

## Маркетинговий механізм організації харчування дітей у закладах загальної середньої освіти

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**Анотація.** Актуальність дослідження питання організації та якості харчування дітей у закладах освіти пов'язана з необхідністю визначення потенціалу застосування маркетингових підходів з метою підвищення рівня організації харчування дітей. Мета статті полягає у виявленні методологічних методів щодо формування концептуальної моделі маркетингового механізму організації харчування дітей у закладах загальної середньої освіти. Теоретико-методологічною основою дослідження стали загальнонаукові та специфічні методи, за допомогою яких були сформульовані теоретичні положення напрямів проблематики організації харчування дітей у закладах загальної середньої освіти. У статті аналізується внутрішня структура маркетингового механізму шляхом аналізу її основних функцій: планування, організація, мотивація та контроль. Розкрито зміст ключових функцій маркетингового механізму та охарактеризовано їх зміст, а також розроблено концептуальну модель маркетингового механізму організації харчування дітей шкільного віку на основі взаємодії суб'єктів маркетингу на соціальному, системному та особистому рівнях управління. Автором запропоновано розглядати ядро моделі маркетингового механізму як систему взаємодії суб'єктів маркетингу, які є ключовими стейкхолдерами на ринку продуктів і послуг харчування дітей шкільного віку. Встановлено, що стратегічним пріоритетом запровадження маркетингового механізму організації харчування дітей є сприяння комплексній реалізації довгострокових програм у цій сфері на основі державно-приватного партнерства. Практична цінність дослідження полягає у всебічному аналізі структури маркетингового механізму, спрямованого на організацію взаємодії суб'єктів процесу, яка сприятиме досягненню максимально можливого рівня якості та безпечності харчування дітей за наявних умов

**Ключові слова:** маркетинг, стейкхолдер, послуги харчового сервісу, концепція соціально-етичного маркетингу, ринок продовольства

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# Marketing Mechanism of Children's Nutrition in General Secondary Education Institutions

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*(Received: 25.09.2020, Revised: 22.10.2020, Accepted: 24.11.2020)*

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**Abstract.** The relevance of the study of the organisation and quality of children's nutrition in educational institutions is related to the need to determine the potential for applying marketing approaches to improve the level of child nutrition organisation. The purpose of the study is to identify methodological approaches for the establishment of a conceptual model of the marketing mechanism for organising children's nutrition in institutions of general secondary education. The theoretical and methodological basis of the study was general scientific and specific methods, with the help of which the theoretical provisions of the directions of the problem of organising children's nutrition in institutions of general secondary education were formulated. The study analyses the internal structure of the marketing mechanism by considering its main functions: planning, organisation, motivation, and control. The content of the key functions of the marketing mechanism is revealed and their content is characterised, and a conceptual model of the marketing mechanism for organising food for school-age children is developed based on the interaction of marketing entities at the social, systemic and personal levels of management. The study suggests considering the core of the marketing mechanism model as a system of interaction between marketing entities that are key stakeholders in the market of food and nutrition services for school-age children. It is established that the strategic priority of introducing a marketing mechanism for organising children's nutrition is to promote the comprehensive implementation of long-term programmes in this area based on public-private partnerships. The practical value of the study is conditioned by a comprehensive analysis of the structure of the marketing mechanism aimed at organising interaction between the subjects of the process, which would contribute to achieving the maximum possible level of quality and safety of children's nutrition under existing conditions

**Keywords:** marketing, stakeholder, food services, food market, the concept of social and ethical marketing

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## Introduction

One of the most important tasks of society is to create conditions for preserving and improving the health of children. Children starting from the age of 6 are full-fledged consumers in the market of food and food services and get the right to make small transactions. In fact, students of general secondary education institutions find themselves in the adult market segment, but they do not have a stable model of consumer behaviour, which makes them vulnerable to the intensive marketing activity of food manufacturers and suppliers. Regulating the organisation of children's meals is of great

importance, however, it does not provide guaranteed effectiveness in solving existing problems, it requires the involvement of a wide range of stakeholders and innovative approaches based on the marketing mechanism.

