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## MEASURES TO IMPROVE THE SYSTEM OF STRATEGIC MARKETING PLANNING FOR THE DEVELOPMENT OF THE DAIRY INDUSTRY IN UKRAINE

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**Abstract.** *The article examines measures to improve the system of strategic marketing planning for the development of Ukraine's dairy industry amid the challenges of military aggression, economic instability, and changing consumer preferences. The study highlights the current state of the sector, identifying its strengths, weaknesses, market opportunities, and threats through a comprehensive SWOT analysis. Key challenges include insufficient marketing analysis, inadequate market segmentation, lack of a unified national brand, low innovation activity, limited strategic integration between production and processing, and weak coordination between market participants and the state.*

*The authors propose a set of integrated measures to enhance the strategic marketing framework, including in-depth market research, precise segmentation and positioning of dairy products, development of a national brand, implementation of modern branding and promotion strategies, and adoption of digital technologies and innovations such as CRM, ERP, and Big Data analytics. Special attention is given to raising product quality and safety standards through adherence to international certifications (HACCP, ISO 22000, GMP) and modernization of production technologies. Strategic integration is promoted via the establishment of agricultural cooperatives, clusters, and vertically integrated holdings to optimize production, processing, and logistics.*

*The article also emphasizes the role of state support and public-private partnerships, including co-financing export promotion programs, developing sectoral marketing agencies, and facilitating international exhibitions participation. Digital marketing channels, e-commerce platforms, and international trade fairs such as SIAL Paris 2024 and Gulfood 2025 are highlighted as key tools for promoting Ukrainian dairy products abroad. The study underlines the importance of strategic export development, including the expansion of UHT product lines to meet premium market standards and the adoption of energy-efficient and automated production systems.*

*By implementing these measures, Ukraine's dairy industry can enhance its competitiveness, ensure sustainable growth, and increase export potential,*

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*creating a coordinated, innovation-driven, and quality-oriented sector. The study provides a holistic framework for strategic marketing planning that integrate state, business, and research institutions, aiming to strengthen the international positioning of Ukrainian dairy products while fostering long-term sectoral resilience and economic stability.*

**Keywords:** *strategic planning, forecasting, strategic marketing planning, dairy industry, segmentation and positioning of dairy products, branding, digitalization, system of state support.*

**Problem statement.** The dairy industry of Ukraine is one of the key sectors of the agro-industrial complex, which plays an important role in ensuring the food security of the state, forming exports and supporting agricultural producers. However, in the conditions of growing competition in the domestic and international markets, an unstable economic situation during the period of military aggression of the Russian Federation against Ukraine, as well as changing consumer priorities, there is an objective need to improve strategic marketing planning for the development of the dairy industry as a whole.

The dairy industry of Ukraine has rich historical experience and significant production potential. The main production regions are concentrated in the central and western regions of the country. In recent years, there has been a steady increase in milk production volumes, but due to Russian aggression against Ukraine, lack of investment in dairy production and processing technologies, insufficient modernization of equipment and weak integration with marketing strategies, the industry does not fully realize its potential.

**Analysis of recent research and publications.** The issue of strategic marketing planning, namely the use of marketing tools in the activities of dairy industry enterprises, the formation and implementation of measures to improve the system of strategic marketing planning for the development of the dairy industry of Ukraine, constantly attracts the attention of economists, both theorists and practitioners in the field of management and marketing. Important issues of the methodology of marketing strategic management and planning are highlighted in the works of foreign scientists: I. Ansoff [1], K. Wasson [2], J. Day [2, pp. 144–147], F. Kotler [3, pp. 123–125], J.B. Quinn [4, pp. 39], M. Mescon [5, pp. 257–261], M. Porter [6], A. Chandler [7, pp. 91–92], etc. Among foreign scientists whose works are devoted to the study of the issues of strategic marketing management of the dairy industry in times of crisis, it is necessary to name Borawski, Dunn, Harper, & Pawlewicz [8]; Borawski, Pawlewicz, Parzonko, Harper, & Holden [9]; Pouch & Trouve [10] and others.

