Problems of improving the management of marketing
cannels in retail chains in the sale of agricultural products

O A Nezamova and J A Olentsova
Krasnoyarsk State Agrarian University, Krasnoyarsk, Russia

Abstract. This article attempts to analyze the management system of marketing channels for agricultural products. For the successful sale of perishable products, it is necessary that they move as quickly as possible through the sales channel, so that the consumer is informed in advance about the quality characteristics of the product, its useful properties, about additional services for the delivery of products, about the delivery time of the product, its shelf life and other characteristics. It was made an analysis for retail chains represented on the market of the city of Krasnoyarsk. Limited Liability Company "Retail chain Komandor" is one of the leaders of the Russian retail chain. "Krasny Yar" and "Komandor" are these are the most common networks in Krasnoyarsk for the sale of agricultural products, in particular local agricultural products. They have a lot in common: both chains are focused on the middle segment, have approximately the same pricing policy, came to the market almost at the same time, and have a similar assortment. The registration of the retail chain “Komandor” on the Krasnoyarsk market took place in December 1991, although the first store was opened in 1999, and the retail chain “Krasny Yar” has been present on the Krasnoyarsk market since December 1997. The purpose of this study is to analyze the current situation in the marketing channel management system, to identify the main trends in the development of the marketing channel management system, to determine the differences between distribution channels and marketing channels, and to develop measures to improve this system.

1. Introduction

The problem of improving the management system of marketing channels for the sale of agricultural products is very relevant at the present time. When studying the channels for the sale of agricultural products, a number of problems were identified that reduce their effectiveness. Traditional marketing techniques are mainly used in sales channels, and modern marketing technologies are used very little, which leads to a decrease in the effectiveness of the channel. The concept of marketing channel management was developed in the last century, in the 70s and 80s, and now needs to be seriously adjusted, as the world around us has undergone major changes over the years, various theories are developing, and management practices are improving. All over the world, there is a clear tendency to focus on the requirements of the consumer, the complexity of the using marketing tools is increasing, serious attention is paid to the conquest of the market position by firms, the formation of brands, the identification and strengthening of competitive advantages. Marketing, currently, acts as a platform that combines a number of economic and managerial scientific disciplines and management functions in the
activities of commercial enterprises. In our opinion, it is advisable to consider the management of marketing channels from these positions [1-3].

Currently, the sales system of Limited Liability Company (LLC) "Retail chain (RC) Komandor" is in the form of its own sales system which has long and in large volumes cooperates with enterprises in the field of agriculture. This assumes that sales functions are performed by various divisions and business entities of the company itself. The company has its own warehouses, transport facilities, retail outlets. Since 2002, the retail chain has opened its own production-factory-kitchen. But these entities do not act independently, but within the framework of a single enterprise policy. There are close economic, administrative and other relations between the subjects. And in organizational and legal terms, the subjects have a subordinate position [4-7].

In the food retail market, issues of motivating their own employees, organizing logistics, and forming relationships with suppliers play a significant role. The most serious problems for LLC “RC Komandor” are: the appearance of substitute goods, high competition, the appearance of new participants in the market, including foreign ones, the difficult economic situation in the country, and the decline in trade turnover. Products sales of LLC “RC Komandor” are carried out mainly through its own retail chain, bypassing intermediaries, on the basis of direct contracts and through an online store, which is very important during the pandemic and is the best solution for the purchase of products and everyday goods. LLC “RC Komandor” helps consumers to make purchases without leaving home and provides an opportunity to devote their free time to what the consumer considers really important for themselves. This is very important, since it concerns more precisely agricultural products, since it is in this way that food products are purchased.

