measures, comparing actual results, identifying deviations and making adjustments. This process allows you to assess the efficiency of resources and improve future strategies. In a dynamic market, the application of operational and strategic control mechanisms is necessary.

S.A. Gayvorovskaya and other researchers note that the Monadic Test method allows testing new products and refining sales forecasts. Statistical analysis methods – cluster regression and discriminant analysis – assess the probability of sales of product samples. The cluster regression model determines the influence of the appearance, color, taste and other characteristics of the product on the probability of purchase[13].

Market indicators (KAP) allow for comprehensive diagnostics, covering elements of the market such as supply, sales, inventories, and consumer sentiment. Per capita commodity turnover is calculated using the following formula:

$$D=T/S$$

Here D - is the per capita consumption level, T - is total sales, S - is the population. Demographic factors and family composition affect the structure of product demand.

Practical examples based on data from the State Statistical Committee of Azerbaijan: norms for bread, potatoes, vegetables, fruits, meat, milk, fish, eggs and sugar products have been determined in the minimum consumption basket. In 2014–2024, the consumption of cereal products decreased from 10.2 kg to 6.3 kg, and the consumption of vegetables and fruits increased from 108 kg to 140 kg. The increase in livestock products increased from 33.4 kg to 45.0 kg, especially in the poultry and egg segments. In the processing industry, the demand for rice, pasta and long-term confectionery products

[13] Gaivorovskaya, S.A. Forecasting Methodology in Marketing Research. // VSU Bulletin. Series: Management Economics, 2015, No. 4. – pp. 141–148.

increased, while a decrease was recorded in flour, fresh bread, vegetable and butter oils.

The share of products rich in vitamins and microelements in the market structure is increasing, while the share of cereal products has decreased. The non-compliance of consumption with optimal nutritional norms requires optimization of both production and consumption structures.

In the dissertation work, marketing research and management of food products were systematically investigated in theoretical, methodological and practical aspects. The study shows that marketing research is not only a sales tool, but also an integral element of strategic management, which allows for the formation of differential strategies across regions and increasing the competitiveness of market participants. Empirical analysis conducted in the Azerbaijani market confirms the institutionalization of food production, profitability growth and expansion of domestic market supply opportunities. The proposed integrated marketing management model, product-market matrix and differential promotion strategies ensure stable positioning in the market and optimization of revenues. Strategic marketing management is based on the principles of cost optimization, consideration of price elasticity and risk assessment.

CONCLUSION

The dissertation work examined the issues of improving the marketing research and management of food products in our country, and analyzed a number of theoretical and methodological aspects in this area. Ensuring efficient activity in the food industry in the modern era is closely related not only to the production of the product, but also to its correct positioning on the market, accurate study of consumer needs and the establishment of strategic marketing management.

The following conclusions were reached in the dissertation work by examining the marketing management of food products and based on research in this area. These results are presented in the following classification and summarized as follows:

- The dissertation explores the theoretical and methodological

foundations of food marketing research and develops a concept for its development in line with the requirements of the modern era. This concept allows for systematic and comprehensive implementation of marketing research, precise identification of market segments, and optimal positioning of the product in the market. In particular, the dissertation develops a new mechanism based on Ansoff's strategic growth model. This mechanism allows enterprises to:

- increase the market share of existing products;
- expand market segments through new products;
- apply market expansion and product development strategies at a practical level;
- enable strategic marketing decisions to be formulated on a scientific basis.