**Statement of the task.** The purpose of the scientific publication is the formation and implementation of measures to improve the system of strategic marketing planning for the development of the dairy industry of Ukraine in times of uncertainty and martial law in Ukraine.

**Research Methods.** The scientific article employs the following research methods: in particular, the analytical method was used to analyze statistical data characterizing the dairy industry market in Ukraine; the method of generalization was applied in the development of measures aimed at improving the system of strategic marketing planning for the development of Ukraine's dairy industry.

**Presentation of the Main Research Findings.** Based on a detailed analytical and applied study of the development of Ukraine's dairy processing industry, it is possible to identify the strategic problems of its development:

1. *Incomplete marketing analysis:* the lack of systematic collection and analysis of data on consumers, competitors, and market trends limits the ability to make well-grounded strategic decisions;

2. *Inadequate segmentation of the dairy market*: without a clear segmentation of consumers by needs, age groups, regions, and social status, marketing campaigns become ineffective;

3. *Absence of a unified national brand*: each producer promotes its dairy products independently, which reduces overall recognition and the competitiveness of Ukrainian dairy products in global markets;

4. *Weak innovation activity*: insufficient implementation of advanced technologies, digital marketing tools, and quality management systems for dairy products;

5. *Lack of a unified coordination center* for the development and implementation of a marketing strategy for the dairy industry at the national level;

6. *Low level of coordination between market participants and the state*, which results in the absence of a unified strategic direction.

<p><b>1. MARKETING ANALYSIS OF THE DAIRY MARKET</b></p> <ul style="list-style-type: none"> <li>- Analysis of consumer preferences and purchasing behavior</li> <li>- Study of the competitive environment and price trends</li> <li>- SWOT analysis of the industry's potential</li> <li>- Development of competitive strategies</li> </ul>	<p><b>2. SEGMENTATION AND POSITIONING OF DAIRY PRODUCTS</b></p> <ul style="list-style-type: none"> <li>- Identification of target segments</li> <li>- Product positioning</li> <li>- Development of positioning strategies for each segment</li> <li>- Identification of the unique value proposition of Ukrainian dairy products</li> </ul>
<p><b>3. STRATEGIC INTEGRATION OF PRODUCTION AND PROCESSING</b></p> <ul style="list-style-type: none"> <li>• Establishment of cooperatives and vertically integrated agribusiness holdings with a closed production cycle</li> <li>• Investments in modernization of equipment and technologies</li> </ul>	
<p><b>4. BRANDING AND PROMOTION OF DAIRY PRODUCTS</b></p> <ul style="list-style-type: none"> <li>• Creation of a unified national dairy brand</li> <li>• Development of a marketing communication strategy</li> <li>• Participation in international exhibitions, trade fairs, and trade missions</li> <li>• Promotion through digital channels: social media and e-commerce platforms</li> </ul>	<p><b>5. INNOVATION AND DIGITALIZATION OF MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Implementation of CRM and ERP systems in dairy enterprises</li> <li>• Development of an industry-wide analytical platform based on Big Data</li> <li>• Application of demand monitoring and logistics optimization tools</li> <li>• Support for digital innovations through startups and incubators</li> </ul>
<p><b>6. IMPROVING DAIRY PRODUCT QUALITY AND SAFETY</b></p> <ul style="list-style-type: none"> <li>• Implementation of international quality standards: HACCP, ISO, GMP to ensure the safety and quality of dairy products</li> <li>• Modern production technologies: investment in new equipment and process automation to improve efficiency and quality</li> <li>• Quality control at all stages of production</li> <li>• Establishment of cooperation with suppliers of high-quality raw materials</li> </ul>	<p><b>7. STATE SUPPORT FOR THE DAIRY INDUSTRY</b></p> <ul style="list-style-type: none"> <li>• Establishment of a sector-specific agency for agri-food product marketing</li> <li>• Co-financing of promotion programs in international markets</li> <li>• Support for innovative projects through public-private partnerships</li> <li>• Sectoral support agencies</li> </ul>

