

# Development and implementation of strategies for further development of confectionery manufacturers - on the example of JSC "LCF SVITOCH"

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**Abstract**— In a changing marketing environment, each enterprise should predict strategies for its further development, the implementation of which often involves the development of new products. At the same time, this allows the company to increase its competitiveness in the market. The purpose of this article is to study the confectionery industry of Ukraine, the needs of consumers in them, and justify proposals for a new product within the framework of the strategy for the further development of the confectionery enterprise (on the example of JSC "LCF "Svitoch"). When writing this work, methods of generalization of theoretical sources in the field of formation of strategies for the development of the enterprise in the market, comparison, statistical analysis, surveys, SWOT analysis, and expert evaluations were used. The results of the survey show that JSC "LCF "Svitoch" successfully carries out activities in the domestic confectionery market. The conducted swot analysis allows us to conclude that this confectionery manufacturer should focus on the use of an intensive and diversifying growth strategy in the future. To implement the strategy of intensive development of JSC "LCF "Svitoch", significant marketing efforts should be made in improving certain components of its marketing complex. The strategy of diversification growth is aimed at expanding the product range of this enterprise with new products, such as dried fruits or sweets for children, other goods. The results of the consumer survey and expert survey indicate that JSC "LCF "Svitoch" should expand its range due to sweets with a low sugar content, namely sweets with fruit fillers.

**Index Terms**— development strategies, confectionery market of Ukraine, diversification growth strategy, new products, intensive growth strategy.

## I. INTRODUCTION

Active development of commodity markets, strengthening competition on them, economic and political crisis actualize the importance of using strategic approaches to managing organizations to ensure their survival and further development using a marketing concept.

Today, the strategy is an integral part of the overall management system of the organization. Strategic marketing is the basis for the formation of the company's policy, which takes into account the interests of both the enterprise and all market actors of its marketing environment. Following this, strategic marketing involves taking into account the results of analysis and forecasting of the existing conditions of the marketing environment of the enterprise and its strengths and weaknesses in the market. Strategic marketing is aimed at preserving and developing the existing successes of the organization in the market, it opens up new opportunities for creating and ensuring its further development in the long term. The role of strategic marketing in the activities of the enterprise involves analyzing the evolution of the market, exploring existing or potential markets and segments on it with identifying the needs to be met. This will allow any enterprise to orient its activities to the use of attractive economic opportunities, adapt its resources and know-how to ensure the justification of its further development Strategies The purpose of this article is to study the confectionery industry of Ukraine, the needs of consumers in them and justify proposals for a new product within the framework of the strategy for the further development of the confectionery enterprise. The working hypothesis is to check



the chances for the introduction of a new product into the activities of JSC "LCF "Svitoch".

## II. RECENT RESEARCH AND PUBLICATION ANALYSIS

The basic theoretical principles of formation of development strategies of the enterprise are reflected in the scientific works of Herasymchuk V.H. (2000), Krykavskyj Je.V., Tretjakova L.I., Kosar N.S. (2013), Kudenko N.V. (2012), Oklander M. A., Zamlynsjka O. V. (2013), Sajenko M.Gh. (2006). From the authors' point of view, the best essence of the marketing development strategy reflects the definition submitted by Klimenko S. M. (2013) she defines the development strategy as a long-term and qualitatively defined direction for the further development of the enterprise, which determines the spheres and means and forms of its functioning, determines the system of its interactions within the enterprise and its position in the marketing environment, which determines the achievement of the enterprise's defined goals. However, the formation of development strategies specifically of the enterprise is determined primarily by the scope of its activities and environment. In particular, Mamchyn M., Kuzo N. and Kosar N. (2021) the prospects for the development of Ukrainian manufacturers of household appliances have been determined.