We will consider the main elements of the organization of the distribution channel management system of the main retail chains, analyze how it corresponds to the optimal implementation of agricultural products and in what direction they need to be improved. LLC “RC Komandor” pays great attention to working with personnel, 64.3% of employees have a work experience of 3 to 8 years, and more than 14.4% work at the enterprise for more than 8 years, which indicates low turnover. The company takes care of the continuous professional development for its employees, conducts various trainings and seminars and additional educational programs with the help of distance learning [8,9]. Currently, LLC “RC Komandor” intends to strengthen its marketing activities, which is caused by high competition in the industry, a decrease in public demand due to falling incomes, the need to retain existing customers and attract new ones. It is also planned to pay more attention to the development of online commerce, which has proven itself very well in recent years.

The main objectives of the retail chain "Komandor" consider: preservation of the leading position in the market, expansion of the market share, introduction of more advanced technologies, to improve quality of goods and the rendered services, to expand their range, to strengthen marketing activity on attraction and retention of clients.

The founder of the store chain “Krasny Yar” is JSC “Yenisei Trading Company”. This retail chain is somewhat inferior in terms of sales to LLC “RC Komandor”, but it is also very popular, using advanced trading technologies. In 2003, the company was the leader in the city competition and became the winner in the category "Best Supermarket".

The retail chain “Krasny Yar” is largely focused on trade, production and sale of agricultural products and semi-finished products from it. The company constantly pays attention to the high quality of customer service and training of professional personnel sometimes in-depth study of subjects, for example foreign languages [10-15]. It’s very useful for cooperating with foreign agricultural companies. New employees are trained by more experienced ones and receive the necessary recommendations. The company has developed a "Customer Service Standard" and a "Cashier Standard" to ensure a consistently high level of customer service.

The organization of the sales system of LLC "Krasny Yar” has a number of similarities with the retail chain "Komandor" and also has an online store. However, the sale of products in the retail chain “Krasny Yar” takes place through a system of intermediaries and intermediary organizations.
However, marketers of agricultural products and the studied retail chains note the presence of problems in the sales channels. The following are noted as primary problems:

- strengthen the work on the formation of the company’s image;
- increase investment in marketing;
- develop a system of measures to retain customers;
- expand advertising activities in sales channels;
- develop a system for tracking consumer behavior and adjusting it if necessary;
- expanding the volume of products sales through the Internet;
- expand the range of products sold via the Internet;
- develop a system for establishing long-term, trusting relationships with clients;
- expand your customer base;
- expansion of the market share.

As can be seen from these problems, the vast majority of them can be successfully solved in sales channels. However, it should be noted that this requires the transformation of distribution channels into marketing channels.

The American Marketing Association is now looking at the marketing channel more deeply and believes that distribution channels are designed not only to move goods from the manufacturer to the consumer, but also to carry out all types of marketing activities.

The processes of globalization, the strengthening of competition in various markets especially in the food markets, the emergence of strong foreign competitors in the markets require the active use of marketing tools more widely, not only in the markets of end consumers, but also at intermediate stages, in particular in distribution channels. Many businesses are now trying to create their own managed marketing channels, consisting of partners loyal to the brands they sell. This creates a channel consisting of like-minded people striving for a common goal, united by one idea, striving to find mutually beneficial solutions.

Distribution channels, by creating additional value for the consumer, can count on increasing their competitiveness. Knowing the customer well, it is easier to build a distribution system that has serious advantages.

The transformation of distribution channels into marketing channels involves long-term relationships, both with consumers and with partners within the channel. To increase the effectiveness of the channel, it is necessary to achieve a high degree of trust between the channel participants. The marketing channel is formed from various types of intermediaries. Since the functions performed in the marketing channels are very diverse, the intermediaries will also differ significantly from each other [16,17].

In any marketing channel, the sales function is carried out, so it must have specialists who are able to organize the sales channel and the sales process itself. Since the distribution process involves the physical movement of the cargo, intermediaries involved in logistics and transport companies must be present. Also, during the passage of the cargo through the distribution channel, it is necessary to carry out active advertising activities, and therefore intermediaries specializing in this type of activity must be present in the channel, the marketing channel is unthinkable without a retailer, there must also be intermediaries to provide other services necessary for the effective functioning of the channel. The activation of advertising and marketing activities is especially relevant for agricultural products, since these products require a high turnover rate.