**Fig. 1.1. Framework of measures to improve strategic marketing planning for the development of the dairy industry of Ukraine**

*Source: developed by the author*

From this perspective, improving strategic marketing planning for the development of Ukraine's dairy industry requires a comprehensive approach to sector formation and its further functioning. In our view, this approach should include the synergy of the following measures: in-depth marketing analysis of the dairy products market; effective segmentation and positioning; modern approaches to branding and promotion; strategic orientation of production and dairy processing; implementation of digital management technologies; enhancement of product quality standards; and systematic state support for producers (Fig. 1.1). This, in turn, necessitates close interaction among public authorities, research institutions, industry associations, and private business in order to develop effective institutional and infrastructural support. Particular attention should be paid to the development of logistics supply chains, improvement of certification and quality control mechanisms, and the formation of long-term export strategies.

An important component of these measures is an in-depth marketing analysis of the dairy products market, which is currently characterized by the following elements:

#### **1. Analysis of consumer preferences and purchasing behavior.**

According to data from the State Statistics Service of Ukraine and Euromonitor, in 2023–2024 there has been a steady decline in the consumption of traditional milk (especially pasteurized milk) and a growing interest in alternative and functional dairy products (such as lactose-free milk, probiotic yogurts, and organic products) [11]. Consumers are increasingly paying attention to product origin, naturalness and organic attributes, the absence of GMOs, and environmentally friendly packaging. Approximately 60% of Ukraine's urban population prefers locally produced goods, particularly those originating from farm households. The popularity of online purchases of dairy products is also increasing: up to 18% of consumers buy dairy products via marketplaces or supermarket mobile applications [12].

#### **2. Analysis of the Competitive Environment and Price Trends.**

The Ukrainian market is characterized by a high level of concentration: ten leading producers (such as Milk Alliance, Galychyna, Lactalis, Danone Ukraine, and Terra Food) control about 70% of the market.

Price competition is mainly concentrated in the medium and lower segments, while the premium segment is growing more slowly but steadily due to high brand loyalty among consumers. Because of rising energy, logistics, and feed costs in 2022–2023, prices for dairy products increased by 18–25%, depending on the region.

#### **3. SWOT Analysis of the Potential of the Domestic Dairy Industry.**

After a detailed analysis of the SWOT matrix, which reflects the relationship between the external environment and the strengths and weaknesses of dairy industry development – namely the SO, ST, WO, and WT strategic directions – it is considered appropriate to select the following strategies:

**1) Marketing innovation strategy**, which will make it possible to further improve not only design, packaging, size characteristics, and the quantity of products per package, but also to expand the scope of product use, among other aspects (with a mandatory focus on organic dairy products).

**2) Strategy for the growth of innovator consumers.** This includes consumers of organic dairy products: *a priori innovators* – consumers who readily adopt new dairy products; *responsible eco-innovators* – consumers interested in the safety of dairy products and the environmental friendliness of their packaging; *rationalist innovators* – consumers who seek new products while saving money by purchasing high-quality dairy products at an affordable price.

**3) Cost reduction strategy for dairy and organic dairy products**, which will contribute to lowering prices for these products. Given the current situation in the milk and dairy market during wartime, it is believed that if prices for organic dairy products rise, Ukrainian households will not be able to consume organic dairy innovations regularly due to limited purchasing power. This, in turn, would lead to further price increases for domestically produced organic dairy products.

The rapid development of the dairy industry in Ukraine and the transition of agricultural enterprises to EU quality standards are important directions for increasing the competitiveness of dairy products in the sector.

#### **4. Development of Competitive Strategies for the Dairy Industry.**

A detailed analysis of the domestic dairy industry conducted in Chapter 2 of the dissertation made it possible to identify specific examples of competitive strategies for the Ukrainian dairy sector as a whole, including the following.

*Differentiation Strategy: Branding, Quality, and Uniqueness.* In general, Ukrainian dairy producers should actively apply differentiation by creating or renewing brands with an emphasis on naturalness, functional properties, and local origin.

