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HOLISTIC PARADIGM OF SMALL BUSINESS MARKETING AND ITS ROLE IN RURAL DEVELOPMENT

Abstract. A number of signatures of social and economic rural development in Ukraine was examined. A number of problems based on this analysis was identified and their deterioration was provided. As an unemployment problem-solving measure in rural areas and thereto related earnings hiccup, other social and personal problems the small business activation in various rural industries was proposed. In addition to the employment and profit level effect it will also optimize the rural infrastructure development, acculturation and so on. At present the small business development in rural areas is possible only on the basis of marketing. The problems of management in marketing activities of domestic small businesses in a down economy were formulated. The general principles of management in marketing activities of small businesses were defined. Their implementation gears the operation of enterprises to modern realities of the Ukraine, economic system and promotes rural development. The holistic marketing paradigm is adequate to modern requirements. It provides a comprehensive and systematic approach to marketing activity, the company review as a part of a single system with the consumer.

Keywords: marketing activity, small business, holistic paradigm, revitalization of small business, rural development, management in marketing activities.

Problem formulation. Ukraine ranks the second position by area among the countries in Europe, herewith agricultural lands make up 72.1% of the total area of the state¹. By the area of agricultural lands (42 m Ha) Ukraine belongs to the 12 largest world countries². Rural areas in Ukraine, beside ensuring the society food security, that is one of the main conditions of stability and independence, also have significant natural, demographic, economic, historical and cultural potential, promote the employment of urban population in the area of logistical support of the agriculture and sales and agricultural processing, performs recreational function, play an important role in conservation of natural potential. Under current conditions the exacerbation of crisis at all spheres of social, economic and political life of Ukraine, one of the major problems requiring critical decision is prevention of the decline and rural development in Ukraine.

Review of recent research and publications. Many native scientists and economists tend the study of social and economic rural development in Ukraine, including Y. Hubeni, V. Geyets, T. Dudar, I. Irtysheva A. Klyuchnik, M. Malik, A. Onishchenko, I. Cherven, V. Yurchishin, A. Shebanin [1-6]. Efforts of development and implement of specific programs and projects oriented to rural development at the local government level have place. But the study and solution of this problem in Ukraine is left insufficient, unlike the European Union countries, where the programs oriented to rural development are effective.

Formulation of tasks. So we have to observe that the problem of support and development of rural areas should be elaborated further. In our opinion, the definition of development trends for such aspects of this problem as unemployment overcoming in rural areas claims close attention.

Results. As one of the possible directions for the development we see the stimulation of business activity, particularly by supporting the operation of small enterprises in rural areas.

The entrepreneurship problem, particularly in rural areas, is clearly widely regarded in economic literature, particularly by P. Berezivsky, G. Bilovus, V. Herasymchuk, Y. Hubeni, V. Lypchuk, M. Malik, V. Mesel-Veselyaka, P. Sabluk and other scientists and economists. However, barriers of its development and ways of their overcoming, taking into consideration the latest trends and structural changes of the domestic and global economy, receive little attention.

The formation of the social and economic conditions for rural development in Ukraine is blocked by the number of accumulated problems, including low quality of living conditions, limited employment opportunities, lower (compared to urban) income level.

¹ *Сельскохозяйственные земли Украины: офіційний сайт компанії.* [Електронний ресурс]. – Режим доступу: <http://czu.org.ua/>

² Мірошніченко А.М. *Земельне право України*: Навч. посіб. - К.: Алєрта, 2012. - 392 с.

According to the State Statistics Service of Ukraine, in recent decades the rural population steadily decreases both in absolute and relative terms. Herewith the unemployment rate in rural areas increases gradually, the number of employed workers in agricultural production reduces and occupational level in rural areas falls. Data on the rural population and its employment for 2012 - 2015 years is shown in Table 1.

The average monthly wage in agriculture for January - September of 2015 is amounted to 3039 UAH, that is only 75% of the average wage in Ukraine in general.

As a result the demographic situation in rural areas deteriorates, which, together with insufficient social and economic and environmental conditions lead to the extinction of entire settlements. Every year about 20 villages disappear from the map of Ukraine³. Economically active population migrates to larger settlements, as well as looks for work outside their country.

