INTRODUCTION

Wheat has been and remains one of the strategically important segments of the world agri-food market, which not only ensures food security, but also serves as a stable source of income for farms in many countries. It is one of the largest commodity positions in the world agri-food market, traded by a large number of countries. Ukraine has long been in the cohort of world wheat market leaders, which is strategically important for the food security of the world. The world wheat market is considered to be one of the most perfect and predictable, due to the following factors: wheat is one of the main foods among the world’s population; wheat cultivation requires a certain combination of natural and climatic conditions and may not be in the whole world; this product is characterized by a high degree of suitability for long-term storage and transportation.

Scientists note that in recent decades, the world wheat market has undergone significant changes due to demographic processes, growing demand and market capacity. In addition, as a result of climate change, new regional centers of wheat production are emerging, which are increasing the impact on world trade in this product (ENGHIA et al., 2017). Improving Ukraine’s competitive position in the world wheat market is an important indicator that characterizes the efficiency of economic and management processes related to the production, internal and external distribution of grain. Ukrainian market participants have used and developed the existing competitive advantages, mainly related to more accessible resource potential (cheap labor, high level of natural soil fertility, climatic conditions). Competitive advantages of domestic wheat are formed by rather contradictory and unstable factors. They allow domestic exporters to enter the most accessible markets with the lowest barriers to entry. Studies show that the main factor in shaping the competitiveness of Ukrainian wheat is the parameters of markets (to the greatest extent their capacity). However, low barriers and growing demand for wheat create additional risks for domestic producers and additional opportunities for competitors.

Ukraine faces the task of consolidating existing and developing new competitive advantages, based on current trends and expected changes in the world market, including forecasting the behavior of its main competitors (HNATENKO et al., 2020; GRYSHCHENKO et al., 2021; ZOS-KIOR et al., 2021). An important tool for the study of competitiveness in the context of COVID-19 and active marketing is a strategic analysis of the competitive position, which allows to comprehensively assess the market situation, determine the factors of competitive advantages...
of the main participants, evaluate and foresee changes in their competitive strategy, as well as form effective alternatives and recommendations for further actions.

The issue of strategic competition analysis or strategic competitiveness management, as well as the implementation of international competition strategy is deeply studied in the works of foreign and domestic scientists (GUPTA et al., 2017; FABRIZIO et al., 2017; CAI et al., 2017; GONG, 2018; CHARIRI, 2018; SILVEIRA and RESENDE, 2020; DANG et al., 2020; MA et al., 2020; AROURI et al., 2021). The concepts of almost all authors differ both in principles and in depth of research of the problem.

However, in our opinion, it is advisable to start the process of researching competitors and their behavior in the context of COVID-19 and active marketing with a comprehensive research of the market, namely, its parameters, the number of participants, the level and characteristics of competition, since the behavior of participants largely depends on the characteristics the market and the level of competition in it. In addition, after selecting the main competitors identified by the competitive map, it is advisable to analyze the strategies of the main competitors, their evaluation in order to determine an alternative competitive strategy. The aim of the article is a comprehensive assessment of the world wheat market in the context of COVID-19 and active marketing, analysis of competitive strategies of the main participants, substantiation of directions for strengthening Ukraine’s position and development of strategic alternatives for the behavior of domestic subjects of the world wheat market, the implementation of which will create long-term sustainable competitive advantages.

MATERIALS AND METHODS

Based on the application of classical and modern methods of strategic analysis of competition and competitiveness management, the algorithm of strategic analysis of Ukraine’s competitive position in the world wheat market in the context of COVID-19 and active marketing has been improved (Fig. 1).

Fig. 1. Algorithm of strategic analysis of Ukraine’s competitive position in the world wheat market in the context of COVID-19 and active marketing

Source: developed by the authors.
The information base of the study was the data of “FAO” (http://www.fao.org/), “Comtrade” (https://comtrade.un.org/), “USDA” (http://www.fas.usda.gov/) on the volume and value of wheat exports by the world’s leading producer countries. The Herfindahl-Hirschman Index (HHI) was used in the study to assess the degree of concentration and monopolization of the world wheat market, which according to foreign scientists is the most suitable for solving research problems (NALDI and FLAMINI, 2018). The Herfindahl-Hirschman index is calculated as the sum of the squares of the market shares of individual market participants:

\[ HHI = \sum_{i=1}^{n} S_i^2 \]  
\[ HHI = S_1^2 + S_2^2 + \ldots + S_n^2 \]  

where \( S \) is a share of an individual market participant, %; \( n \) is a number of market participants.

