



# **ACTA AGRONOMICA ÓVÁRIENSIS**



**VOLUME 56.**

**NUMBER 1.**

**Mosonmagyaróvár  
2014**

UNIVERSITY OF WEST HUNGARY  
Faculty of Agricultural and Food Sciences  
Mosonmagyaróvár  
Hungary

NYUGAT-MAGYARORSZÁGI EGYETEM  
Mosonmagyaróvári  
Mezőgazdaság- és Élelmiszertudományi Kar  
Közleményei

**Volume 56.      Number 1.**

**Mosonmagyaróvár  
2014**

**Editorial Board/Szerkesztőbizottság**

Benedek Pál DSc  
Hegy Judit PhD  
Kovács Attila József PhD  
Kovácsné Gaál Katalin CSc  
Kuroli Géza DSc  
Manninger Sándor CSc  
Nagy Frigyes PhD  
Neményi Miklós CMHAS  
Pinke Gyula PhD  
Porpáczy Aladár DSc  
Reisinger Péter CSc  
Salamon Lajos CSc  
Schmidt János MHAS  
Schmidt Rezső CSc  
Tóth Tamás PhD  
Varga László PhD  
Varga-Haszonits Zoltán DSc  
Varga Zoltán PhD *Editor-in-chief*

**Address of editorial office/A szerkesztőség címe**  
H-9201 Mosonmagyaróvár, Vár 2.

**Publisher/Kiadja**  
**University of West Hungary Press/Nyugat-magyarországi Egyetem Kiadó**  
9400 Sopron, Bajcsy-Zsilinszky u. 4.



## **Main features of the marketing activity influencing competitiveness in the broiler fodder supply equipment market**

HEDVIG BENKE – ANTAL TENK

University of West Hungary  
Faculty of Agricultural and Food Sciences  
Institute of Business Economics  
Mosonmagyaróvár

### **SUMMARY**

One of the main reasons for choosing this topic for the research was the fact that among the Hungarian (national) animal husbandry sectors broiler production represents an exception as this is the only sector that could keep its production volume and even increase that slightly during the last decade. Another reason for dealing with this topic was that modern, competitive production requires the use of automatic technical equipment (e.g. automatic feeding and drinking systems, feed bins and flex augers). Regarding the fact that the technical solutions used in fifty percent of national broiler production units do not comply with the modern technical requirements, we can state that further production increase of the broiler sector as well as the modernization of outdated broiler fodder supply equipment together represent a significant potential for the broiler fodder supply equipment manufacturers and distributors. This potential can only turn into successful sales if the market players (distributors and end users) satisfy the existing market conditions (opportunities and expectations) to the greatest extent. In other words the distributors must offer equipment of high technical standards with the help of a competitive marketing strategy and the users must express clear expectations concerning the equipment to be purchased and at the same time have a stable financial background in order to be able to pay for the desired products.

The research was carried out over several years to (1) identify the differences of the marketing strategies of the national distributors of broiler fodder supply equipment (manufactured abroad); (2) see which factors influence the market behavior (decision making when purchasing equipment) of the decision makers of broiler production units; (3) find out the impact of the distributors' marketing strategies (methods, marketing costs) on their profitability and on the success of their sales activity. We assumed that getting to know more about the three above mentioned areas – by having more information about the competitors – would help us see how to adapt better to the ever changing market conditions. In order to achieve the set objectives of the research, we carried out a survey for four years

(2007–2011) at the two largest national distributors of broiler fodder supply equipment as well as at eight broiler production units. The questionnaires aimed at collecting quantitative (production output, revenue, marketing costs, etc.) and qualitative data (evaluation of services, technical performance, etc.). The research period (covering four years) is only important to mention when we speak about the results of the analysis of quantitative data. In this paper the correlation of marketing costs and revenue/earnings were calculated by using the data series from 2007 to 2011. From the qualitative data analysis point of view the time period is of less significance as it meant a one-time evaluation. The mentioned two distributors are dealing with the sales of the products of globally market leading manufacturers (Roxell, Big Dutchman) representing together approximately 70% of the national broiler fodder supply equipment market. The information gained during expert's interviews with the managing directors and marketing managers of the distributors as well the data collected by questionnaires from both the managers of the distributors as well as the managers of the eight broiler production units show that the market players (distributors and end users) have a different idea about the role of the various aspects of marketing strategy and their impact on the efficiency of marketing communication. Whereas distributors ranked personal sales as the most important tool of marketing communication, end users ranked the technical performance (reliability, durability, etc) of the equipment as the most crucial factor. The most interesting and surprising finding of the research is that end users ranked price only on the third place in their decision making which is an important aspect for the distributors when setting their prices.