Table 1. Data on the rural population and its employment for 2012 – 2015 years

Years	Rural population		The employment level of the rural population	The unemployment rate in rural areas*
	thsd. persons	% of the total population of Ukraine		
2012	14252,8	31,23	62,7	7,4
2013	14174,4	31,12	63,5	7,3
2014	14089,6	31,02	55,9	9,5
2015 (I-III quarters)	13256,2	30,9	53,7	10,8

* - by the methodology of International Labour Organization, on the average for the period, in % of the economically active population

[Source: official website of the State Statistics Service of Ukraine (<http://www.ukrstat.gov.ua>)]

Developed countries solve such problems through the elaboration and implementation of rural development programs, that provide diversification of rural population activities, the efficient use of human and natural resources, the development of business, local industry, rural tourism, creation of necessary conditions for a decent life for farmers, preservation of village cultural values and so on.

Thus, in the European Union countries the policy of rural development is carried out aimed to stop the migration and preservation of the environment. It is based on the following principles: equal opportunities for all market actors; equal living conditions in urban and rural areas, reducing the dependence of peripheral regions on the center; improvement of opportunities for regional entrepreneurs⁴.

Observation and engaging the experience of countries that successfully solve the problem of depressed areas is very important for our country. Thus, in Eastern Europe and the Baltic with the assistance of European Union in villages the jobs were created, the development of small business and services was stimulated. Diversification programs for work in the countryside were implemented as a key measure for overcoming the depressed rural areas. Thanks to such measures, in the Republic of Lithuania for three years (from 2004 to 2007) the unemployment rate among rural youth fell thrice. The Polish government pursues the policy of state protectionism for small farms, creation and development of small businesses, the transition to non-agricultural activities, and creation new jobs in rural areas⁵.

In Finland, Sweden the self-employment of the rural population and the development of small and medium family agribusiness was considered priority agricultural and social policies. The Government of Finnish provides subsidies for unprofitable farms reorientation to other activities⁶.

The family farm is the basis of agriculture in Denmark. In order to become a farmer you have to receive a five-year special education in the agricultural school. All farmers are members of agricultural cooperatives⁷. So, the development of small business is a universal mean for solving the problems of sustainable development of country-side in all developed countries.

³ Борисовский Д. В. *Активизация предпринимательства в сельском хозяйстве* [Текст] / Д. В. Борисовский, Т. Г. Маренич // Молодой ученый. – 2014. – №11. – С. 198-200

⁴ Анисимова О. С. *Аграрная политика и стратегия развития сельских территорий: опыт стран ЕС* / Анисимова О. С. // *Никоновские чтения*. — М.: МСХА им. К. А. Тимирязева, 2011. -№ 16. –С. 209.

⁵ Пошкус Б.И. *Преодоление неблагоприятных условий производства в странах Европейского союза* // *Аграрный вестник Урала*. – 2010. – № 1 (67). – С. 7.

⁶ Газизов Р. М. *Зарубежный опыт развития сельских территорий* [Текст] / Р. М. Газизов // Молодой ученый. — 2014. — №2. — С. 417.

⁷ Кулькова Н. С. *Зарубежный опыт интегрирования и кооперирования в сельском хозяйстве* / Н. С. Кулькова // *Вестник НГИЭИ*. — Н: НГИЭИ, 2012. -№ 3. –С. 89-90.

In agriculture, Ukraine small and medium business is dominant. In 2014 for the share of medium and small enterprises of agriculture, forestry and fisheries were accounted for respectively 54.7 and 30.5% of sales (goods and services) of all industry. In 2014 the number of large companies of Agriculture, Forestry and Fisheries was only 0.1% of the total number of industry, they employed 7.4% of the total number of employees of this activity⁸.

And, results from the analysis, conducted by the National Science Centre «Institute of Agrarian Economics» National Academy of Agrarian Sciences of Ukraine suggest that the formation of large enterprises are not able to solve the problem of unemployment. The concentration of large areas of agricultural land by agricultural holdings, incredible by a significant decrease in the number of employees in their agricultural structures⁹. Average number of employees in holdings of agricultural enterprises per 100 hectares of farmland is 2.66, while in the traditional type farms is 3.16 workers. Thus wages at enterprises of the traditional type was 19.3% higher.

Therefore, the main area of employment and a means of survival in rural areas are private sector and small businesses.

The only comprehensive strategy of agriculture and rural development for 2015 - 2020 years is aimed to solve the problem of rural development in Ukraine. It's project was developed by the Ministry of Agrarian Policy and Food of Ukraine. It is assumed that The Strategy will outline the short-term and medium-term results, and will contain detailed implementation plan. One of the stages of work on the strategy was the approval of the Concept of rural development by Ukrainian government on Sept. 23, 2015¹⁰. Concept of the ways of creating the conditions necessary for rural development, through the formation of a diversified rural economy, quality environment based on the growth of human and social capital and development partnership between the state, business and communities. According to developers, implementation of the Concept will promote the competitiveness of agriculture and rural development in a sustainable manner in accordance with EU standards and international standards and attract investment into the sector.