Kilnitska O.S., Kravchuk N.I., Kutsmus N.M. (2018), Trofymenko O.O., Zolotoper M.A. (2019) explored in their works trends in the development of the confectionery market in Ukraine by certain types, competitive positions of the main manufacturers. The competitive structure of the confectionery market and the competitiveness of manufacturers on it, their marketing threats, and opportunities were explored by Smahliuk A.A., Nadochii A.O. (2020). Yermak S. O., Plotnitskaya V.V. (2016) emphasize the prospects for the development of the confectionery market, the opportunities for the growth of export supplies of domestic manufacturers. Threats to the development of confectionery products of Ukraine are reflected in the works of Koliadenko I.I., Kavtish O.P. (2017). Strategic aspects of the development of confectionery manufacturers were highlighted in their research Taranenko I. V., Jaremenko S. S., Radynskyj E. Ju. (2014), but the recommendations of the authors are based only on the collected and analyzed secondary marketing information. The works of Ibragimov E.E. (2013) present the results of segmentation of the confectionery market of Ukraine according to the degree of adaptation of novelties based on the collected primary marketing information, the characteristics of the ideal buyer, but do not provide specific recommendations on the development strategies of confectionery manufacturers.

## III. RESEARCH METHODOLOGY AND METHODS

In this article methods of generalization of theoretical sources in the field of formation of strategies for the development of the enterprise in the market, comparison,

statistical analysis, surveys, SWOT analysis, and expert evaluations were used.

To assess the prospects for the production of a new product, it is necessary to build valuation tables for a paired comparison of the characteristics of new products to assess the weight of specific characteristics. Next, they build valuation tables to assess the conformity of certain characteristics of products to the interests of a certain market entity based on a survey of experts. The weight of each group of evaluation characteristics for conformity assessment to the interests of the  $s$ -th market entity is determined by the formula (Illjashenko, 2005):

$$Vs_i = \sum_{j=1}^k \frac{Rs_{ij}}{\sum_{i=1}^n Rs_{ij}}, \quad (1)$$

where,

$R_{ij}$  – the number of marks in the row of the evaluation table, which corresponds to the  $i$ -th group of characteristics to assess compliance with the interests of the  $s$ -th market entity, evaluated by the  $j$ -th expert;

$i$  – number according to the order of the group of characteristics;

$n$  – the number of groups of characteristics by which the assessment is carried out;

$j$  – number according to the order of the expert who conducted the assessment;

$k$  – the number of experts who conducted the assessment.

Assessment of compliance of new products with the interests of a certain market entity is determined by the formula, where

$$Os = \sum_{i=1}^n Os_i \cdot Vs_i, \quad (2)$$

$Os_i$  – conformity assessment of the  $i$ -th characteristics of products to the interests of the  $s$ -th market entity.

Theoretically, estimates can take values from 0 to 4. Goods for which at least one conformity assessment to the interests of the market entity, at least one of the groups of characteristics lower than 2, are excluded from further consideration. For the remaining goods, there is an integrated assessment of their compliance with the interests of all interested market entities:

$$O = \frac{1}{m} \sum_{i=1}^n O_i, \quad (3)$$

where  $m$  - the number of market entities whose interests are assessed.

When using the proposed method, the integral assessment of compliance with the interests of market entities can theoretically vary from 2 to 4. The maximum valuation will correspond to the best product in terms of satisfaction with the interests of all subjects.

For decision-making on the feasibility of producing a new product, the data from the Table 1 is used.

TABLE. 1. CHOOSING A SOLUTION FOR THE PRODUCTION OF A NEW PRODUCT

Score	Compliance with the interests of all market entities	Solution
$3,0 < O \leq 4$	Full	It is advisable to start production, there is every chance of success
$2,5 < O \leq 3,0$	Full enough	Chances of success are quite high, but more detailed analysis is required
$2,0 < O \leq 2,5$	Partial	The chances of successful entry into the market are problematic, a clarifying analysis is required

Source:(Illjashenko, 2005)

#### IV. MAIN RESEARCH RESULTS

Studies show that the confectionery industry is characterized by a low vulnerability to the existing negative economic downturn (Kryskova, 2019).

Table 2 provides a brief description of the confectionery industry of Ukraine based on collected and analyzed secondary information.