The impact of marketing costs on the profitability of the distributors is also important to know. In the period of the research, the marketing costs proved to have a stronger than medium impact on the profitability (revenue and earnings) of the distributors.

The better the distributors know the expectations of the end users and the more they would adapt their marketing activities to them, the better they would perform and the more competitive they would become.

**Keywords:** competitiveness, marketing communication, technical parameters, buyer's decision making, effectiveness of marketing costs.

## INTRODUCTION AND LITERATURE REVIEW

The broiler fodder supply equipment is a basic element of the poultry housing equipment. Modern technology increases the efficiency of the equipment, which has a direct impact on the performance of production. The selection of automatic broiler fodder supply equipment (feeding and drinking systems) mainly depends on the choice of products which the broiler farmers (users) may choose from. Their choice is highly influenced by various aspects (price, technical parameters, services offered, warranty, etc.). The competitive marketing strategy is primarily important for the ones who provide a better offer as a result of factors (price decrease, higher technical level, and flexible distribution, etc.) which are advantageous for the users. Globalization in the marketing of these products increases the role of the marketing strategies of the manufacturers and distributors.

Further automation of the broiler farms as well as modernization of their equipment would improve the performance indicators and profitability of the farms and at the same time would create potential sales for the broiler fodder supply equipment distributors.

The broiler fodder supply equipment distributors have their own, unique marketing strategy to maximize their profit. To keep one's position and to expand (develop) in the even more competitive market is only possible by having a successful (effective) marketing strategy. The basis of a good performance and competitiveness is the competitive marketing strategy. Success in the market is achieved by understanding and satisfying the needs of the consumer (user). Thus marketing strategy is the most important tool to improve competitiveness (Parragh 2011).

The key to success is to offer a product to the market that satisfies the market needs to the greatest extent while creating maximum customer satisfaction (Kotler és Keller 2006).

Analyzing the Hungarian broiler sector in depth, we recognized several weaknesses that have a disadvantageous impact on its competitiveness.

*Keszi et al.* (2003) considers the lack of capital and the out of date barns and equipment as the biggest problems.

Automation and the technology used in raising poultry are well below the technical level of the poultry processing industry. However there were significant developments done with the help of government subsidies.

Another problem is that the barns currently in use were not built based on the needs of the given animal species. It is necessary to modernize at least 50% of the barns in order to increase competitiveness.

*Troján et al.* (2008) conclude that the profitability of broiler production mainly depends on cost efficiency. The almost only available way to increase profitability is the decrease of production costs. A basic objective is to optimize the housing conditions (litter, number of birds, etc.) and housing equipment (ventilation, fodder supply equipment, etc.), with special attention to the energy costs since by the decrease of this latter cost significant cost reduction can be realized in broiler production.

*Földi* (2007) draws the attention to another weakness of the sector, the decreasing profitability that is also reducing competitiveness. This can be explained by the ever increasing prices of fodder.

*Popp* (2007) explains the lower competitiveness of the sector by the lower overall and natural performance indicators in comparison with international figures.

Specialists consider the gaining and keeping of a competitive advantage over the competitors as the most important task of a marketing strategy. Instead of comparative advantages, *Porter* (1993) highlights the role of competitive advantages against the competitors that serve as the analysis of corporate competitiveness (for instance a cost advantage based on innovation). The current study deals with two broiler fodder supply equipment distributors (company "A" and "B") and shows the aspects influencing their marketing strategies. It also gives insight into the ranking of the factors having the greatest influence on decision making during the sales of fodder supply equipment based on both the distributors' as well as the users' (eight broiler farmers) assessments. From the results, we drew conclusions regarding their competitiveness.