According to this concept, the development of rural areas - a process of sustainable and balanced coverage of rural settlement network and agricultural production through the implementation of a range of state and local economic, social and environmental measures to save and enrich human potential village - primordial Rural Development .

Implementation of the Concept will be in the following areas:

- Improving the livelihoods of rural populations.
- protection and conservation of natural resources in rural areas.
- The development of the rural economy.
- Improving management of rural areas.
- education and information and advisory support.

In the area of rural economies provides for the following measures:

- creation and support for increasing the production of labor-intensive agricultural production through the introduction of advanced technologies, attract investments;
- support and certification of geographical indications and names of origin protected traditional foods that have a binding to place of origin;
- provide support for the development of agricultural service cooperatives by encouraging the establishment of procurement, storage and marketing and processing infrastructure;
- to promote the market of agricultural products, handicrafts and folk under local brand names;
- development of credit cooperation;
- meet the needs of the rural population by creating a Agro companies from sharing logistical assets;
- support the development of rural entrepreneurship;
- development of tourist and recreational activities in rural areas.

Thus, at the national level was recognized that one of the main solution to the problem is the decline of rural development in these areas of small and medium enterprises, including in non-agricultural activities.

Thus, the development of small and medium enterprises in rural areas of Ukraine is an obvious necessity. Until now, small and medium enterprises in rural unduly paid little attention.

⁸ Офіційний сайт Державної служби статистики України [Електронний ресурс]. – Режим доступу: <http://www.ukrstat.gov.ua>.

⁹ Лупенко Ю. О. *Агрохолдинги в Україні та посилення соціальної спрямованості їх діяльності* / Ю. О. Лупенко, М. Ф. Кропивко // Економіка АПК. – 2013. – № 7. – С. 5–21

¹⁰ "Про схвалення Концепції розвитку сільських територій" Розпорядження Кабінету Міністрів України від 23 вересня 2015 року № 995-р [Електронний ресурс] . – Режим доступу: <http://zakon5.rada.gov.ua/laws/show/995-2015-%D1%80>.

For rural areas the main motives of business are:

- increase revenue and provide a higher level of family life. The main incentive is the higher yield compared to non-agricultural activities agricultural. This opens up broad prospects for farmers and stimulates the development of entrepreneurship;
- the opportunity to become independent economically and gain recognition in the community;
- the independence of the factors that have a significant impact in agriculture (due to weather conditions, good farming, etc.);
- self-employment for all year, while farming requires a lot of resources seasonally¹¹.

Compared with the economically developed countries, small business development in Ukraine is low. Thus, the share of small businesses in the number of employed workers in Ukraine is relatively small - 27.6%, while in the EU the number of employed in small business exceeds 50% of the working age population in Japan - almost 80%. Production of small businesses for over 50% of GDP in countries such as Germany, France, and more than 30 - 40% of GDP in the Czech Republic, Slovakia and Hungary¹². This demonstrates the vital role of small business and its high potential as a catalyst for economic development.

On the more effective functioning of small businesses compared with large ones and the State Statistics Service of income to taxation in Ukraine, including in agriculture. Thus, despite the catastrophic deterioration in the financial performance of all types of enterprises, the share of large profitable companies decreased more (Table 2).

Table 2. Financial results before taxation in Ukraine 2012-2014.

	2012 year		2013 year		2014 year	
	The financial result before tax, m. UAH	Enterprises that profit, % of the total number of enterprises	The financial result before tax, m. UAH	Enterprises that profit, % of the total number of enterprises	The financial result before tax, m. UAH	Enterprises that profit, % of the total number of enterprises
In all	75670,2	64,5	11335,7	65,9	-564376,8	66,3
for large enterprises	37182,2	70	28003,5	68,6	-189934,1	51,8
for medium-sized enterprises	47742	66,2	8390,1	65	-199180,3	62,6
for small enterprises	-9254	64,4	-25057,9	66	-175262,4	66,5
agriculture, forestry and fisheries	-12825,5	64,2	-25038,3	66,1	-100967	66,9
for large enterprises	26992,7	78,3	15147,3	79,9	21677,4	84,2
for medium-sized enterprises	5304,7	96,2	3836,6	85,2	5223	78,6
for small enterprises	13813,2	81	7049,6	76,9	9522,2	84,9

[Source: official website of the State Statistics Service of Ukraine (<http://www.ukrstat.gov.ua>)]

Thus, the development of small and medium enterprises, especially in rural areas, will enable to solve a number of problems which today threaten sustainable development of rural areas by creating jobs, raising incomes (which will increase prosperity and reduce social tensions) a competitive environment, improving the quality of goods and services; the revival of economic activity in rural areas; improving the

¹¹ Липчук В. В. Підприємництво в розвитку інтегрованого сільського господарства і сільських територій / В. В. Липчук, Н. В. Липчук, О. Г. Солтис. – Львів : Сполом, 2013. – 302 с.