Theoretical principles of marketing in the market of food products and services were investigated by B.I. Paskhaver [1], J. Pomeranz and S. Adler [2], E.P. Golubkov [3], G. Kundeyeva, T. Mostenska and I. Yevseeva [4] et al. Practical bases of implementation of marketing activities in the markets of food products and services have become the subject of study by

## Suggested Citation:

Konovalenko, A.S. (2020). Marketing mechanism of children's nutrition in general secondary education institutions. *Scientific Bulletin of Mukachevo State University. Series "Economics"*, 7(2), 137-145.

Ukrainian researchers. In particular, N.L. Savitska revealed the marketing aspects of providing full-fledged nutrition to the population [5]. The study by D.G. Legeza [6] examined the logistics aspects of organising the marketing of business entities in the market of food products and services. Aspects of the functioning of the food market are revealed by V.V. Lagodienko [7].

The study by H. Shin and S.J. Lee, Yu.-N. Lee, and S. Shon [8] was devoted to the organisation of children's nutrition and developing strategies for improving its level in the villages of the Kyrgyz Republic. The authors considered this issue based on an analysis of the impact of tactics and support for state health programmes. The results were generally negative and indicated an insufficient level of nutrition for children, despite more than 10 years of support from state health programmes. At the same time, other foreign researchers [9] reviewed and comprehensively analysed the results of the implementation of the European Food and Nutrition Action Plan for 2015-2020 among the member states of the European Regions. The researchers found generally positive dynamics in some areas of nutrition in the field of health care, in particular the organisation of nutrition for school-age children.

Findings of researchers who have studied various aspects of the organisation of nutrition for school-age children mainly reveal the factors of influence of the nutrition system of children on their health and well-being; study the problems of quality control of food products supplied by manufacturers to the secondary education institutions (SEI); the main provisions for informing, educational work, popularising the principles of healthy nutrition; aspects of the functioning of economic entities during the food chain "from producers to the table" [10]. Despite the significant contribution of researchers to the study of the problems of organisation of child nutrition in SEIs, it is necessary to further investigate the potential of applying marketing approaches to improving the level of child nutrition organisation.

*The purpose of the study* is to define methodological approaches to the establishment of a conceptual model of marketing mechanism of catering for children in institutions of general secondary education.

## Methodological

The theoretical and methodological basis of the research are the studies by Ukrainian and foreign specialists on marketing activities of the food and food services market, and the conceptual foundations of the theory of marketing management. In the process of writing the paper, the author used the following general and special methods, with the help of which the research

problems were formulated and new ways for their solution were substantiated: theoretical generalisation, structural and functional analysis, system analysis, synthesis, monographic method, and scientific abstraction. The content of the research consists of the following stages: identification of actual needs and thematic area; selection of methodological techniques and tools for information processing and analysis of results; development of the theoretical foundations of the marketing mechanism to formulate the vocabulary; determination of ways for diversification of marketing product policy; determination of prospects for further study.

In particular, using the method of theoretical generalisation, the theoretical foundations of the functioning of the marketing mechanism of the public catering service sector as an objective process of interaction between market entities are formed, and its key characteristics are outlined. The monographic method served as the basis for a comprehensive and in-depth study of factors, tools, and methods of interaction of subjects of the marketing mechanism of child nutrition organisation in SEIs in Ukraine and individual countries of the world, identifying the features of their interaction in conditions of achieving the maximum possible level of quality and safety of nutrition for school-age children. To systematise and generalise global trends in the process of managing the child nutrition system, and explication the functions and content of the marketing mechanism, the method of structural and functional analysis was used. The method of system analysis and synthesis allowed establishing structural links between all subjects of the process of providing children with food.

Using the method of scientific abstraction, the study results were generalised and conclusions were formulated through an in-depth knowledge of the structure and functions of the marketing mechanism, and a conceptual model of interaction between marketing subjects. Tabular and graphical techniques provided a visual interpretation of the obtained scientific results of the study on the established problem.

## Results and Discussion

The key person in the market is the consumer, whose needs determine the content and areas of marketing activities. Consumer stereotypes are formed in childhood, so marketing influence on children is part of the business strategy of brand penetration into the child's mind [11]. Based on the analysis of the consumer status of a child, it is determined that at school age the buyer and consumer of food products and services is

a child, their consumer choice is guided by their own needs and makes decisions about the purchase and consumption of food under the influence of external and internal factors [12]. In the recommendations for healthy nutrition for adults dated 08.12.2017, the minister of health of Ukraine noted that "cultivation of healthy dietary choices for children of school age is based on the joint participation of parents, other family members, teachers, and the powerful influence of the external environment" [13].