The main aim of this study is to answer the hypotheses phrased before starting the research. One part of the examinations aimed at the verification of the hypothesis stating that: *marketing and the related expenses spent on the activities of the national distributors involved in the sales of fodder supply equipment differ at the companies showed that their impact on the profitability of the companies is significant.*

Another part of the research done in connection with the analysis of the marketing activities and marketing strategies of the two broiler fodder supply equipment distributors aimed at the assessment of the main aspects of the marketing strategies, assuming that: *there are differences in the use of marketing communication tools at these two companies but both of them consider personal sales as one of the most important.*

Further research was done to see what factors play an important role in the decision making of broiler farmers when purchasing fodder supply equipment, supposing that: *broiler farmers consider price as the most crucial factor whereas distributors believe that the expertise and persuasion of the sales person have the greatest influence on the buyer's decision.*

## MATERIALS AND METHODS

The research of four years (2007–2011) was carried out in two directions in order to gain profound information about both key market players (distributors and end users) and about their motivations and preferences. However, the distributors form their marketing strategies primary based on their own preferences. They can only become competitive if these are closely linked to the expectations of the end users concerning the product. One important question was to clarify to what extent the preferences of the two market players meet, namely: are the distributors aware of the needs of the users and are they taking those into consideration in their sales activities?

The national broiler fodder supply equipment market consists of several distributors (two larger and various smaller ones) selling the products of foreign manufacturers. The distributors selling the products of the manufacturers Roxell and Big Dutchman are market leaders, covering more than two-third of the national market together. That is the reason that these two distributors were involved in the research. The research included several interviews of experts and the filling in of questionnaires during face-to-face interviews by the CEOs and marketing managers of the distributors. The interviewed managers did not agree to publish the names of their companies (due to confidential data protection). Therefore herein after they are referred to as companies "A" and "B".

The expert's interviews had a previously set up structure discussing six topic areas: (1) the history of the company; (2) general data of the company (number of employees, revenue, marketing costs, etc.); (3) clients (features, number, size, etc.); (4) sales and operation (marketing activity, price, quality, logistics, services, etc.); (5) partnership with the foreign supplier (communication, deliveries, assistance, etc.); (6) key to success (main aspects of success, future vision, unique selling points, etc.).

Parallel to the expert's interviews at the distributors, we have carried out surveys at eight broiler production units in order to find out how they evaluate the broiler fodder supply equipment used at their farms as well as to get to know to what extent the marketing strategies of the distributors satisfy their expectations. To ensure the close link to the results of the research gotten at the distributors, we have selected the broiler production units based on the following criteria: (1) the broiler production units use broiler fodder supply equipment sold by one of the two distributors; (2) the equipment at the broiler production units differ by the year of purchase; (3) the broiler production units are distinct in terms of production volume (number of birds), production standards and years of existence.

The research covered four years also at the broiler production units and was carried out by the filling in of questionnaires by the managers of the farms during face-to-face interviews. The questionnaires included questions classified into four groups: (1) general data (size of the chicken house, number of birds, production data, etc.); (2) main economic data (production costs, revenue, income); (3) description of fodder supply equipment (type of drinking and feeding system, purchase price, etc.); (4) evaluation of the feeding and drinking system (technical solution, reliability, spare parts supply, guarantee, available service background, price, etc.). The evaluation was done by the use of a 1–5 interval scale. The assessment of the information collected by the interviews and questionnaires was done by mathematic statistical methods, by the calculation of correlation and by the use of SWOT analysis.

## RESULTS

The revenue of the companies is not only influenced by the distributors themselves but also by the market to a great extent. The revenue highly depends on the existing demand for the product, on the success of sales, on the price of the product, etc.

Based on the calculations done, it can be seen that if the data of the two distributor companies (that represent together two-thirds of the broiler fodder supply equipment branch) are examined together, there is a stronger than medium relation ( $r = 0.68$ ) between the marketing costs and income, which can be expressed by a quadratic curvilinear regression. The correlation between the marketing costs and revenue is even stronger, the coefficient of correlation is  $r = 0.77$  in the examined companies.

The *hypothesis* phrased at the beginning of the examinations *stating that: marketing and the related expenses spent on the activities of the national distributors involved in the sales of fodder supply equipment are differently emphasized by the companies but their impact on the profitability of the companies is significant – is partially correct.* However, the examination did not prove a significant correlation among marketing costs and income as well as revenue. Yet the calculations of correlation show a stronger than medium correlation with regard to the examined input (marketing cost) and output (revenue and earnings) factors. Thus there is a stronger than medium effect between the marketing expenses and profitability.