The value of the HHI index responds to the number of market participants. The value of the index increases with increasing market monopolization and, conversely, decreases with decreasing market concentration. The Herfindahl-Hirschman index is the basis for characterizing markets by degree of concentration. Thus, on this basis, there are three types of markets: markets with a low level of concentration (HHI < 1000); markets with a moderate level of concentration (1000 < HHI < 1800); markets with a high level of concentration (1800 < HHI < 10000).

Indeed, the Herfindahl-Hirschman Index (UNI) makes it possible to assess the competitive situation in the market but does not provide sufficient information on the structuring of the market. To identify the main competitors and study their behavior in the market, the matrix method is most often used, which provides for the construction of a competitive market map. The method of constructing a competitive map assumes the availability of data on the volume of sales of research objects and the total market capacity in the dynamics. Based on the results of the calculations, the statistical distribution of market shares and their growth rates is analyzed, which, in turn, becomes the basis for the formation of homogeneous groups of objects by competitive position (determined by market share) and its dynamics (determined by market share growth).

When assessing the level of international competitiveness of products, they often refer to the methodological tools of B. Balassa, based on the concept that competitive advantage lies in a certain (rather large) part that a product occupies in the world market. Accordingly, the lack of competitive advantage is the small share of this product in export markets. The most used indicator is the index of Revealed Comparative Advantage “RCA” (BALASSA, 1965), which is calculated by the formula (3):

\[ RCA_{ij} = \frac{(X_{ij} / \sum_{i,j} X_{ii}) / (\sum_{k,k=i} X_{kj} / \sum_{j,k} X_{kj} \sum_{j,k} X_{kj})}{(\sum_{i,j} X_{ki} / \sum_{i,k} X_{ki} \sum_{i,k} X_{ki})}, \]  

where \( X \) is export; \( i \) and \( k \) are types of goods; \( j \) and \( l \) are countries.

The RCA index is defined as the ratio of a country’s share in world exports of a particular good to its share in world exports of all other goods. The value of the index is within \([0; +\infty] \). If the value of the index exceeds one, then the country has a competitive advantage in the production of this product, if its value is less than one - the country has no competitive advantage. Thus, RCA makes it possible to identify those sectors of the economy in which the country has comparative advantages. However, the RCA index is not a static indicator: some competitive advantages decrease over time and may be lost, while others, on the contrary, are acquired. The value of the RCA index is proposed to be divided into four groups: A, B, C and D. Group “A” (0 < RCA < 1) means that the country does not have a comparative advantage in foreign trade in these goods. The other three groups characterize goods and commodity groups that have comparative advantages. Thus, in group “B” (1 < RCA < 2) goods have weak comparative advantages, in group “C” (2 < RCA < 4) - moderate comparative advantages, and in group “D” (4 < RCA < +\infty) - significant comparative advantages (HINLOOPEN and VAN MARREWIJK, 2001).
In order to select the optimal variant of the competitive strategy and determine the economic zone of domestic wheat exporters, the matrix “Index of relative comparative advantages (RCA) of wheat – the relative market share of major competitors” is proposed. This approach made it possible to track the changing position of Ukraine and its main competitors in the world wheat market, which allowed not only to establish the competitive position of countries, but also to track its dynamics. Taken together, this has become a significant tool for arguing the choice of a competitive strategy for Ukraine.