Optimisation of approaches to the organisation of nutrition for children during the school day at the present stage is one of the priority tasks of society [4]. Changing the ways of forming cultural values, mental attitudes, and decision-making by modern children makes it necessary to find innovative approaches to improving the level of their conscious consumer behaviour in the food market based on the functioning of the marketing mechanism. The introduction of an effective marketing mechanism in the system of catering for children in SEIs requires a scientifically based conceptual framework with the use of modern information technologies and innovative approaches.

It is advisable to consider the marketing mechanism of catering for children as a multi-level marketing system that considers the state of the market of food products and services, interaction with the internal and external environment of marketing entities in the field of providing nutrition for children in organised groups, helps them adapt to changing business environment conditions. Given the focus of the marketing mechanism for organising children's meals in SEIs on solving an important social problem, it should provide for comprehensive regulation based on the interaction of key marketing entities. The marketing mechanism provides for the following components:

- "input" to the system;
- "output" of the system;
- internal structure of the marketing mechanism, which, for its part, contains the subject of management, the target purpose of the functioning of the mechanism, the object of management, marketing subjects (who participate in the functioning of the mechanism) and the existing relationships between them; levers of influence of marketing subjects on the object of management, methods of influence and key principles underlying its functioning [14].

The functioning of the marketing mechanism provides for the manageability of processes occurring in its internal structure, which is reflected in the availability of subjects and objects of management. For the most part, such elements provide for state support for the development of a particular sphere or industry. According to the principles concepts of social and ethical marketing, marketing activity management should involve the process of making managerial decisions that meet the expectations and requirements of the market (consumers) and the needs of society, so the managerial aspect of the marketing mechanism should be considered through management functions.

Modern science of economics and enterprise management identifies four main management functions: planning, organisation, motivation, and control. A special feature of the marketing mechanism for managing the children's nutrition system is the implementation of specific managerial functions through the use of specific marketing tools and levers of influence. The marketing mechanism of catering for children in SEIs should also provide for the performance of general management functions, the content of which is conditioned by the specifics of the object of management and its marketing nature (Table 1).

**Table 1.** Functions of the marketing mechanism for catering in SEI

Functions of marketing mechanism	Content of functions of the marketing mechanism for managing the child nutrition system in SEIs
<b>Planning</b>	
Setting a goal	Setting the goal is to achieve the highest possible level of quality and safety of food for school-age children under existing conditions
Identification of tasks that need to be completed to achieve the goal	Identification of operational tasks that need to be performed to improve the quality and safety of children's food
Choice of a strategy and means to achieve a goal	Establishment of a national strategy for modernising the catering system for school-age children. Development of interdepartmental and regional programmes for the implementation of measures aimed at using the existing potential to improve the quality and safety of food for school-age children

Table 1, Continued

Functions of marketing mechanism	Content of functions of the marketing mechanism for managing the child nutrition system in SEIs
<b>Organisation</b>	
Distribution of tasks among the subjects of the marketing mechanism	Distribution of programme tasks on the organisation of children's nutrition among the subjects of the marketing mechanism
Coordination of the activities of marketing mechanism entities	Implementation of systematic coordination of the activities of subjects of the marketing mechanism within the framework of programmes. Creation of an integrated management system within the field of interaction of subjects of the marketing mechanism and coordination of levers and methods of their influence on the model of consumer behaviour
<b>Motivation</b>	
Encouragement of participants to implement the tasks necessary to achieve the goal	Encouragement of marketing entities at different levels of management of the catering system for school-age children to perform tasks necessary to achieve the goal
Provision of consistency in the functioning of subsystems of the marketing mechanism	Creation of a system for operational coordination of key parameters of the functioning of subsystems of the marketing mechanism
<b>Control</b>	
Determination of the degree of achievement of the goal	Fixation of current parameters and determination of the degree of achievement of the goal and performance of tasks based on them. Identification of deviations and the reasons that caused their occurrence
Introduction of corrective measures	Implementation of corrective measures, correction of strategy and programmes