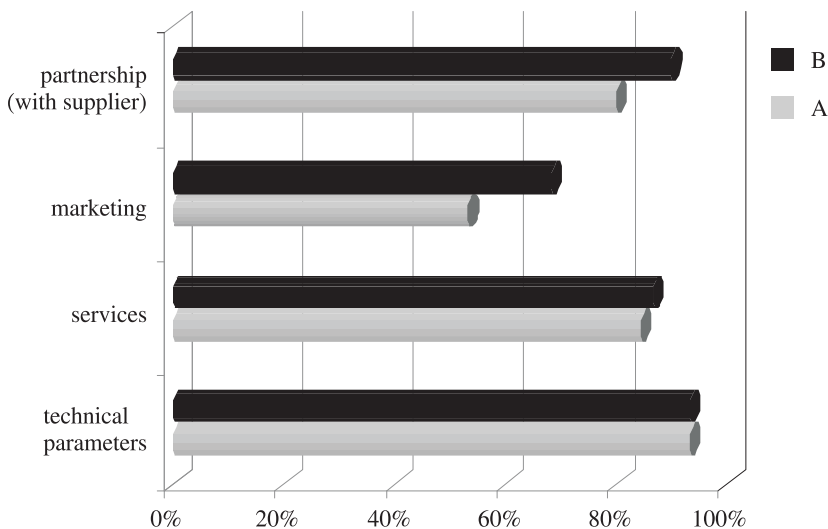
On the whole it can be concluded that marketing costs are expenses that generate a positive effect from the economic point of view as they have an advantageous impact on both the revenue and earnings.

Processing and comparing the answers given by the distributors to the questionnaire meant in depth analysis of various fields.

*Figure 1.* shows the comparison of the following four areas key to success in their sales activities based on the evaluation of the distributors:

- evaluation of the quality of partnership with the foreign broiler fodder supply equipment supplier;
- emphasis put on marketing within the organization;
- evaluation of the services provided by the distributor;
- evaluation of the technical parameters and quality of the distributed products.

The survey examined the perception of the role of marketing within the company. *Figure 1.* shows that there is a difference between the self-assessment of company "A" and "B", namely that marketing has a higher emphasis in company "B". The overall ranking of marketing is behind the ranking of technical parameters and service in both of the companies.



*Figure 1.* Comparison of company "A" and "B" based on the four examined areas

One reason could be that the distributed products are basically technical equipment where technical parameters are decisive together with the related services offered. The role of marketing is less important in the sale of broiler fodder supply equipment than in the traditionally marketing-driven sales of fast moving consumer goods.

Another factor that influences the marketing activity of these two companies is the kind of partnership with the foreign broiler fodder supply equipment supplier.

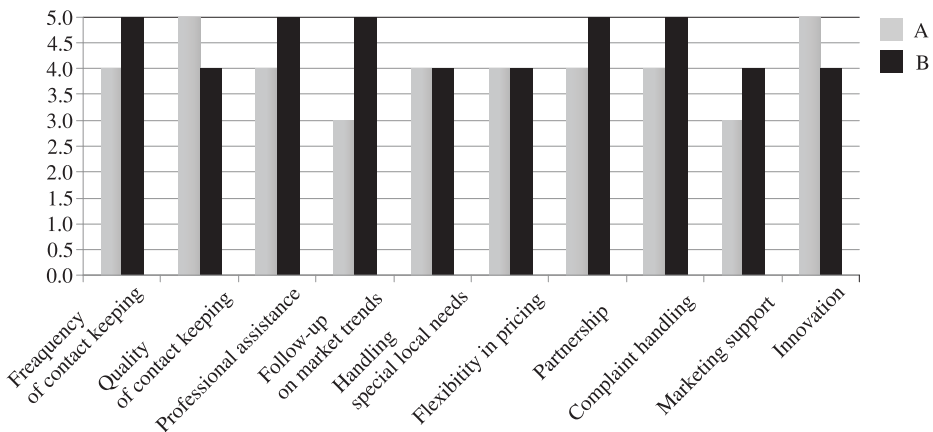


One part of marketing is marketing in business markets where an important relation type is the interactive business relationship between the supplier and the distributor which determines the procurement behavior of the organization, namely the partnership between the supplier and the distributor. The "partnership" factor shown in *Figure 1*. is the quality of the partnership between the foreign broiler fodder supply equipment supplier and the distributor, based on the perception of the distributor.