¹² Щодо ефективності підтримки та перспектив розвитку малого підприємництва у регіонах. Аналітична записка Національного інституту стратегічних досліджень [Електронний ресурс]. – Режим доступу: <http://www.niss.gov.ua/articles/903>

environment; increased revenues to the state and local budgets; slowing the migration of the active working population abroad.

Instead, entrepreneurship in rural areas of Ukraine develops slowly. Insufficient development and types of non-agricultural entrepreneurship in rural areas.

Undoubtedly, significant difficulties for SMEs cause efforts for the maintenance of the market. Compared with large enterprises, they have fewer opportunities for development due to less financial freedom. Moreover, this problem is not only to enterprises in Ukraine. For example, in Poland for the first year cease to exist about 33% of small businesses, and three years in the market are only 25% of them¹³.

Surveys authors conclude entrepreneurs spread of opinion on the lack of legislative, public financial, administrative and other support for small businesses. Without denying the validity of such observations, analyzing the management system of these businesses can not fail to note a number of shortcomings common to their management practices. As a step towards survival in difficult economic conditions, small businesses use to reduce costs, primarily by reducing the already nebahatochyselnoho staff. Especially significant reduction, according to the study of the situation in a number of small enterprises of Kharkov and Poltava regions touched marketing departments and marketing activities based on «unproductive marketing costs,» delaying marketing activities in the future, «when the crisis will pass, and will be easier.»

Our research, however, forced to admit firstly, groundless conclusions of "unproductive marketing costs", as performance analysis had no place and, secondly, the presence of additional negative economic consequences of rejection of some components of marketing.

One reason for this situation - too narrow specialization as managers in marketing and in other areas of business management, and a number of phenomena that we perceive as traditionally co-operation of small businesses. The limited material and financial resources, the small size of the issue and sale of products (services), a small number of staff - all of which identifies a particular marketing activity in small business. Serious reflection on the development of small business marketing impose external factors, namely the lack of legal regulation of issues arising in the operation of small businesses, the lack of a suitable system for their loans, tax burden, etc.

Note that we are not alone in these conclusions about the causes of the difficult situation of domestic small businesses, similar to the view expressed by experts such as A. Kataev O. Shypovskyy, C. Balazs and D. Kryzabi.

Extremely wide range of publications on marketing concerns are more significant for the state and the volume of companies - pay attention to this Kotler, W. J. Cook, JJ Lambe, NI Horbal, TP Danko, I. Skorobohatyh and many others.

As for ways to improve the situation of small business marketing must state the lack of attention on all such companies and their marketing activities in particular. Most authors emphasizes features such small enterprises as a small budget and little staff, and then recommends ways to promote low-budget, cheap advertising, allows simplification of a number of components of marketing, such as planning, market research¹⁴, etc., with which we can not fully agree.

We'll try to formulate common approaches, use of which will organize marketing activities of small enterprises according to the requirements of today.

The first step should be awareness-owned management and personnel of the enterprise characteristics of a new phase of economic development and the role of marketing. The new post-industrial economy, which is characterized as a knowledge economy, information economy - a market extreme, unheard of brutality competition, rapid aging technology, ideas and jobs, the penetration of the Internet in all seasons of the economy. And, above all, the new economy is a spoiled and blase customer with a huge selection of goods and services and unlimited access to offers. The conquest of the customer requires the use of marketing and marketing thinking.

Now in most Western companies approached the limits of operation optimization, and fight to win in the market through transactions including defect-free production and punctual supply becomes increasingly difficult. Companies sells its production and other «operational» power, becoming a pure marketing company.

¹³ *Report on the Condition of the Small and Medium-Sized Enterprise Sector in Poland. PARP* [Electronic resource]. - Access: <http://en.parp.gov.pl/files/214/19494.pdf>

¹⁴ Шиповський О.В. *Особливості маркетингу в сфері малого бізнесу*. [Електронний ресурс]. – Режим доступу: www.volsu.ru

Thus, virtually all employees must have an understanding of marketing, and all decisions should be taken at the company, taking into account their possible impact on the market, that the consumer, the buyer client.