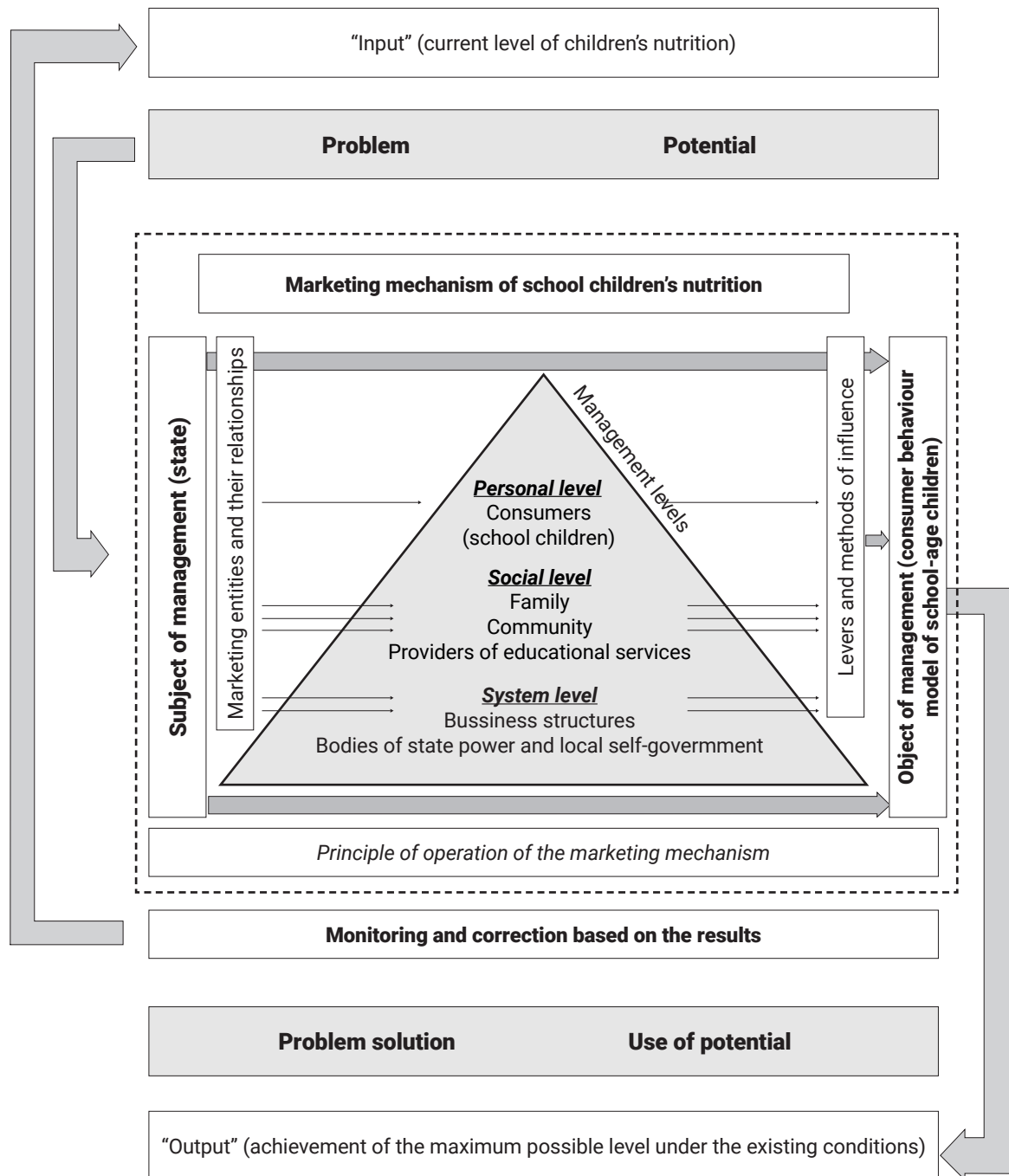
**Source:** compiled by the author based on [15]

The basis for the functioning of the marketing mechanism is the interaction of subjects whose participation is considered at the personal (consumer level), social (contact audience), and system (institutional mechanism) levels. According to the proposed hierarchy, the personal level of the organisation of the nutrition system is implemented at the level of the individual (child). It is manifested in their conscious choice of high-quality and safe food products and conscious motivated refusal to consume food that can harm their health. This level coincides with internal factors in an integrated approach to modelling consumer behaviour. The social level provides for the development of an appropriate environment, which will contribute to the establishment of healthy eating habits and increase the child's motivation for a personal conscious attitude to their own nutrition system. The group of marketing entities of this level includes the family, reference groups, the public, membership groups, which include the child, SEI, and extracurricular institutions, etc.