RESULTS AND DISCUSSION

The product competitiveness and behavior of market participants is formed within the market environment, due to market laws and mechanisms. Accordingly, the parameters of the markets largely determine the competitive strategy of market participants and are of great importance for activities in the field of ensuring the competitiveness of their products. Analysis of the main parameters of the world wheat market (Table 1) for the period from 1995 to 2018 allowed establishing the following features:

- growth of the world wheat market, which is manifested in an increase in market capacity in value terms by 19.2% (USD 20.8 billion) and in-kind indicators by 9.3% (90.8 million tons) for the period under study;
- the presence of an unstable tendency to increase the price of wheat, which in 2018 amounted to USD 215.2 / t;
- the number of market participants (countries that exported wheat) constantly grew during the study period, but in recent years it began to decline sharply and in 2018 almost returned to the 1995 level (77 participants), which is associated with climate change and the economic inexpediency of individual countries export this culture;
- high level of concentration of the studied market, which, however, is constantly declining. According to the Herfindahl-Hirschman index in terms of percentages, the level of wheat market concentration during the study period decreased from 24.2% to 16.3%. We should note that 18% is the accepted lower bound of the market with a high level of concentration. Thus, the world wheat market in recent years has become medium-concentrated in accordance with the distribution of market shares of participants, reflects the intensification of competition on it;
- monopolistic nature of the world wheat market, according to which a small number of participants has a significant market share and provides the main influence on the price situation. Accordingly, the total market share of the first 1-4 market participants exceeds the accepted critical values to determine the degree of market monopolization. At the same time, the level of monopolization of the wheat market is declining and in some parameters is approaching the permissible level.

Table 1. The main parameters of the world wheat market

| Indicators                                      | 1995 | 2000 | 2010 | 2015 | 2018 | 2018 to 1995, % |
|------------------------------------------------|------|------|------|------|------|-----------------|
| Market capacity, million USD                   | 17455| 13728| 33106| 38908| 38268| 219.2           |
| Market capacity, million tons                  | 100.6| 116.9| 146.4| 170.7| 191.4| 190.3           |
| Average selling price of wheat, USD/t          | 169.1| 116.3| 224.9| 226.7| 215.2| 127.3           |
| Number of market participants, units          | 78   | 103  | 109  | 118  | 77   | 98.7            |
| The average market size of one participant, thousand USD | 223.8| 133.3| 303.7| 329.7| 497.0| 222.1           |
| Average market share,%                        | 1.28 | 0.97 | 0.92 | 0.85 | 1.30 | +0.02           |
| Coefficient of variation of participants’ market shares | 4.23 | 4.54 | 4.55 | 4.61 | 3.40 | 80.4            |
| Level of market concentration (Herfindahl-Hirschman Index) | 2416 | 2095 | 1990 | 1886 | 1632 | 67.5            |
| Market concentration ratio, which reflects the total share of the largest market participants, % | 32.5 | 28.6 | 34.4 | 33.9 | 26.3 | -6.2            |
| one (critical value 31%)                       | 63.8 | 53.3 | 54.9 | 49.9 | 46.8 | -17.0           |
| two (critical value 44%)                       | 80.7 | 71.4 | 68.6 | 64.3 | 60.7 | -20.0           |
| three (critical value 54%)                     | 88.2 | 87.5 | 80.2 | 75.6 | 73.9 | -14.3           |

Source: calculated by the authors based on data from “FAO”, “Comtrade”, “USDA”
Thus, despite the clear advantage of a certain group of countries in exports, the world wheat market is not completely monopolized. Rather, it can be attributed to oligopolistic markets. Taking into account the dynamics of the market and the change in the number of its participants, in the context of a strategic analysis of the country’s competitive position in the world wheat market, it is important to single out the group of participants who are in the closest competitive positions with Ukraine. The analysis of the positions of the participants makes it possible, with a high degree of probability, to determine the level of efficiency of their economic and sales activities, access to resources, the degree of market presence, the level of economic freedom, as well as the ability to influence the market.

One of the tools for determining the competitive positioning of market participants is a competitive map. It allows you to determine the balance of power in the industry, to identify strategic objectives and positions of direct competitors, as well as to justify ways to improve competitive strategy.