- The application of the strategic marketing planning model and its sub-strategies in a structured form allows for more precise determination of long-term development priorities of enterprises. Through this model, the sales and market targets of the enterprise are adjusted to the real situation and the efficiency of management decisions increases. At the same time, the improvement of marketing management and the application of innovative management technologies in the food industry lead to the acceleration of product market entry, an increase in sales turnover and strengthening of relations with consumers. This approach is of scientifically based importance in terms of creating new products, strengthening existing brands and increasing the export potential of local production.
- Modernization of marketing management requires a comprehensive approach that combines economic, organizational, legal, social and technological aspects. This approach is of strategic importance in terms of sustainable development of enterprises, minimizing risks and increasing market flexibility. As a result, the developed mechanism and the applied model confirm the scientific development and practical application of the first scientific innovation — the mechanism of market promotion and segment development based on the Ansoff model.
- The application of the modern marketing planning model in a form based on various approach systems provides flexibility and

systematicity in the activities of enterprises. Such an approach creates conditions for the formation of a more appropriate combination of the enterprise's target system - product, price, sales and promotion strategies.

- Determining indicators for assessing the implementation of marketing plans in accordance with quality management standards allows for the establishment of results-based management. These indicators play a fundamental role both in assessing the actual results of plans and in reviewing decisions.
- The coordinated application of management functions and methods increases the efficiency of marketing activities. Because management includes not only making decisions, but also monitoring the implementation of these decisions, analyzing the results and making quick adjustments.
- The competitiveness of an enterprise in the market is closely related to the quality of its products, pricing policy, consumer relations systems and logistics capabilities. Marketing research conducted in this direction and comparative analysis of competitors provide the enterprise with a scientific basis for maintaining its advantages and optimizing its market position. Within the framework of an innovative mechanism, a system of indicators has been created for assessing marketing activities: decisions are made based on the results of product portfolio efficiency, customer loyalty, sales agility and digital monitoring.
- Digitalization of marketing management is a key component of this mechanism. Sales and research processes are automated through electronic platforms, data collection and analysis are carried out using ICT systems, which accelerates analytical decision-making and minimizes human errors. ABS analysis is applied to assess the effectiveness of the product portfolio, which allows the enterprise to comparatively measure the market position of various products and choose the optimal sales strategy.
- Through digital monitoring on e-commerce platforms, competitors' pricing and sales policies are monitored in real time and comparatively analyzed. As a result, the enterprise is able to respond flexibly to market changes, increase sales volumes and strengthen its

market position. This approach is applied as an innovative mechanism of marketing control in the market and is of both theoretical and practical importance.

- The proposals put forward in the dissertation serve the efficient operation of enterprises and marketing structures producing food products, as well as the formation of an improved management system in this area. These results are of particular importance in ensuring food security in our country, promoting export-oriented products and increasing the competitiveness of the food industry.

As a result of the analysis, the proposals put forward in the dissertation are of great importance in terms of increasing the efficiency of food producers and marketing structures and improving management. The main goal is to ensure food security in the country and increase the competitiveness of the food industry. Based on this, the following proposals are put forward:

1. In order to achieve competitive and innovative development of the food industry in our country, long-term marketing strategies should be developed. These strategies should be based on the product range, market segments and regional characteristics, and should be coordinated with the economic goals of the Strategic Roadmaps. The participation of experienced marketing specialists in the development of strategies is important.

2. National corporate governance standards should be improved for modern marketing management of food products. These standards should provide for the conduct of marketing research, the formation of control committees and transparency of decision-making mechanisms. It is especially appropriate to create a strategic marketing control structure for large food producers.

3. A research and analysis unit should be created in enterprises for the purpose of strategic planning of marketing and optimization of product policy. This block will provide a scientific basis for the enterprise's decision-making by conducting market analysis, consumer needs study and competitor analysis. This will also ensure the correct assessment of risks.

4. During a complex analysis of the internal marketing environment of the enterprise, the organizational structure, financial and technical

base, personnel and information support, motivation systems and socio-psychological factors should be taken into account. These components constitute the stable basis of effective marketing management.

5. It is important to create regional marketing infrastructures in the food sector - analysis centers and market monitoring systems. These infrastructures should operate in cooperation with higher educational institutions and research institutes. As a result, product and consumption compatibility in the regions will increase.

6. The application of the strategic marketing management model developed within the framework of the dissertation should be based on the long-term development priorities of the enterprise and measured by quality management standards. This approach will create conditions for establishing management in a result-oriented and flexible structure.