The system level of management of catering for school-age children should provide for the involvement of all marketing entities in the market of food

products and services for school-age children, except for state authorities and local self-government. The system level provides for the involvement of operators of the food service sector, food producers, the retail system, the management of the SEI, utilities and business entities that provide catering for children in the SEI, etc. Interaction of stakeholders ensures in the long term the gradual development of an innovative consumption culture among the growing generation with a vector on its quality and food safety.

The strategic priority of implementing a marketing mechanism for organising children's nutrition in SEIs is to promote the comprehensive implementation of long-term programmes in this area based on public-private partnership [15], which is economically and socially substantiated. A conceptual model of the marketing mechanism for managing the organisation of children's nutrition is developed (Fig. 1), which provides for the diagnosis of a problem in the existing system of child nutrition organisation and consideration of it as a potential for improving the level of quality and safety of children's nutrition in the SEIs to the maximum possible extent.

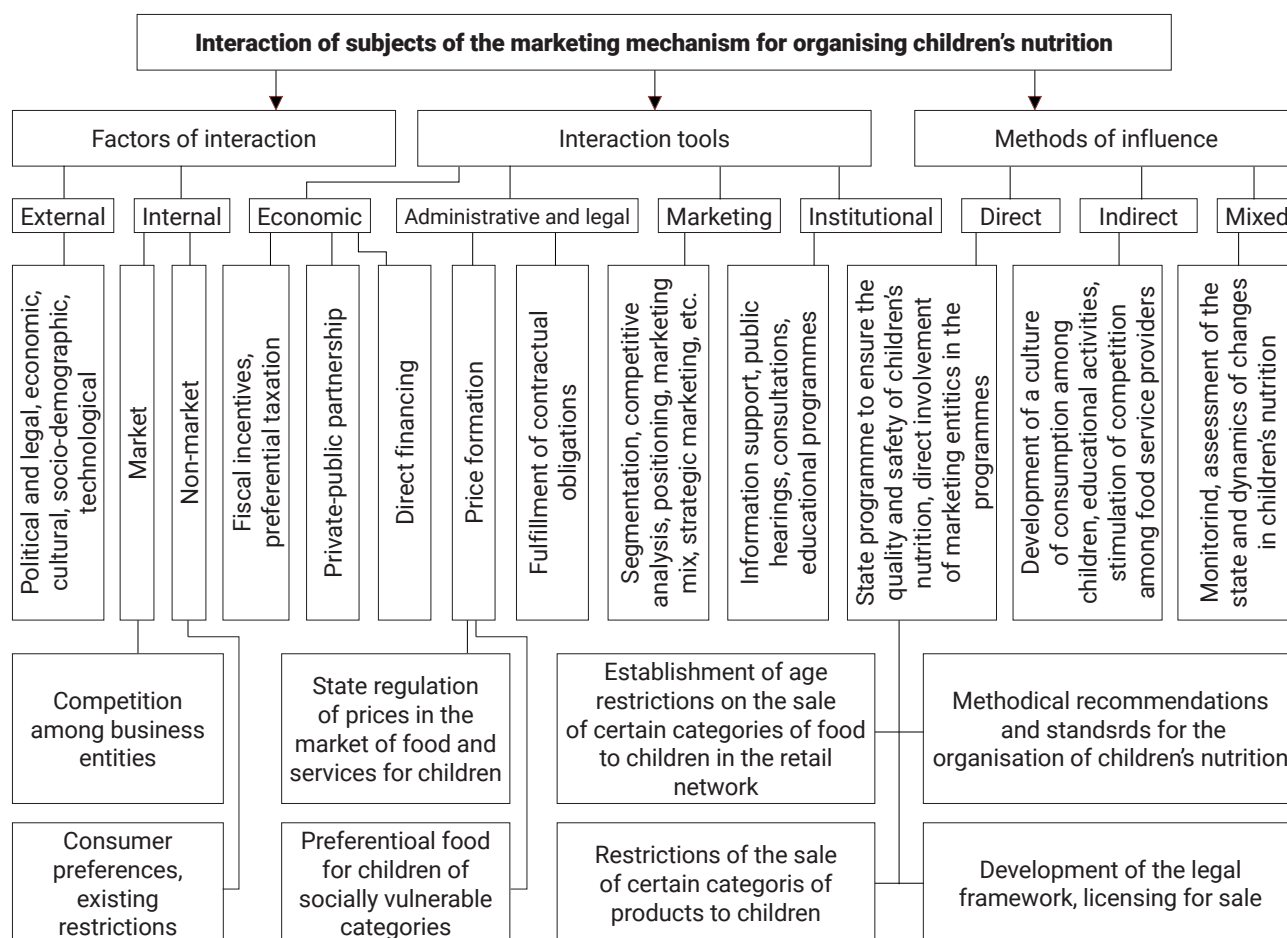


**Figure 1.** Conceptual model of the marketing mechanism

**Source:** developed by the author

A prerequisite for creating an open, reliable, and transparent system of catering for school-age children in the SEI is responsibility for the state of quality and safety of nutrition for school-age children, all subjects of the process of providing children with food. Well-coordinated interaction of all subjects of the marketing

mechanism of catering for school-age children implies their purposeful activity to achieve the target goal in the form of the expected result. State regulation, in this case, performs the function of a marketing subject at the system level, which implies an active position on the use of specific tools and levers of influence (Fig. 2).



**Figure 2.** Factors, tools and methods of interaction of subjects of marketing mechanism for organising children's nutrition in secondary education institutions

**Source:** developed by the author

The conceptual model of functioning of the marketing mechanism for catering school-age children is determined by its key characteristics:

- the functioning of the marketing mechanism is a controlled process, the subject of management forms the field of interaction of the subjects of the marketing mechanism and reasonable restrictions;

- the core of the marketing mechanism is the system of interaction of marketing entities, the level of group interaction of which affects the effectiveness of using the potential to improve the efficiency of catering for children to the maximum possible (guaranteed) level in the existing conditions [16];

- the interaction of marketing subjects is characterised by the presence of chain reactions caused by the existence of relationships between subjects;