In the course of our research, we developed a general sample of wheat-exporting countries. At the same time, in order to avoid the dependence of the analysis results on spontaneous market fluctuations, the average indicators of the sampled objects for three-year periods (2011-2013, 2014-2016, 2017-2019) were taken into account, which was the minimum period for developing strategy. In addition, the size of the minimum market share of the objects of research was limited to 0.01%. This made it possible to significantly reduce the variability of the sample, and the total share of objects not included in the sample did not exceed 0.2%. The results of the analysis of the competitive position of Ukraine and its competitors in the wheat market are presented in Table 2.

### Table 2. Competitive map of the world wheat market

| Number of countries in the group | Classification by market share |
|---------------------------------|--------------------------------|
| List of competing countries     | 1. Leader | 2. Strong CP | 3. Weak CP | 4. Outsiders |
| 1. Rapid improvement of CP      | 0         | 0            | 0          | 0           |
| 2. Improvement of CP            | 0         | 0            | 1          | 5           |
| 3. Deterioration of CP          | 1         | 5            | 2          | 10          |
| 4. Rapid deterioration of CP    | 0         | 0            | 0          | 3           |

| Number of countries in the group | Classification by market share |
|---------------------------------|--------------------------------|
| List of competing countries     | 1. Leader | 2. Strong CP | 3. Weak CP | 4. Outsiders |
| 1. Rapid improvement of CP      | 0         | 0            | 0          | 1           |
| 2. Improvement of CP            | 1         | 3            | 0          | 9           |
| 3. Deterioration of CP          | 0         | 2            | 2          | 6           |
| 4. Rapid deterioration of CP    | 0         | 0            | 0          | 0           |
3) 2017-2019

| Number of countries in the group | Classification by market share |
|---------------------------------|--------------------------------|
| List of competing countries     | 1. Leader  | 2. Strong CP  | 3. Weak CP  | 4. Outsiders |
| 1. Rapid improvement of CP      | 1          | Argentinia    |            |             |
| 2. Improvement of CP            | 1          | 4            | 4          | EU          |
| 3. Deterioration of CP          | 1          | 7            |            | Australia   |
| 4. Rapid deterioration of CP    | 2          |              |            | Brazil      |

* CP – competitive position

Source: calculated by the authors based on data from “FAOSTAT”, “Comtrade”, “USDA”

A group of 8 exporting countries stands out on the world wheat market. Their total market share within the specified periods has never dropped below the level of 93%, and on average for 2011-2019. It was 95.6%. In accordance with this, in the context of determining the competitive position of Ukraine in this market, let us compare its indicators with those of the other countries of the group.

The analysis of the competitive map showed the presence of certain stable trends within the studied groups of countries. Thus, among them, the best position is held by the European Union, which throughout the study period had the status of market leader. At the same time, only in the first period the EU was characterized by a deterioration of its competitive position, in subsequent periods its competitive position was constantly improving.

In contrast, Ukraine in the first period was characterized by a weak competitive position with negative dynamics. However, in the next two periods, our country entered the group of countries with a strong competitive position with positive dynamics.

Within the considered group of countries we will single out the EU, Ukraine and Russia, which, in addition to close competitive positions, are characterized by territorial proximity and the overlap of major markets. Thus, the European Union is an important competitor of Ukraine, as one of the largest producers of wheat, as well as a partner, as one of the largest consumers of Ukrainian grain. Russia is also an important competitor of our country, as it exports wheat to the same regional markets: the EU, North Africa, Asia, using geographically close logistics routes, which originate in the ports of the Black Sea.

The competitive position of an individual market participant largely depends on whether its products are competitive. Traditionally, when assessing the level of international competitiveness of products, it is believed that the competitive advantage lies in a certain (fairly large) share that the product occupies in the world market. Accordingly, the lack of competitive advantage is the small share of this product in export markets. Therefore, to assess the level of competitiveness of wheat in Ukraine, Russia and the European Union, we calculated the index of comparative advantage (RCA) (Table 3).