7. The system of standard indicators for evaluating marketing activities should include indicators on the level of digitalization, transparency in management, market flexibility and customer loyalty. Through these indicators, the quality and efficiency of the enterprise's marketing activities can be objectively assessed.

8. The formation of a marketing personnel policy in accordance with modern requirements in enterprises operating in the food industry should be determined as a strategic priority. For this purpose, the organization of targeted educational programs, dual education models and advanced training courses within the framework of cooperation with higher education institutions is considered appropriate. At the same time, the implementation of continuous professional development programs, practically oriented training and competency-based assessment mechanisms for personnel working in the field of production and sales is necessary. Such an approach will serve to strengthen the institutional foundations of the marketing activities of enterprises and increase the analytical approach and level of professionalism in the decision-making process.

9. In order to strengthen coordination between marketing and production departments in enterprises engaged in the production and sale of food products, functional reorganization and integration with

digital technologies should be ensured.

10. Structured decision-making mechanisms should be applied for evaluating the product portfolio and selecting target markets based on ABS (Assortment-Market-Sales) analysis.

11. Comparative analysis systems on competitors' pricing and sales policies should be developed and product placement and pricing strategies should be updated based on this information.

12. Expansion of e-commerce platforms and organization of effective marketing control on these platforms can lead to flexibility in the sale of food products and an increase in sales volume.

The implementation of the above proposals will serve to introduce innovative marketing management in enterprises selling food products, strengthen their competitive positions in the market and increase sales turnover. This, in turn, will contribute to the development of the national economy in the direction of increasing food security and export potential.

The following articles and theses of the author on the topic of the dissertation have been published:

1. Characteristics of the main agricultural and botanical varieties of citrus fruits // – Baku: "1st İnternational science and engineering conference" Baku, 29-30 october 2018. – p. 104-106.

2. Understanding the quality of food products // – Baku: "Problems of effective management in the modern era" V Republican Scientific Practical Conference, 30 november 2018. – p. 13-15.

3. Marketing research and management // – Baku: "Priority directions of international economic relations in the 21st century" international virtual scientific and practical conference, 22 may 2020. – p. 424-425.

4. Theoretical Aspects of Food Products Marketing Research // – Baku: "Tourism and hospitality studies" international journal, 2021, № 1. – p. 72-80.

5. Strategic directions of food marketing // – Chișinău: Conferința Științifică Internațională "Strategii și politici de management în economia contemporană" Ediția a VI, 26-27 march 2021. – pp. 171-175.

6. Food product marketing research // – Baku: IV Republican Scientific-Practical Conference of Young Researchers, April 9, 2021. – p. 77-78.

7. Features and results of the formation of food marketing // – Cherkasy: Current problems of natural sciences and humanities in the research of young scientists “Rodzinka - 2021” / XXII All-Ukrainian Scientific Conference of Young Scientists, April 22-23, 2021. – pp. 218-222.

8. Formation of food marketing // – Sumgayit: International scientific conference "Problems of sustainable development of the economy in the information society" jointly organized by Sumgayit State University and Yıldız Technical University of Turkey, 2021, No. 10. – pp. 31-35.

9. Research Methods of Food Marketing // – Poland: “International Journal of Innovative Technologies in Economy”, 2022, № 2 (38). – pp. 1-7.

10. Market Dynamics of Food Products // – Baku: "Scientific Work" international scientific journal, 2023, No. 10. – pp. 42-47.

11. Strategic Directions of Food Products Marketing // – Baku: "Ancient Land" international online scientific journal, 2023, No. 10. – pp. 11-14.

12. Marketing Management of Food Products // – Baku: "Scientific Research" international online scientific journal, 2023, No. 10. – pp. 7-10.

13. Evaluation of food products // – Baku: XVI International Scientific Research Conference, November 8, 2023. – pp. 41-42.



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