The most interesting conclusion that can be drawn from *Figure 1*. is that there seems to be a close link between the quality of the partnership between the supplier and the distributor as well as the perception of the role of marketing within the organization. However, this result is not quite surprising if we keep in mind that the role of marketing is crucial in business relations, especially if we agree with the modern concept of marketing in business markets. Company "B" having an exclusive distribution right has a closer partnership with its foreign supplier (manufacturer) than company "A" which is not a sole distributor. Overall marketing and the applied marketing strategy has a bigger emphasis in company "B", which can also be explained by the closer business relation. It can be best illustrated by the fact that here the foreign manufacturer and the exclusive distributor defined their marketing strategy together. The "partnership" factor scored lower than "Technical parameters" and "Services" but was ranked higher than "Marketing". This also means that both companies consider the quality of the partnership with their business partners much more important than the overall role of marketing within the company.

*Figure 2*. shows the scores given for the elements of the analysis regarding the partnership of the two companies with their foreign broiler fodder supply equipment suppliers.

According to the managers' self-assessment, the quality of the partnership between company "B" and its supplier is closer than it is between company "A" and its supplier. Company "B" ranked all elements of the business relationship higher than company "A" with the exception of the overall quality of overall contact keeping as well as the innovation activity of the supplier.



*Figure 2*. Factors influencing the business relation of companies "A" and "B" with their foreign suppliers

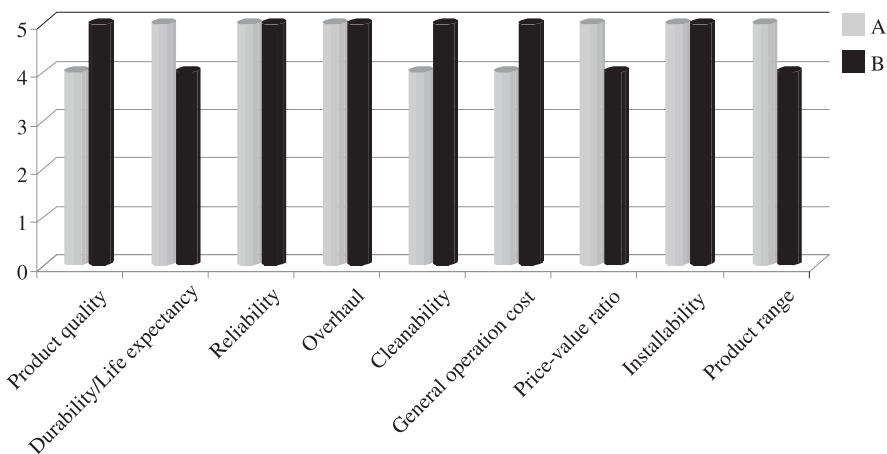
It is interesting that company "B" is not very satisfied with the overall contact keeping although it has a closer business relation and a better partnership through a fruitful cooperation with its supplier. The reason is that the foreign colleagues are not always available to answer technical questions quickly or their speed in answering is below the expected level. Company "B" gave a lower score for the innovation activity of its supplier than company "A" did, which suggests that the core strategy of the two foreign manufacturers differs. The supplier of company "A" is a manufacturer putting the emphasis on product development and innovation whereas the supplier of company "B" is a company that focuses on the marketing of its products.

The evaluation of the technical parameters and overall quality of the distributed products is shown in *Figure 1*. where both companies ranked the technical parameters of their products as high and of exceptional significance.

When comparing each element of the evaluation, we get a more diverse picture.

Regarding reliability, overhaul and easy installation, there seems to be no difference between the distributed products. However, company "A" ranked its product higher for durability, price/value ratio and product range, whereas company "B" scored higher for elements like general quality of the product, ability to be cleaned and general operational costs.

*Figure 3*. compares the ranking of the elements.



*Figure 3*. Comparing the elements of technical parameters in the two companies

The research also examined the marketing communication strategy of the two companies. *Figure 4*. shows that personal sales and reference farms are the most important for both companies.