The analysis of the activities of the RC "Komandor" and "Krasny Yar" helped to identify similar problems that can be solved thanks to the use of advanced marketing technologies and the improvement of the marketing channel management system. Improving the effectiveness of marketing channel management will improve the image of retail chains, make them more recognizable, and form consumer loyalty and product suppliers. Properly organized work in the marketing channel will help to attract and
retain the client, adjust his behavior, gradually leading to the purchase. If the client feels comfortable in the process of communication and he has confidence in the company, then the next time he is likely to turn to it.

In the marketing channel, it is necessary to use modern means of communication that will help to directly interact with the brand at any convenient time through digital means of communication. Also, a large reserve for the formation of mutually beneficial relationships with the client is hidden in the use of the Internet. This becomes especially relevant with the organization of an online store.

In our opinion, the RC "Komandor" and "Krasny Yar" do not fully use the capabilities of modern digital marketing technologies, which can significantly contribute to attracting attention to the agricultural products, increasing their popularization, active promotion and further sale, as well as the formation of a customer base. Both firms need to conduct additional research to create a portrait of the target audience and analyze competitors. Then it will be necessary to launch contextual advertising in the region, strengthen promotion in social networks and improve the company's website, which will help increase the company's profit through additional sales and launch a loyalty program. In the future, firms will need to adapt quickly and implement constantly updated services and technologies.

The most serious attention to retail chains should be paid to mobile advertising. The audience of Internet users in Russia is approximately 80.5 % of the population, of which 52 % use computers and phones to access the Internet, and 19 % access the Internet only using a mobile phone. Over the past year, the mobile Internet audience has increased by 12.5 %. Thus, the prospects for the development of mobile sales are quite obvious. Mobile sales are growing in all product categories, but food sales are growing most rapidly.

The use of social media also needs to be given more serious attention. Thanks to the use of social networks, a powerful tool in working with consumers, you can create trust, show your professionalism and significantly increase sales [18-20].

It is also necessary to pay more attention to online advertising. Recently, it is becoming more personalized, which increases its purposefulness. Now advertising does not work for all consumers in general, but for specific customers in whom the company is interested and who are its target audience, which will save significant funds.

It should be noted that both retail chains miss such an important marketing tool as creating a sales funnel, which helps to work with potential customers in a targeted way, correcting their behavior and gradually offering customers exactly what they need at the moment.

2. Purpose of the research
The sale of agricultural products requires constant improvement of distribution channels and their transformation into marketing channels, which should increase the speed of turnover. The purpose of the study is to analyze the above-mentioned changes in the environment and find solutions to these problems. Achieving this goal involves analyzing the best Russian experience in the field of marketing channel management, analyzing foreign experience in solving similar problems, and analyzing the opinions of leading experts. It is also necessary to analyze the existing logistics infrastructure of the studied retail chains "Komandor" and "Krasny Yar".

At the end of the analysis, it is planned to propose measures to improve the management of marketing channels.

It is also necessary to consider the requirements for the selection of suppliers, since they should be considered as reliable, long-term partners and suggest measures to strengthen the marketing component in channels using advanced digital technologies [21-23].

Within the framework of the conducted research, the task is to identify the main directions that would make the marketing channel management system more effective. In the 90s of the last century, first American and then European scientists, such as Bowersox, Kloss, Stock, and Lambert, came to believe that marketing channels are an integral part of logistics schemes and supply chains and should be considered as a single mechanism. In the Russian economy, until recently, the marketing and logistics
components of commodity movement process were considered separately, which did not help to get the maximum effect. Therefore, we believe that it is time to synchronize these processes.

It is necessary to note some changes that have occurred in the external environment in recent years and that have an impact on the management of marketing channels.

These changes were attributed to us:

- strengthening the role of marketing in distribution channels;
- activation of the search for competitive advantages, due to the growth of customer competence;
- increased international competition, thanks to advanced marketing technologies;
- the arrival of large, developed, global players on the market;
- strengthening the role of information in the sale of goods;
- gradual transition from product sales to brand promotion.