TABLE. 2. THE MAIN CHARACTERISTICS OF THE CONFECTIONERY INDUSTRY OF UKRAINE

Name of the characteristics	Name of the characteristics
1. The main economic characteristics of the industry	The capacity of the Ukrainian confectionery market is about 1 million tons. tons of goods. In 2014-2018. it was declining due to the loss of some of the territories of Ukraine and the economic crisis. Consumers of confectionery products are available in urban and rural areas, but in villages, the population often consumes their pastries. The confectionery industry is characterized by a significant materialistic for such components as sugar, as well as flour and starch, milk and cocoa beans
2. Competitive environment analysis	95% of the total volume of confectionery products is accounted for by Ukrainian producers. Among them there is acute competition, for the confectionery market of Ukraine there is a high concentration and it operates about 800 companies, which characterizes it as highly competitive. The confectionery market is characterized by an average probability of entry of new manufacturers. The main entrance barriers to it include - the increase in prices for raw materials and energy resources; the need to certify goods and obtain various permits; established contacts of major manufacturers with intermediaries and suppliers, consumers' commitment to well-known brands. The main substitute goods of confectionery products include homemade pastries and fruits (fresh and dry). The degree of exposure to suppliers is significant because the industry is capitalist. The degree of influence of buyers on the demand for confectionery is high
3. Driving forces	Changes in the long-term growth rate of the confectionery industry are focused on increasing the requirements of buyers for the quality and tastes of confectionery products, their desire for the naturalness of goods, their diversity, changes in the sphere of regulation of the state regarding the quality of food
4. Competitive position of major players (strategic groups)	The main producers of confectionery products of Ukraine include: confectionery corporation "Roshen", corporation "Biscuit-Chocolate", PJSC "Mondelez Ukraine", PJSC "Confectionery factory "AVK" Dnipro", JSC "LFC "Svitoch" - these are the enterprises that occupy the most active position in the market. Small confectionery manufacturers function in local markets
5. Analysis of competitors	Competitive advantage confectionery manufacturers can gain through the expansion of their product range due to the original tastes of goods or applications to them, offers on the market of more environmentally friendly and high-quality products, the development of attractive and convenient packaging of goods, the use of wide channels of distribution of goods, the formation of partnerships with them, the use of more attractive pricing policy, proper information support of consumers
6. Key success factors	High image of the enterprise and high quality of goods, originality of product tastes, active use of innovations in the production process, the constant expansion of the product range, wide channels of production distribution, established partnerships with suppliers and intermediaries, low cost of goods, attractive packaging, high-quality management, active promotion
7. Industry prospects and their overall appeal	Existing domestic enterprises engaged in the production of confectionery products have real prospects for further growth of supplies of their products for export to the markets of Europe and Asia. To increase the volume of sales of domestic confectionery products on the world market, it is necessary: attracting additional investments, increasing the width of the product range, improving the quality of products, and using innovations in the production process

Source: based on (Kuzo et al., 2020)

In the market for domestic confectionery manufacturers today it is advisable to use the strategy of diversification of goods and markets. They can gain a competitive advantage through the production of organic and environmentally friendly goods, which are not enough in Ukraine. Consumers of such goods today are focused on the purchase of European chocolate. In foreign markets, Ukrainian confectionery manufacturers need to pay attention to the United States, Great Britain, Germany, Poland, the Baltic states and Asia, through the adaptation of goods to the requirements of local markets. In

particular, consumers in Asian countries prefer milk chocolate, not black chocolate. Ukraine's export annual deliveries to Europe can be up to 10,000 tons of sweets containing peanuts, and soon Ukrainian confectionery manufacturers will be able to significantly expand the export of their goods to European countries – increase supplies by 8 times (Bizrating, 2018).

JSC "LCF "Svitoch" operates in the confectionery market of Ukraine, but the controlling stake of this company belongs to the Swiss corporation. Analysis of the dynamics of the main financial indicators of JSC "Lviv Confectionery Factory

"Svitoch" for 2017-2019. indicates that the net profit of JSC "Svitoch" in 2018 compared to 2017 increased by 17.65%, but decreased in 2019 compared to the previous years by 0.87%. Such indicators as net income and gross profit of JSC "LCF "Svitoch" in 2019 increased by 7.99% and 11.88%, respectively. For the period 2017-2019. there was also a positive tendency to increase the equity of the enterprise under study. In 2019, the expenses of JSC "LCF "Svitoch" for sales increased the most by 2.16 times. This indicates the intensification of the marketing activities of this enterprise. The conducted analysis of financial and economic indicators shows that JSC "LCF "Svitoch" successfully carries out activities in the domestic confectionery market.