Therefore, it is necessary to study the basics of marketing management and employees of the firm. In this paper, we do not aim to develop recommendations for organizational forms and content of such training. Note, however, that these issues are important and need special attention and careful planning.

The second step is the perception of the so-called holistic paradigm, which, according to many, the economy has come to replace the traditional logic. Although the holistic approaches in marketing and management still talking fifteen years ago, only now they are beginning to be perceived seriously. Not long ago, Philip Kotler mentioned the holistic marketing that goes to replace traditional. According to him, holistic marketing will be more holistic, holistic examine the social space in which consumers are the owners and employees of companies. The success of the company - is an integral state, a special atmosphere that is found in each of his unit, no separate item of business can lead to success. The enterprise should be seen only as a conditional region unified system of enterprise-market. You can not oppose the company and the surrounding market. One can also distinguish the life of enterprise objects and processes that are important for marketing, and those that are not important. Everything has meaning and is part of one of the cognitive field that is perceived customers, employees and business owners. Holistic marketing - a special, holistic way of thinking, not a set of specific recipes and technologies. His powerful and yet little research capabilities will benefit any business, but it needs to learn to act without seeking to understand and control everything around.

Another important point is the need to take account of the high degree of variability of the economic system and needs quick enough response from the company. Economy - a complex system evolves. This evolutionary mechanism, said Beinhoker («Global Institute McKinsey»), is a major innovative force in the economy, «the evolution of smarter and more creative than us». Instead of trying to predict the development of the market situation, leaders must develop a «portfolio of strategic experiments» (set business plans, strategies, development plans) that cover a range of possible scenarios¹⁵.

Leading companies already now change the organizational structure, focusing on its key processes, and not on the departments, creating a mixed team of specialists, who are actively involved in marketing and sales officers. The highest efficiency of inherent to such companies, based on the processes and results, in which the activities generally focused on marketing as the concept of market control that causes a change of the entire management philosophy allowing for the new phase of the global economic system and its variability, the need for a holistic perception of the market environment.

Small business has, in our view, significant advantages in implementing a comprehensive approach, holistic model thanks to its small size and, as a result - a higher degree of flexibility.

The implementation in practice of the daily work of the above fundamental approaches in many cases, face the problem of inertia of thinking, psychological and other individual characteristics of staff.

As experience shows, qualified managers and marketers are not always able to solve practical problems. Often generators interesting ideas in marketing and business people are other professions that have marketing thinking. The selection of such workers for small businesses is an important aspect of the human resources manager-owner.

The main tool of marketing thinking is emotional analysis - the ability to «think for the customer», «experience for the customer». Marketing thinking characterize creative solutions to use all available resources to maximize customer satisfaction and, consequently, to maximize profits. To desirable qualities of an employee at any level include analytical skills, imagination, curiosity, lack of fear of change is a constant desire to improve, initiative, ability to perceive all losses and successes of companies like your own. What is important is the ability to talk to people, make literate and intelligible documents.

Particular attention should stimulate and evaluation results. Employees need to know that their remuneration is not determined by education, erudition, ability to create impressive Talmud with numbers and charts, and their contribution to the business, their ability to earn money with their ideas. Remember that achievement usually requires quite a long time.

Conclusions

As a result of an awareness of the need for all of the marketing company of any size, introducing of holistic approach and rapid response to changes in the environment maximizes the efficiency of

¹⁵ Beinhocker Eric D. *Origin of Wealth: Evolution, Complexity and Radical Remarking of Economics*. – Harvard Business School Press, 2006. – 528 p.

administrative functions. Material security function is implemented on the basis of the widest possible product market information that is the raw material for the enterprise, and of the working methods in the market to minimize the associated costs and quality and timely logistics of production. Cost management considers the counterparts prices, competitors, customers opportunities in the marketplace. Considering market realities staffing optimizes costs and the effect of the enterprise through the provision and use of its human resources. Finance cares optimal and the most profitable situation for the company on the market, and structure and cost of capital attracting and placement directions and its appropriate distribution. Similarly, given the maximum and anticipating market needs for high-quality, consumer and other characteristics of goods, the technology and industry have to be built. Marketing function the most fully takes into account the needs of customers in the process of purchase and after-sales service and so on.

The holistic approach introducing can admit the organization of marketing activities of small businesses according to current requirements, while taking into account the peculiarities of small businesses operation. The development of small business in rural areas will contribute the infrastructure development, will provide employment and increase income of rural working population, increasing profitability, leading to sustainable rural development.

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