### Table 3. Index of comparative advantages (RCA) of wheat grain of Ukraine, Russia and the EU

|        | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  |
|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Ukraine| 5.205 | 11.300| 10.199| 16.390| 24.167| 32.143| 26.028| 26.494| 29.120|
| Russia | 3.280 | 3.926 | 2.921 | 5.265 | 6.012 | 7.940 | 8.694 | 11.316| 8.871 |
| EU-28  | 0.100 | 0.097 | 0.125 | 0.930 | 1.053 | 0.216 | 0.228 | 0.164 | 0.324 |

Source: calculated by the authors based on data from “FAOSTAT”, “Comtrade”

The index of comparative advantages RCA of wheat from Ukraine and Russia for this period was positive, and more than 1, which indicates the presence of competitive advantages. However, breaking down the RCA index into groups, we can observe that wheat from Russia in 2011-2013 belonged to group “C” (2 < RCA < 4), that is, it had moderate comparative advantages, and in 2015-2019 – significant comparative advantages (4 < RCA < ∞). Wheat from...
Ukraine throughout the study period belonged to group “D” (4 < RCA ≤ ∞), indicating the presence of significant comparative advantages. Such high indicators of the index of comparative advantages indicate the raw material nature of exports of Ukraine and Russia.

However, wheat from the European Union has almost no comparative advantage (RCA <1), except in 2015, when there were weak comparative advantages (1 < RCA ≤2) due to the small share of agricultural products in the structure of European exports.

One of the least subjective models for determining an alternative to a competitive strategy and business area is the matrix “Index of relative comparative advantages (RCA) - the relative market share”. The objects of analysis are the aggregate indicators of the index of relative comparative advantages and the total share of the wheat market, defined for Ukraine, Russia and the EU for the three-year periods 2011-2013, 2014-2016 and 2017-2019.

Tracking changes in the position of the studied countries in the specified market makes it possible not only to establish the competitive position of countries, but also to track its dynamics. Taken together, this can serve as a powerful argumentation tool when choosing a market strategy (Fig. 2).

Each sector of the matrix characterizes the country’s competitive position in the market under study and allows offering measures and tools to strengthen competitiveness, in accordance with it. As you can see, almost all the positions of the studied countries within the proposed time intervals have improved. Thus, Russia's position in the first two periods has shifted from sector C1 to sector D1, and in recent years has been recorded at the intersection of sectors D1 and D2.

The position of the European Union has shifted from zone A1 to zone A2 - with a gradual approach to the unreal zone. The latter is explained by the oligopsonic nature of the market, according to which the market share of the first two participants is about 50%. With this in mind, we will interpret the recommended EU strategy from the standpoint of its presence in Sector A2. Ukraine’s position during all the studied periods was in sector D1, gradually shifting towards sector D2. This indicates the strengthening of the competitive position of our country.

The use of matrix methods in strategic analysis is an important tool for forming a rational product portfolio. In accordance with this, each market participant can form a set of export proposals that contributes to the fullest realization of the country's existing competitive advantages. At the same time, in addition to identifying the competitive position, matrix methods allow us to determine the type of strategy for each product group.

In our case, the analyzed group of participants in the world grain market (Ukraine, the EU and Russia) is among the leaders in terms of relative market share. At the same time, their values of the relative comparative advantage index (RCA) of wheat differ significantly. This is due to the different structure of exports and the importance of wheat for the international trade of each of the entities. Thus, if for Ukraine, the share of wheat in the export structure in 2019 is 6.38%, for Russia - 1.51%, for the EU this figure is 0.19%.
Fig. 2. Matrix “Index of relative comparative advantages (RCA) of wheat – the relative market share of major competitors”