The interviews of experts with the managers of the companies confirmed that the reliability of the sales person and personal relation with the partners is the key to success. The business relation does not stop after sales but also includes continuous follow-up, consultancy and

providing professional information. Company "B" puts an especially great emphasis on the education of its partners by the professional assistance given during the sales activity, by publishing technical articles, by sending DM letters about the newest technical developments, by giving online consultancy, by publishing guides and useful information on its website as well as giving professional assistance at business fairs.

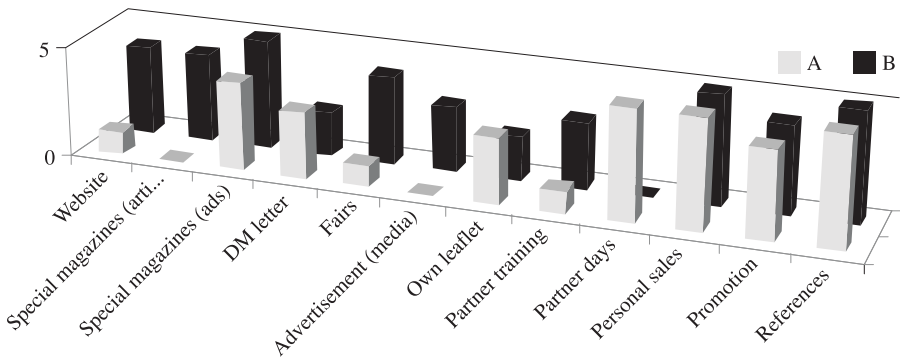


Figure 4. The applied marketing communication tools and their importance in the two companies

Figure 4. shows that company "A" uses limited marketing communication tools. It organizes "partner days" where the invited foreign suppliers (manufacturers) and the representatives of the national distributor give presentations on the latest innovations to the invited partners. Another advantage of this professional event is that the invitees can interact with one another, may exchange their experiences, may gather information from other farmers and can compare their own performance with others (benchmarking). Due to its interactivity, it is considered a better professional assistance method than the one-way informative publications used by other companies.

The use of their own leaflets is more important at company "A". The reason is that representing six foreign suppliers, company "A" is present in the market under its own name with their own leaflet whereas company "B" (being an exclusive distributor) uses the translated leaflet of their only supplier.

Besides personal sales, both companies highly ranked the role of reference farms during their assessment. The reason is that reference farms give the opportunity for potential buyers to see the technology in operation and to discuss the experiences of the operators and hear their objective opinions. The establishment of reference farms poses several special requirements. Besides modern technology, the basic requirements are: proper operation, profound expertise of the operator to run broiler production at its optimum as well as compliance with all current farming regulations.

Based on the results, our hypothesis *is correct* in stating that *despite differences in the use of marketing communication tools at the examined companies, both consider personal sales as one of their most important tools.*

The other main area of the primary research dealt with the users (broiler farmers), examining their decision making process, the preparation of the decision, the aspects influencing the decision as well as their requirements for the broiler fodder equipment.

Managers of eight broiler farms participated in the primary research and provided us with the necessary information by filling in questionnaires during the interviews.

From the interviews and questionnaires it turned out that investing in automation and modernization of broiler farms depends mainly on the availability of government subsidies. If there is a chance to obtain a government subsidy, the investor (broiler farmer) decides to go ahead; if there is no available subsidy, the investment is postponed. The subsidy is in close relation with the investment costs (e.g. price of the product) as it has a significant impact on the investment costs.

The government subsidy was not included among the factors influencing decision making because it is a factor standing "above" all other factors.

Figure 5. shows that seven factors (excluding government subsidies) were identified that have an especially great influence on the investments to purchase broiler fodder supply equipment. Figure 5. shows the importance of each parameter percentagewise based on the perception of the users.