The product range of JSC "LCF "Svitoch" is relatively harmonious and its components are such as assortment groups of goods as chocolate bars; weight chocolates and boxes; waffles and waffle-based products, as well as coffee and coffee-based products.

JSC "LCF "Svitoch" sells its products under well-known brands on the market in various packaging, providing them with maximum protection from environmental impact. At the present stage, JSC "LCF "Svitoch" focuses on the use of intensive development strategy, trying to stimulate the demand for its existing products for both existing consumers and attract new consumers. Although at the previous stages of development JSC "LCF "Svitoch" used a strategy of diversification, mastering coffee sticks under the brand

Nescafe. However, to maintain and strengthen its position in the market, this manufacturer must constantly offer novelty products.

To determine the directions of expansion of the activities of JSC "LCF "Svitoch" a survey was carried out using cloud technologies. A total of 125 people received responses. It was found that almost 40% of the respondents are ready to buy novelty products in the confectionery market, mainly middle-aged and older people. Most of the respondents would like to try confectionery with a low sugar content Also, respondents would buy chocolate with exotic tastes, bars with dried fruits, and cakes with exotic fruits. This indicates the tendency of domestic consumers to maintain healthy eating trends, which is advisable to take into account JSC "LCF "Svitoch" when introducing novelty products.

To determine the links between the capabilities and threats of the external environment of JSC "LCF "Svitoch", its strengths and weaknesses, which were established based on the results of the analysis of marketing activities of JSC "LCF "Svitoch" and the environment of its functioning, the authors have made a matrix of SWOT-analysis - Table 3. The analysis conducted shows that the enterprise should focus on using a strategy of intensive and diversifying growth. To implement the strategy of intensive development of JSC "LCF "Svitoch" it is necessary to make significant marketing efforts while improving certain components of its marketing complex.

TABLE 3. MATRIX SWOT-ANALYSIS FOR JSC "LCF "SVITOCH"

	Strengths Offers high-quality products. Branch of a large transnational corporation. Has a long experience in making chocolate and products from it. Uses the system of international management	Weaknesses Slightly higher than the main competitors the level of prices for goods. More narrow commodity assortment. Relatively small market share
Possibilities There is a growing demand for high-quality confectionery products. There is a growing demand for chocolate in the world. The number of free time of consumers due to quarantine increases	Search for new foreign markets. Development of new programs in the field of product promotion with a focus on compliance with the quality of international standards. Developing new sales incentive measures to attract additional intermediaries	Expansion of the product range due to new chocolate types Increasing market share through the development of new programs for the promotion of goods in social networks with a focus on the extensive experience of making confectionery products Development of new advertising of confectionery products, consumption of which allows you to cheer up and have a good time
Threats Reduced consumer income. Increased competition. There is an increasing trend towards healthy eating	Constant research of consumer needs and making necessary changes in marketing activities. Expansion of the range of goods through the offer on the market of new organic products. Offer on the dried fruits market. Offer on the market sweets with fruit fillers and reduced sugar content.	Price analysis and development of measures to reduce prices for goods. Avoiding higher prices for goods. Search for new cheaper suppliers of raw materials. The offer of new confectionery products for children

Source: authors own elaboration

The diversification growth strategy is aimed at expanding the product range of this enterprise with new products, such as dried fruits or sweets for children (sweets with fruit fillers and low sugar content).

Based on the analysis of secondary marketing information, it was established that the enterprise under investigation should be offered sweets with a low sugar content, namely sweets with

fruit fillers. In the future, it is necessary to determine the compliance of new products with the interests of JSC "LCF "Svitoch", consumers, and society in general through a survey of consumers, representatives of the manufacturer, and representatives, that is, it is necessary to form three groups of people who will act as experts (Illiasenko, 2005).