Based on these changes in the external environment, we can conclude that it is necessary to transform distribution channels into marketing channels.

Currently, the channels of the considered retail chains do not meet these requirements.

3. Materials and methods researches

To solve the intended research tasks, a set of economic methods was used: analytical, economic and statistical, the method of content analysis, and causal research. The identification of the existing situation in the distribution channels was carried out on the basis of static material study, conceptual documents of the industry development [24-27].

From the company’s point of view (in our case, these are the companies LLC "RC Komandor" and RC “Krasny Yar”), it is necessary to analyze the business concept from the client's point of view:

1. The need from the customer's point of view. It is necessary to bring to the consumer's consciousness that the company does not just sell the product, but solves the customer's problems and meets his needs;
2. Customer costs. It is necessary to convey to the client that the company does not work with the price, but with the value of the product for the client;
3. Convenience. The company should think about the convenience of receiving the goods for the customer;
4. Communications. To work out the possibilities of forming a dialogue with the client, providing him with the necessary, useful information about the product being sold and forming the motivation for making a purchase.

Next, the firm must formulate goals and develop a strategy for its behavior in the market. The first goal is likely to be to increase sales. The next stage of work should be focused on PR, working with the brand and on the image of the company, increasing popularity. The next stage of the work should be aimed at studying the market. It is necessary to pay attention to a deep analysis of demand and the study of competitors.

The wider use of Internet marketing involves the following steps:

1. Setting a goal.
2. Positioning the product, analyzing it, and establishing value for the consumer.
3. Research of the target audience. It is necessary to determine which customer this product is for and what problems it solves.
4. Competitor analysis. Who is represented on the market and what product they represent, what makes our product better and more competitive.
5. Development of a promotion strategy.
6. Selection of promotion tools.
7. Creating or updating the company's website.
8. Development of a unique sales offer.

A unique trade offer is what distinguishes us from our competitors, and what our product will be associated with to potential customers. Often, the advertiser focuses on its properties and forgets that for the client it is the satisfaction of a need. Instead of specifying the various characteristics of the products, it is better to specify the key points that distinguish it favorably from the products of competitors or to focus on additional services that competitors will not be able to provide. This can be your own production, loyalty programs, partner programs, saving customer time or solving other problems, a gift for an order, and much more. The concept of a unique trading offer involves the following points. You need to put yourself in the client's place and understand what he wants right now, what problem he solves.

The offer must be strong, concise and specific, must necessarily bring some benefit to the client, this benefit must be unique, the competitor cannot repeat it and tangible.

The question of choosing promotion tools is particularly acute for LLC "RC Komandor" and RC "Krasny Yar". The choice of tools is quite wide, which causes some difficulties. The most commonly used now are the following: SEO-optimization or promotion in search engines, which increases the visibility of the site as a result of search engine results.

This tool gives a long-term effect, the transition to the site does not require payment, and causes more trust among users than regular advertising. The second popular tool is contextual advertising, which is shown to the user only when he wants to see it. This advertising is divided into search, thematic, display, and Yandex-market. SMM advertising in social networks is also a very effective advertising tool. The main advantages of this tool are that advertising is hidden and does not annoy people, that this advertising has a very large audience reach, while still low cost and not yet high competition [28-31].

In order to improve the functioning of marketing channels and establish better interaction with consumers, it is advisable for the retail chain s of LLC "RC Komandor" and RC "Krasny Yar" to use a sales funnel.

Along with retail chain, the considered chains also offer products for sale through an online store. This is the optimal solution for purchasing food and everyday goods. LLC "RC Komandor" helps consumers to make purchases without leaving home and provides an opportunity to devote their free time to what the consumer considers really important for themselves.

In the catalog of the online store there are more than 15000 different items – in LLC "RC Komandor" the consumer will always be able to choose exactly what he needs. The range includes most of the popular products categories: food, hygiene items, products for children and many others.