- the functioning of the marketing mechanism is aimed at obtaining a specific effect (target result) and the overall goal of marketing entities;

- the purpose of the functioning of the marketing mechanism is to improve the level of quality and safety of children's food through a qualitative change in the model of consumer behaviour of children and strengthen the inner conviction of children to give preference to healthy eating in the process of making decisions about the purchase and consumption of food, and the choice of food service providers;

- subjects of the marketing mechanism use appropriate levers (marketing tools and resources) and methods of influence to achieve the target goal.

The complexity of a marketing mechanism depends on the complexity of the processes that occur in it, the scale and number of links. In this case, the opinion of researchers who argue that the more complex the social process, the more complex the mechanism of its regulation, is correct [15]. However, the well-established functioning of an effective marketing mechanism can provide a synergistic effect due to the creation

of conditions for innovative development based on the introduction of the latest approaches by marketing entities to solving existing problems of society, the development of the market for food products and services and the activities of individual business entities. The implementation of the marketing mechanism for organising children's nutrition is aimed at organising the interaction of marketing entities that would allow achieving the maximum possible level of quality and safety of children's nutrition under the existing conditions.

## Conclusions

Based on the study results, the structure of the marketing mechanism, its functions and the conceptual model of interaction between marketing entities at the system, social and personal levels of management are determined. It is established that the strategic priority in the introduction of a marketing mechanism for catering for school-age children is to promote the comprehensive implementation of long-term programmes in

this area based on public-private partnerships. At the same time, it is worth noting that the functioning of the marketing mechanism is based on the interaction between the subjects of this process. In this regard, the study comprehensively analysed and identified the factors, tools, and methods of interaction of subjects of the marketing mechanism for organising children's nutrition in general education institutions.

Insufficient attention to the problem of organising children's nutrition in institutions of general secondary education can lead to a complex of negative consequences, including violations of the food regime, the creation of distorted eating habits, etc., which are difficult to correct in the future. Therefore, promising areas of implementation of the marketing mechanism in practical activities related to catering in institutions of general secondary education to improve food service in educational institutions and increase the level of consumer loyalty require further study and scientific substantiation.

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