To assess the prospects for the production of sweets with

fruit fillers and low sugar content, it is necessary to build evaluation tables for paired comparison of the characteristics of new products to assess the weight of specific characteristics. The main characteristics of the new products are defined as follows: fruity taste (C1); reduced by 30% sugar content (C2); no preservatives and sugar substitutes (C3); ecological

packaging (C4); packing weighing 250 g (C5); price - 80-90 UAH. / kg (C6); shelf life 3-4 months (shortened) (C7); compliance with standards (C8).

The results of a paired comparison of the main characteristics of sweets with fruit fillers and low sugar content for different market entities are presented in Table 4.

TABLE 4. RESULTS OF PAIRED COMPARISON OF THE MAIN CHARACTERISTICS OF SWEETS WITH FRUIT FILLERS AND LOW SUGAR CONTENT FOR DIFFERENT MARKET ENTITIES

Characteristics of the product	Results of paired comparison					
	from the manufacturer's point of view		from the consumer's point of view		from the point of view of society as a whole	
	Quantity of the advantages	Weights	Quantity of the advantages	Weights	Quantity of the advantages	Weights
C1	2	0,07	5	0,18	2	0,07
C2	4	0,14	5	0,18	5	0,18
C3	3	0,11	4	0,14	6	0,21
C4	2	0,07	2	0,07	4	0,14
C5	1	0,04	2	0,07	1	0,04
C6	5	0,18	7	0,25	1	0,04
C7	4	0,14	1	0,04	3	0,11
C8	7	0,25	2	0,07	6	0,21
Total score	28	1	28	1	28	1

Source: authors own elaboration

The next step is to build valuation tables to assess the conformity of certain characteristics of products to the interests of a certain market entity. For this purpose, 7 representatives of the enterprise, 16 consumers of confectionery products, and 5

representatives of society (doctors and members of public organizations) were interviewed. Table 5 contains an assessment of the conformity of sweets with fruit fillers and low sugar content for the manufacturer, consumers, and society.

TABLE 5. CONFORMITY ASSESSMENT OF SWEETS WITH FRUIT FILLERS AND LOW SUGAR CONTENT TO THE INTERESTS OF THE MANUFACTURER / CONSUMERS / SOCIETY AS A WHOLE

Characteristics of the product	Fully compliant (4)	Answers fully enough (3)	Partially replies (2)	Virtually unresponsive (1)	Completely unresponsive (0)
Fruity taste (C1)	2 / 5 / 2	4 / 8 / 2	1 / 2 / 1	0 / 1 / 0	0 / 0 / 0
Reduced by 30% sugar content (C2)	0 / 3 / 3	3 / 7 / 2	3 / 5 / 0	1 / 2 / 0	0 / 0 / 0
Lack of preservatives and sugar substitutes (C3)	0 / 9 / 4	2 / 6 / 1	5 / 1 / 0	0 / 0 / 0	0 / 0 / 0
Ecological packaging (C4)	1 / 4 / 3	2 / 10 / 2	4 / 2 / 0	0 / 0 / 0	0 / 0 / 0
Packing weighing 250 g (C5)	3 / 0 / 0	4 / 8 / 4	0 / 7 / 1	0 / 1 / 0	0 / 0 / 0
Price - 80-90 UAH/kg (C6)	0 / 0 / 0	2 / 4 / 3	3 / 10 / 2	2 / 2 / 0	0 / 0 / 0
Shelf life 3-4 months (C7)	0 / 2 / 1	0 / 6 / 3	7 / 5 / 1	0 / 2 / 0	0 / 1 / 0
Compliance with standards (C8)	1 / 7 / 2	5 / 6 / 3	1 / 3 / 0	0 / 0 / 0	0 / 0 / 0

Source: authors own elaboration

The relevant valuation characteristics for different market entities are given in Table 6.