*Cost and Scale Optimization Strategy: Vertical Integration and Cooperative Models.* Dairy producers in agricultural cooperatives or milk producers' associations implement this strategy through the establishment of or participation, which makes it possible to reduce costs for feed and veterinary services and to introduce unified software solutions for performance analytics. Another pathway for implementing this strategy is the consolidation of dairy producers into cooperative processing plants for joint processing and shared production capacities.

*Export Development Strategy through the Implementation of UHT Technologies.* This strategy focuses on entering new foreign markets, adapting to, and complying with export standards. In 2022–2025, Ukrainian exports of domestic dairy products increased several fold: from USD 7 million in 2021 to USD 102 million in 2022 to EU countries alone. According to the State Statistics Service of Ukraine, in the first quarter of 2025 dairy exports increased by 110% compared to 2024 and amounted to USD 89.8 million. This growth was driven by a sharp increase in sales volumes of butter, cheese, and ice cream.

The pioneers in implementing the export development strategy today are enterprises of the domestic dairy processing industry, such as the Pyriatyn and Mensk cheese plants, which have obtained ISO and HACCP certification and export permits to the EU and China. It should be noted that the Pyriatyn Cheese Plant is part of the *Milk Alliance* holding, which brings together several cheese and butter plants, ensuring vertical business integration and marketing synergy [13]. These enterprises have become examples of successful adaptation to international food quality and safety standards, enabling them to expand sales markets and enter foreign markets with competitive products. Owing to the modernization of production capacities, the implementation of quality management systems, and active international marketing efforts, they have not only increased their profitability but also laid the foundation for a positive image of Ukrainian dairy products abroad. Today, their experience serves as a benchmark for other producers planning export expansion and integration into global supply chains.

An innovative direction in shaping the export development strategy of the Ukrainian dairy industry is the expansion of UHT products (which account for 82% of the market in the EU compared to only 18% in Ukraine). This will enable Ukrainian producers to enter premium market segments. UHT products are dairy products that undergo thermal treatment at very high temperatures, followed by rapid cooling and packaging in an aseptic (sterile)

environment, which eliminates almost all microorganisms while preserving the nutritional properties of milk.

*Energy Efficiency and Digitalization Strategy.* According to forecast estimates, by 2026, 85–90% of dairy enterprises will invest in energy-efficient technologies and autonomous energy sources. Moreover, the increasing role of digitalization and automation, as well as labor shortages, will drive the transition to digital solutions, as the dairy industry operates under the contemporary challenges of a prolonged war. Particular attention should be paid to the establishment of advisory centers within dairy production facilities, which would oversee the implementation of unified digital tools for farm monitoring, process optimization, management of veterinary services and livestock feeding, and monitoring of milk yields.

In our view, the next key component of the set of measures aimed at improving strategic marketing planning for the development of Ukraine's dairy industry is the segmentation and positioning of dairy products. This process involves the systematic identification and analysis of target market segments based on geographic, demographic, behavioral, and psychographic criteria, taking into account consumer preferences and purchasing power.

The positioning of dairy products within each selected segment should be based on a clearly formulated marketing strategy that considers the company's competitive advantages, product differentiation, and alignment with consumer expectations. An important stage of this process is the development and implementation of positioning strategies aimed at creating a clear and sustainable brand image in the minds of consumers.

A central element of this approach is the identification of a unique selling proposition (USP) for Ukrainian dairy products, which may be based on factors such as environmental friendliness, naturalness, local origin of raw materials, traditional production technologies, or high quality confirmed by international certification.

The formation of an effective segmentation and positioning strategy will enable Ukrainian producers to more accurately meet the needs of specific consumer groups, increase brand loyalty, optimize marketing budgets, and ensure sustainable competitive positioning in both domestic and international markets.

No less important component of the measures aimed at improving strategic marketing planning for the development of Ukraine's dairy industry is *the strategic integration of dairy production and processing*. This integration is considered through the formation of horizontal and vertical linkages based on the establishment of agro-industrial cooperatives, clusters, and vertically integrated agribusiness holdings with a closed production cycle.