Thus, the definition of competitive strategies for the analyzed group of countries takes into account the volume and proportions of international trade, as well as determines development priorities. Thus, for Ukraine, the strategy of the leader in the wheat market is recommended (sector D1 with a shift to sector D2). It involves the implementation of operational strategies aimed at expanding demand and protecting its market share from competitors.
| Group | Sector | Strategy | Characteristics / recommendations |
|-------|--------|----------|----------------------------------|
| D     | D1     | Leader   | Full market coverage; Increasing market share; Protecting their market share from competitors; Use of existing advantages to find new consumers in existing markets, new ways to use the product and increase the intensity of use of the product |
|       | D2     | Operational | Undifferentiated marketing, low production costs, high level of specialization, price advantage |
| C     | C1     | Imitation | Aggressive expansion Advance, bypass Frontal, or flank attack The effect of experience, maintaining competitive positions due to existing competitive advantages, not lagging behind competitors, capturing unoccupied spaces, displacing weak competitors / mostly price-based instruments |
|       | C2     | Defensive | Defensive (strengthening the market position) Commodity and market diversification and differentiation Reduction of financial risks, mitigation of seasonality, reduction of dependence on suppliers, effect of “synergy of business”, advantages of use of R&D / differentiated marketing through market segmentation, non-price methods |
| B     | B1     | Growth   | Focusing; selective specialization; market penetration Minimization of risks in relation to sales channels, Reducing dependence on the capacity of national markets, Maintaining an appropriate level of competition |
|       | B2     | Intensification of development; commodity specialization Relative independence from individual segments, the ability to satisfy and maintain a positive image in the market, Constant improvement of quality characteristics of the goods |
| A     | A1     | Defense  | Market segment protection, Reprofiling, Reduction of activity; Business liquidation Protection of acquired positions, development of new market segments, exit from the market |
|       | A2     | Consolidation of the market segment; vertical and horizontal integration; Investment and capitalization of profitable business areas, Possible transition to innovative development, Partial elimination of competitors and reduction of dependence on suppliers through integration |
| I     | I1-12  | Almost unreal zone (set of sectors) |

Source: developed by the authors.

Assessing the position of the main competitors allows you to determine the nature of their competitive advantages and predict their behavior model. With regard to Russia, taking into account its transition from the C1 to D1-D2 sector, it is possible to predict an intensification of the growth strategy, with the following components: the formation and maintenance of a positive image, the improvement of the quality characteristics of the product, efforts to oust competitors against the background of investment and, possibly, innovation activity. In this context, we should most expect increased competition from Russia in adjacent grain markets - in North Africa, the Middle East, Southeast Asia and partly in Europe.

Despite the EU’s leading position in the wheat market, where it occupies about 30%, in the analyzed matrix it is characterized by competitive strategies of sectors A1-A2 – advocacy strategies that primarily protect competitive positions through active investment and innovation. Such recommendations are sufficiently justified in terms of the predominance of high-tech industrial products in the structure of EU exports. Accordingly, the active development of international trade in wheat requires significant resources but has a much lower level of investment attractiveness and economic efficiency. This position is confirmed by the total expenditure on support for agriculture and rural development in the EU under the provisions of the Common Agricultural Policy (CAP). In 2018, these costs amounted to almost 50 billion Euros, which is 37.2% of the total EU budget (CAP). Thus, on the part of the EU as a competitor in the wheat market, we should not expect the use of new instruments of competition. The leadership of this international trade entity in the wheat market will be based on traditional factors, which are manifested through the maintenance of a positive image,
which is determined by the recognized EU brand, as well as relative independence from individual segments due to the largest geographical coverage of the world grain market.

Implementing the strategy of increasing market share and striving for full market coverage, Ukraine will mostly occupy niches formed due to the overall growth of the market or due to the displacement of other competitors. At the same time, the EU’s market share will remain virtually unchanged, and Russia’s market share will grow at about the same rate as ours.

Thus, the results of the assessment of Ukraine’s strategic position and strategic alternatives in the grain markets indicate the feasibility of using an active marketing strategy of the leader aimed at increasing market share, developing new markets and strengthening its competitive position.

CONCLUSION

The world wheat market is a dynamic volume market characterized by an increase in key indicators. The market is dominated by oligopolistic relations, according to which 95.6% of all world exports are made by eight countries. In accordance with this, the main competition takes place between the leaders. Along with this, we note a slow but steady decline in market concentration and monopolization, according to which, the influence of “second tier” countries is gradually growing and creates a potential threat to the competitive position of leaders. In this context, it is important to note that the development of Ukraine’s competitive position is one of the factors that determine these trends. As a result of the strategic analysis, it was established that Ukraine has a strong competitive position in the world wheat market with positive dynamics. Russia is the main regional competitor for Ukraine. Ukrainian wheat has a high competitiveness, significant comparative advantages, which have been growing rapidly in recent years. The main competitive advantage of Ukrainian exporters on the world market is a price which is relatively lower than that of competitors, and which is formed due to low demand in the domestic market.