Delivery is carried out daily from 9 to 21 hours. There is a discount for regular customers. The rules of storage and transportation of products are strictly observed and considerable attention is paid to the expiration dates. Cooperation with the largest proven suppliers of food and household goods is carried out, and supply channels are constantly expanding. LLC "RC Komandor" offers a wider range than in any other store in Krasnoyarsk. The consumer can order the product and pick it up himself, the order pickers will complete it by the appointed time. In addition, the consumer can collect his order himself, and give it to the delivery service, so that the courier of LLC “RC Komandor” delivers the order to the right place and at the right time.

The consumer can join the groups of LLC "RC Komandor" in social networks: "Odnoklassniki", "Vkontakte", "Facebook". In these groups, the most relevant issues are discussed, new products are offered that come to the retail chain of LLC “RC Komandor”, news about the company's activities and profitable promotions appear.

The motivation of the channel participants is also important for the successful operation of the marketing channel. In the retail chain of LLC "RC Komandor" a system of employee motivation has developed, and in the RC "Krasny Yar" such a system has not yet been developed.

To improve the management of marketing channels, a clearer policy of working with suppliers is proposed, for which it is advisable to develop and apply the conditions for selecting a supplier of LLC
“RC Komandor” for concluding a supply contract, which makes it possible to select suppliers more carefully.

4. Results and discussions

Thus, based on the analysis of the activities of the retail chains "Komandor" and "Krasny Yar" in the market of agricultural products in Krasnoyarsk, problems were identified in the organization of marketing channel management, which require solutions and correction in the near future. In our opinion, the most relevant is the solution of such problems as:

- Improving the competitiveness of both products and brands;
- Activation of the search for competitive advantages of products;
- Attracting and retaining the maximum number of consumers;
- Expanding sales via the Internet;
- Strengthening the marketing component in the sales process;
- Increasing the motivation of marketing channel participants;
- Introduction of digital marketing technologies.

Reducing costs in marketing channels leads to an increase in the competitiveness of products, so the integrated management of marketing channels now needs to be given priority.

The logistics infrastructure of retail chains is an important factor that affects the efficiency of retail enterprises in general. The retail chains “Krasny Yar” and “Komandor” are currently paying serious attention to the development of logistics infrastructure.

To increase the motivation for the participants of marketing channels and the optimal choice of participants, the authors propose a system of indicators for assessing the aggregate compliance of a potential counterparty and its intended products.

The sale of products via the Internet is developed by both retail chains quite successfully, the annual sales volume increases by about 7%. A serious jump in Internet sales was observed during the pandemic (at the peak of the epidemic, it was 21%). During this period, the range of products sold has significantly expanded. A system of discounts has been developed for regular customers.

At the moment, the issue of strengthening the marketing component in marketing channels and the use of advanced marketing technologies has been most poorly worked out in the considered retail chains.

In our opinion, at present, not enough attention is paid to the use of advanced digital marketing tools in marketing channels. Meanwhile, modern marketing tools significantly contribute to the formation of the product market, the formation of a customer base, preliminary acquaintance of potential buyers with the product, providing customers with information about the product, the place and conditions of purchase, promote brands and help solve a number of other issues.

5. Conclusion

Foreign experience shows that the use of digital marketing helps to promote products and brands more effectively, helps to increase the targeting of applied marketing activities, which makes it possible to save budget, helps to expand the reach of consumers and retain them, tracking changes in their behavior at each stage, digital-marketing helps to adjust advertising for a specific consumer.

Many foreign companies in developed countries, such as the United States, Germany, and England, are constantly increasing the cost of digital advertising, as it has become increasingly popular in recent years. In our country, digital advertising and digital-marketing are still not actively used, but they are developing rapidly. In our opinion, it is advisable for the analyzed retail chains to use a sales funnel for agricultural products, which includes 4 stages (awareness, interest, decision, action) and to configure for a specific consumer. In the plans of the retail chains “Krasny Yar” and “Komandor”, it is also necessary to use such digital promotion channels as search engines, social networks, websites, and mobile applications.
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