Such a model envisages the consolidation of farms, livestock complexes, dairy processing enterprises, and logistics structures into a single production and investment system focused on achieving a synergistic effect, reducing transaction costs, and improving management efficiency. Of particular relevance is investment in the modernization of the material and technical base, the implementation of energy-efficient technologies, automated accounting and quality control systems, as well as digital solutions for monitoring production processes – from raw material collection to the packaging of final dairy products.

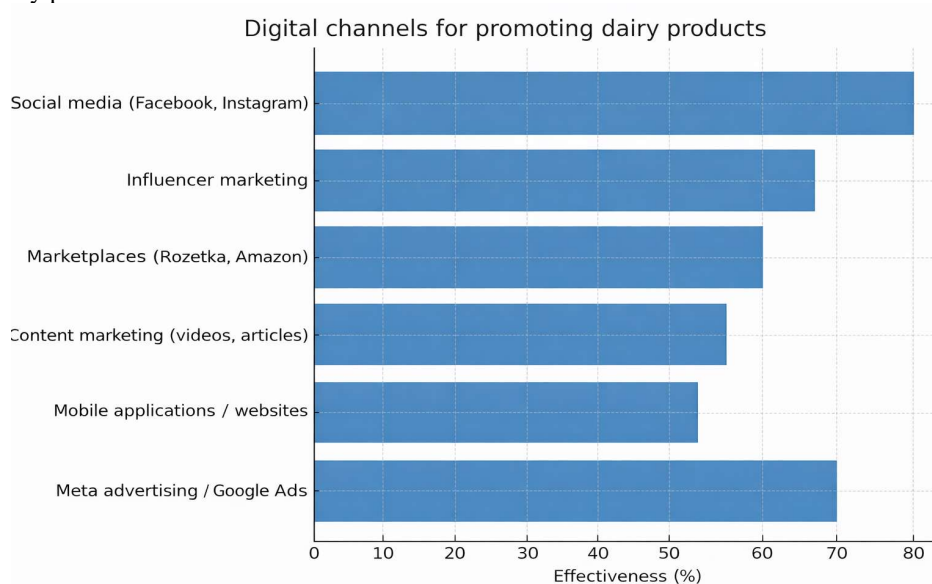
A strategically important element of the above-mentioned system of measures is *the branding and promotion of dairy products*, which is considered through the synergy of such sub-measures as the creation of a unified national dairy brand, participation in international exhibitions, trade fairs, and trade missions, and the promotion of dairy products through digital channels, including social media and e-commerce platforms.

At the same time, *the creation of a national brand for Ukrainian dairy products* becomes critically important. Such a brand would not only contribute to increasing the global recognition of Ukrainian products but also ensure uniform quality standards and foster a

positive image of Ukraine as a producer of safe and natural organic dairy products. This, in turn, requires close cooperation between government authorities, research institutions, industry associations, and private businesses to develop effective institutional and infrastructural support.

Regarding international exhibition activities, it should be noted that SIAL Paris 2024 and Gulfood 2025 became key platforms for presenting Ukrainian dairy products to an international audience. At SIAL Paris 2024, 11 Ukrainian enterprises, including the brands *Galychyna* and *Dubnomoloko*, were represented within the framework of the Ukraine National Pavilion, supported by the Swiss-Ukrainian QFTP program, showcasing hard and processed cheeses, butter, UHT milk, and snacks [14]. At Gulfood 2025, the Ukraine National Dairy Pavilion was organized for the first time, where five Ukrainian companies, including *Galychyna*, PJSC *Pervomaisky Dairy Canning Plant*, and LLC *Khorol Baby Food Plant*, presented their products, facilitating access to markets in the Middle East and North Africa [15].

Figure 1.2 presents a visualization of the effectiveness of digital promotion channels for dairy products in Ukraine.