The main directions of strengthening Ukraine’s competitive position on the world wheat market are the development of territorially new markets; increasing market share; formation of new market segments by improving the quality of grain and deepening its processing; increase of wheat production and its efficiency due to updating of material and technical base; achieving institutional sustainability of the grain market, etc. It is recommended to implement these measures within the framework of an aggressive marketing strategy, which, in addition to the above, also involves the search for objects on the market for the acquisition and decentralization of management. The proposed strategic alternatives to enhance the competitiveness of Ukrainian wheat in the context of COVID-19 and active marketing envisage the use of our own strategic advantages and vigorous activities aimed at increasing market share and achieving better operating conditions. At the same time, aggressive actions during expansion in existing or new markets must be balanced and coordinated within the framework of the state’s competition policy.

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Strategic management of Ukraine’s competitive position in the world wheat market in the context of covid-19 and active marketing

Gestão estratégica da posição competitiva da Ucrânia no mercado mundial de trigo no contexto do covid-19 e marketing ativo

Gestión estratégica de la posición competitiva de Ucrania en el mercado mundial del trigo en el contexto del covid-19 y la comercialización activa

Resumo
Com base na análise estratégica da posição competitiva da Ucrânia no mercado mundial de trigo, uma avaliação abrangente desse mercado foi realizada no contexto do COVID-19 e do marketing ativo. São estudadas as estratégias competitivas dos principais participantes, as direções para o fortalecimento da posição da Ucrânia são fundamentadas, alternativas estratégicas para o comportamento dos sujeitos domésticos do mercado mundial de trigo são desenvolvidas, o aumento da participação de mercado; formação de novos segmentos de mercado, melhorando a qualidade dos grãos e aprofundando seu processamento. Essas medidas são recomendadas a serem implementadas dentro da estratégia agressiva de marketing do líder, que envolve a busca de objetos no mercado para aquisição e descentralização da gestão.

Keywords: Marketing ativo. COVID-19. Competitividade. Mercado de trigo coríl. Carta competitiva.

Abstract
Based on the strategic analysis of Ukraine’s competitive position in the world wheat market, a comprehensive assessment of this market was carried out in the context of COVID-19 and active marketing. The competitive strategies of the main participants are studied, the directions for strengthening the position of Ukraine are substantiated, strategic alternatives for the behavior of domestic subjects of the world wheat market are developed, the implementation of which will allow forming long-term stable competitive advantages. Proposals to strengthen Ukraine’s competitive position in the world wheat market are substantiated, in particular: development of territorially new markets; increasing market share; formation of new market segments by improving the quality of grain and deepening its processing. These measures are recommended to be implemented within the aggressive marketing strategy of the leader, which involves the search for objects in the market for the acquisition and decentralization of management.

Keywords: Active marketing. COVID-19. Competitiveness. Coril wheat market. Competitive card.

Resumen
Sobre la base del análisis estratégico de la posición competitiva de Ucrania en el mercado mundial de trigo, se llevó a cabo una evaluación exhaustiva de este mercado en el contexto de COVID-19 y comercialización activa. Se estudian las estrategias competitivas de los principales participantes, se fundamentan las direcciones para fortalecer la posición de Ucrania, se desarrollan alternativas estratégicas para el comportamiento de los sujetos nacionales del mercado mundial del trigo, cuya implementación permitirá formar ventajas competitivas estables a largo plazo. Las propuestas para fortalecer la posición competitiva de Ucrania en el mercado mundial del trigo están fundamentadas, en particular: el desarrollo de mercados territorialmente nuevos; el aumento de la cuota de mercado; formación de nuevos segmentos de mercado mediante la mejora de la calidad del grano y la profundización de su procesamiento. Estas medidas se recomiendan implementar dentro de la agresiva estrategia de marketing del líder, que implica la búsqueda de objetos en el mercado para la adquisición y descentralización de la gestión.

Palabras-clave: Marketing activo. COVID-19. Competitividad. Mercado de trigo coríl. Tarjeta competitiva.

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