TABLE 6. RELEVANT VALUATION CHARACTERISTICS FOR DIFFERENT MARKET ENTITIES

Characteristics of the product	Relevant valuation characteristics		
	from the manufacturer's point of view	from the consumer's point of view	from the point of view of society as a whole
Fruity taste (C1)	3,14	3,06	3,2
Reduced by 30% sugar content (C2)	2,14	2,81	3,4
Lack of preservatives and sugar substitutes (C3)	2,29	3,5	3,8
Ecological packaging (C4)	2,57	3,13	3,4
Packing weighing 250 g (C5)	3,43	2,44	2,8
Price - 80-90 UAH/kg (C6)	2	2,13	2,6
Shelf life 3-4 months (C7)	2	2,38	3
Compliance with standards (C8)	3	3,25	3,4

Source: authors own elaboration

The conformity assessment of sweets with fruit fillers and low sugar content to the interests of the manufacturer was determined as Q1:

$$O_1 = 3,14 \cdot 0,07 + 2,14 \cdot 0,14 + 2,29 \cdot 0,11 + 2,57 \cdot 0,07 + 3,43 \cdot 0,04 + 2 \cdot 0,18 + 2 \cdot 0,14 + 3 \cdot 0,25 = 2,48.$$

The conformity assessment of sweets with fruit fillers and low sugar content to the interests of consumers was determined as Q2:

$$O_2 = 3,06 \cdot 0,18 + 2,81 \cdot 0,18 + 3,5 \cdot 0,14 + 3,13 \cdot 0,07 + 2,44 \cdot 0,07 + 2,13 \cdot 0,25 + 2,38 \cdot 0,04 + 3,25 \cdot 0,07 = 2,79.$$

The conformity assessment of sweets with fruit fillers and low sugar to the interests of society as a whole was determined as Q3:

$$O_3 = 3,2 \cdot 0,07 + 3,4 \cdot 0,18 + 3,8 \cdot 0,21 + 3,4 \cdot 0,14 + 2,8 \cdot 0,04 + 2,6 \cdot 0,04 + 3 \cdot 0,11 + 3,4 \cdot 0,21 = 3,37.$$

Defined ratings could be evaluated between 0 and 4. If at least one conformity assessment is less than 2 for the product, then it is excluded from further consideration. The integral assessment of the conformity of sweets with fruit fillers and low sugar content to the interests of all market entities was determined as O:

$$O = \frac{1}{3}(2,48 + 2,79 + 3,37) = \frac{8,64}{3} = 2,88.$$

Consequently, the obtained value of the integrated conformity assessment of sweets with fruit fillers and low sugar content is 2.88, which indicates a fairly high chance of successful implementation of a new product by the enterprise under study.

## V. CONCLUSIONS

The development strategy is a long-term and qualitatively defined direction for the further development of the enterprise, which determines the spheres and means and forms of its functioning, determines the system of its relations within the enterprise and its position in the marketing environment, which determines the achievement of the enterprise's defined goals. JSC "LCF "Svitoch" successfully carries out activities in the domestic confectionery market. At the present stage, it focuses on using an intensive development strategy, trying to stimulate demand for its existing products for both existing consumers and attract new consumers. Although at the previous stages of development JSC "LCF "Svitoch" used a strategy of diversification.

JSC "LCF "Svitoch" operates in a highly competitive market and conducts an active marketing policy of communications within the company "Nestle Ukraine". 95% of the total volume of confectionery products sold falls on the goods of Ukrainian manufacturers. To gain competitive advantages JSC "LCF "Svitoch" must constantly expand its product range. As for novelty products, according to the results of a survey of consumers, they would like to try confectionery with low sugar content. Respondents would also buy chocolate with exotic flavors, bars with dried fruits, and cakes with exotic fruits.

The conducted swot analysis allows us to conclude that JSC "Svitoch" should focus on the use of intensive and diversification growth strategies in the future. To implement the strategy of intensive development of JSC "LCF "Svitoch" it is necessary to make significant marketing efforts while improving certain components of its marketing complex. The

strategy of diversification growth is aimed at expanding the product range of this enterprise with new products, such as dried fruits or sweets for children, other goods.

Studies have found that the company should expand its range due to sweets with a low sugar content, namely sweets with fruit fillers.

The developed proposals for the implementation of reasonable development strategies of JSC "LCF "Svitoch" will allow expanding the number of supporters of the products of the studied confectionery manufacturer, to retain or increase market share and strengthen competitive positions in the market.

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