**Fig. 1.2. Analytical Visualization of the Digital Promotion Strategy for Domestic Dairy Products in Foreign Markets**

*Source: compiled based on [16]*

This analytical visualization is presented to assess the effectiveness of the main digital channels for promoting Ukrainian dairy products in foreign markets. These channels have the greatest impact on brand awareness, the formation of consumer loyalty, and the provision of stable demand on export platforms. As shown in Figure 1.2, for the implementation of digital promotion of domestic dairy products in foreign markets, it is considered necessary to use such digital channels as social media, online advertising, marketplaces, content marketing, and others. At present, examples of the use of digital promotional elements for

dairy products by domestic companies can already be observed. For instance, the brand “Halychyna” uses social media through the creation of Instagram and TikTok stories (2023–2024); the “Dairy Alliance” Group is an example of the application of targeted advertising in the Middle East via Meta Advertising. A gradual participation of Ukrainian brands on the Amazon marketplace and Polish e-commerce platforms can also be observed.

Another integral element in the system of measures aimed at improving strategic marketing planning for the development of Ukraine’s dairy industry is *innovation in the dairy sector and the digitalization of development management through the implementation of CRM and ERP systems at dairy enterprises*, the development of an industry-wide analytical platform based on Big Data, the application of tools for monitoring demand for dairy products and optimizing logistics, as well as support for digital innovations through startups and incubators, which have long been used by leading developed countries worldwide (Figure 1.3).



**Fig. 1.3. Innovations and digital technologies as key drivers of the strategic development of Ukraine’s dairy industry**

Source: developed by the author based on [17]

At the same time, the development of an industry-wide analytical platform based on Big Data technologies is extremely promising, as it enables in-depth real-time analysis of production, market, and consumer processes in Ukraine’s domestic dairy processing industry. Research evidence indicates that the application of Big Data in the agro-industrial complex contributes to increased forecasting accuracy, greater adaptability of management strategies, and a reduction in production risks.

The use of tools for monitoring demand for dairy products (based on mobile analytics, GPS tracking, etc.) makes it possible to optimize production volumes in real time, reduce losses caused by overproduction, and enhance consumer satisfaction.

In addition, the optimization of logistics processes in dairy production through digital tools (such as WMS – Warehouse Management Systems and TMS – Transportation Management Systems) reduces operational costs and improves delivery efficiency [18].

Thus, digitalization and innovative development of the dairy industry not only enhance its economic efficiency but also create a foundation for the sustainable development of the sector in line with the concept of “smart farming,” which is focused on quality, transparency, and the environmental responsibility of the dairy business.

The next important element in the system of measures aimed at improving strategic marketing planning for the development of Ukraine's dairy industry is *enhancing the quality and safety of domestic dairy products*. This factor is crucial for ensuring the competitiveness of Ukrainian dairy products in both domestic and international markets. The main directions of this strategy include the following:

*Implementation of international quality and safety standards (HACCP, ISO 22000, GMP/GHP).* Over the past decade, Ukraine has actively harmonized its regulatory framework with EU requirements. In particular, a food safety management system based on HACCP principles, including dairy products, has been mandatory for all food enterprises since 2019 in accordance with the Law of Ukraine "On Basic Principles and Requirements for Food Safety and Quality." A number of large and medium-sized dairy processing enterprises have already implemented HACCP, ISO 22000, as well as GMP (Good Manufacturing Practice) and GHP (Good Hygiene Practice); however, small-scale processors and family farms continue to face significant implementation challenges due to limited financial and organizational resources.

*Investment in modern technologies and process automation.* Leading dairy plants in Ukraine are actively modernizing their production facilities, particularly through the acquisition of equipment for continuous pasteurization, ultrafiltration, automated packaging, and storage. For example, companies such as "Molochnyi Alians," "Lactalis," "Halychyna," and "Yahotynske" are introducing energy-efficient equipment, which helps maintain product quality while reducing production costs. At the same time, a considerable number of small processors still rely on technologically obsolete equipment.

*Quality control at all stages of production.* As part of adaptation to EU standards, laboratory control of both raw materials and finished products has been strengthened. Traceability systems based on QR coding are being implemented, particularly by a limited number of export-oriented domestic companies. Nevertheless, further standardization of procedures remains necessary at the level of small farming enterprises, where raw milk quality control is often inconsistent.

*Establishing cooperation with suppliers of high-quality raw materials.* An increasing number of Ukrainian dairy processors are introducing bonus and penalty schemes linked to raw milk quality, encouraging farmers to comply with established standards (e.g., low bacterial counts, absence of contaminants, and adequate protein and fat content). However, the development of agricultural service cooperatives, which could serve as an intermediary for collecting high-quality raw materials, remains insufficient. As of 2024, only about 150 dairy cooperatives were officially operating in Ukraine, and not all of them possess adequate material and technical infrastructure.

Because of the above considerations, it is possible to identify a set of measures aimed at addressing quality and safety issues in dairy products, namely:

- *Institutional support for small and medium-sized producers*, including the provision of state or grant-based subsidies for the implementation of HACCP systems and the purchase of modern equipment, as well as the development of training programs for personnel of small dairy farms in the fields of quality management, hygiene, and production technologies.
- *Centralized testing and laboratory support* through the establishment of a network of accredited laboratories accessible in every region and the simplification of access to independent quality testing of raw milk in sourcing areas.
- *Development of digital traceability systems* to monitor the "farm-to-table" supply chain, which would enhance transparency and increase consumer trust in dairy products.

• *Harmonization of the domestic dairy market with European standards* by eliminating dual quality standards for domestic and export markets, which currently allow lower-quality products to be supplied to domestic consumers.

An important component of the system of measures aimed at improving strategic marketing planning for the development of Ukraine's dairy industry is also state support for the dairy sector. This support may be implemented through the establishment of a sectoral agricultural marketing agency, co-financing programs for promoting dairy products in international markets, and supporting innovative projects through public-private partnerships, among other instruments.

One of the promising directions in this context is *the establishment of a sectoral dairy marketing agency*. Similar institutions operating in a number of countries (e.g., AHDB Dairy in the United Kingdom, CNIEL in France, and IDA in Ireland) coordinate market research provide analytical support to producers, facilitate access to export markets, organize participation in international trade fairs, and implement reputation and country branding campaigns aimed at building consumer trust. In this regard, Ukraine currently has only a limited number of industry associations, such as the Association of Milk Producers (AMP), which partially perform similar functions; however, they lack centralized state support and sufficient institutional capacity.

In addition, a critically important component of state marketing policy is the co-financing of programs aimed at promoting Ukrainian dairy products in international markets, particularly under conditions of competition with highly subsidized agricultural sectors in the EU and North America. According to WTO and EU approaches, permissible forms of state support for marketing include participation in trade exhibitions, tasting tours, and information campaigns on product quality, safety standards, and origin. In Ukraine, such support remains fragmented and is implemented within the framework of programs of the State Service of Ukraine on Food Safety and Consumer Protection or through individual projects (for example, in cooperation with FAO, GIZ, or the EBRD). However, a comprehensive strategy for the expansion of Ukrainian dairy products into new markets – especially in the Middle East, Asia, and Africa, which demonstrate high potential for dairy consumption – has yet to be developed.

An equally important direction is the support of innovative projects in the dairy industry through *public-private partnership (PPP) mechanisms*. International experience demonstrates that PPPs ensure the highest returns on public investment when funds are directed toward the development of high-technology production facilities, agro-industrial clusters, quality testing laboratories, and innovation startup incubators. In Ukraine, initial initiatives in this area have already emerged, particularly within the implementation of the “smart specialization” concept in the agricultural sector. However, at the national level, PPPs in the dairy industry remain underdeveloped due to the lack of legislative incentives, insufficient guarantees for private capital, and weak coordination among different levels of government.

Thus, state support for the development of the dairy industry should evolve from the mechanical distribution of subsidies toward a strategically oriented institutional policy based on three key pillars: the establishment of sectoral marketing structures with public-private support; targeted co-financing of export promotion measures; and the development of partnership-based investment models in innovation, technology, and marketing.

**Conclusions.** The current state of marketing support in the dairy industry requires the implementation of a comprehensive approach that encompasses the following key components: conducting in-depth marketing analysis using Big Data tools and digital analytics; effective market segmentation and positioning with due consideration of socio-

demographic and regional characteristics; the development of modern branding and product promotion strategies; the creation of a national dairy brand as an element of food diplomacy policy; stimulation of investment in the digitalization of management and quality control systems; and state support through public–private partnership mechanisms and export promotion instruments.

The establishment of a national dairy brand should become a priority of state agri-food policy. This brand should be based on high quality standards, principles of environmental sustainability, traceability, and the formation of a positive international image of Ukraine as a producer of safe and organic products. Such a brand will serve as an effective tool for promoting dairy products in foreign markets, increasing their recognition and consumer trust, and strengthening Ukraine’s positive international reputation.

The formation of a sustainable marketing environment for the dairy industry presupposes close cooperation among the state, business, academia, and industry associations. This entails the creation of an effective institutional infrastructure, including marketing agencies, export support centers, and analytical platforms that ensure strategic synergy in promoting Ukrainian products in both domestic and global markets. The successful implementation of the proposed strategy also requires simultaneous improvement of logistics supply chains, enhancement of certification procedures, and the introduction of long-term export models in line with the requirements of international markets, particularly those of the Middle East, Southeast Asia, and Africa.

Overall, the proposed measures aimed at improving strategic marketing planning for the development of Ukraine’s dairy industry will not only enhance the sector’s competitiveness but also create the prerequisites for the sustainable growth of Ukrainian exports of high value-added dairy products.

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## ЗАХОДИ ЩОДО ПОКРАЩЕННЯ СИСТЕМИ СТРАТЕГІЧНОГО МАРКЕТИНГОВОГО ПЛАНУВАННЯ РОЗВИТКУ МОЛОЧНОЇ ПРОМИСЛОВОСТІ УКРАЇНИ

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**Анотація.** У статті досліджено напрями вдосконалення системи стратегічного маркетингового планування розвитку молочної промисловості України в умовах воєнного стану, макроекономічної нестабільності та посилення глобальної конкуренції на агропродовольчих ринках. Проаналізовано сучасний стан молочної галузі, визначено ключові тенденції її розвитку, окреслено основні проблеми функціонування підприємств у сфері виробництва та переробки молока. Значну увагу приділено оцінці сильних і слабких сторін галузі, особливостям конкурентного середовища, змінам споживчих переваг та поведінки споживачів на внутрішньому й зовнішніх ринках. У межах дослідження проведено SWOT-аналіз, що дозволив систематизувати внутрішні та зовнішні чинники впливу на стратегічний розвиток молочної промисловості України.

Авторами запропоновано комплексний підхід до вдосконалення стратегічного маркетингового планування, який передбачає поглиблений маркетинговий аналіз із використанням інструментів Big Data та цифрової аналітики, ефективну сегментацію та позиціонування молочної продукції з урахуванням регіональних і соціально-демографічних особливостей, а також розробку сучасних стратегій брендингу та просування. Обґрунтовано доцільність створення національного бренду молочної продукції як складової державної агропродовольчої та експортної політики.

Особливу увагу приділено впровадженню цифрових технологій та інновацій у виробничі й управлінські процеси, підвищенню стандартів якості та безпечності молочної продукції відповідно до міжнародних вимог, а також стратегічній інтеграції виробництва і переробки молока. Окремо акцентовано роль державної підтримки, механізмів державно-приватного партнерства, розвитку інституційної інфраструктури маркетингу та участі у міжнародних виставках і промоційних заходах для просування української молочної продукції на зовнішніх ринках.

Реалізація запропонованих заходів сприятиме підвищенню конкурентоспроможності вітчизняної молочної промисловості, зміцненню її позицій на міжнародних ринках та формуванню передумов для сталого розвитку галузі в довгостроковій перспективі.

**Ключові слова:** стратегічне планування, прогнозування, стратегічне маркетингове планування, молочна промисловість, сегментація та позиціонування молочної продукції, брендинг, цифровізація, система державної підтримки.

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