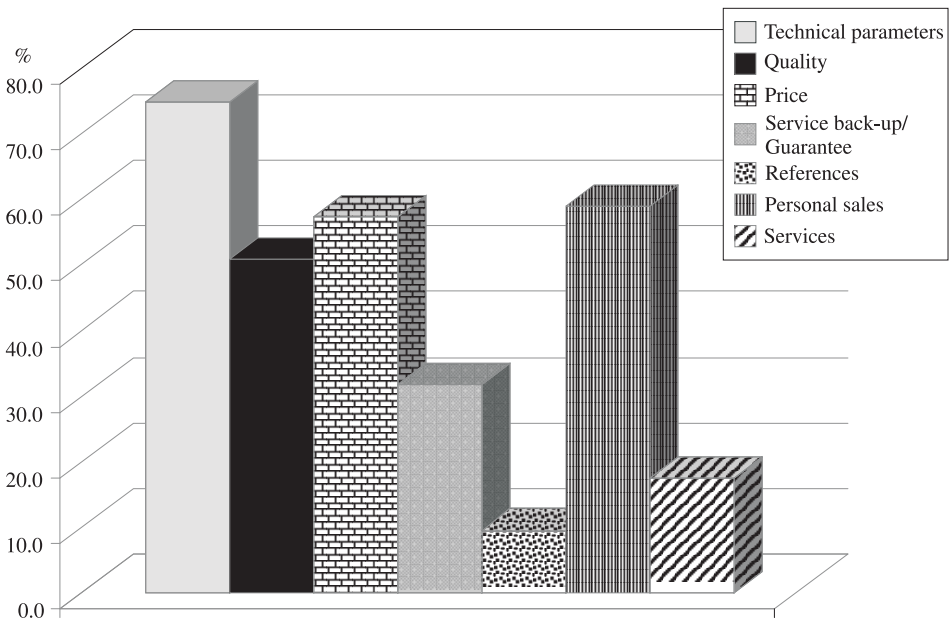


Figure 5. Factors influencing the decision making of investors with their ranking

During the selection of the technology, *the most important criterion is the technical performance of the product* which includes the feeding and drinking space required for the product, the possibility of minimizing fodder waste, the anti-stick coating on the inner hopper plates of the feed bin, etc.

*The second most important factor in the ranking is personal sales* based on the answers of the broiler farmers. The quality of the business relation between the distributor and the client, especially the trust in the sales person (expertise and creditability) and often previous business experience play a crucial role in the purchase process.

The *price* of the product as an influencing factor *got almost the same % value as personal sales* so it is just as important as personal sales during the technology purchase. Price includes elements like the price-value ratio of the product or the payment conditions offered by the distributor and evidently it does not include the availability of government subsidies.

*Quality is the fourth factor in the ranking* and was evaluated separately from the technical parameters by the participants of the survey. Quality represents the reliability of the product, durability, chance of re-purchase of the equipment.

*The remaining three factors are far behind the other four elements.* It is surprising that the service back-up/guarantees related to the product, the services offered as well as the importance of reference places were ranked much lower by the managers of the broiler production units. The reason could be that these high quality technical products are less likely to have defects, and so the significance of warranties and availability of 24 hour service is less important.

Services related to the realization of the investment play a less significant role in the decision making process according to the managers of the broiler farms. When searching for an explanation, it turned out that they thought it was part of the "personal sales", element meaning that the sales person and the services offered by the distributor are considered as one joint element. Under "services" the services of the manufacturer were meant, which play a less important role in the decision making.

On the basis of these results, the hypothesis that *broiler farmers consider price as the most crucial factor whereas distributors believe that the expertise and persuasion of the sales person have the greatest influence on the buyer's decision making – is not correct regarding the opinion of the broiler farmers but is correct concerning the distributors' judgment.* The broiler farmers' decision to invest is primarily based on the availability of government subsidies and the technical parameters of the product. This also confirms the expectation of the distributors who ranked personal sales as the most decisive factor. Given the fact that we are dealing with the sales of technical equipment, it is understandable that the technical parameters dominate in the decision making of broiler farmers during the purchase of new equipment.

During the research, it was interesting to see how the decision makers ranked the priority of the seven identified factors.

*Figure 6.* shows the percentage distribution within each element, what percentage of the interviewed persons ranked an element of first, second, third or lower priority.

While 44% of the interviewees found technical parameters as the most important factor, only 11% of them chose quality, price or services/warranties as the most crucial one. Personal sales got a better ranking since 22% of the interviewees considered it as their first priority. All of the interviewees put technical parameters as their first to third priority, whereas price was typically ranked as a fourth priority but not lower. Personal sales generally came second in the priority ranking but it has a larger spread than price.

Surprisingly, services are low in the ranking: only 22% of the interviewees thought it was their fourth priority but usually it got 6<sup>th</sup> or 7<sup>th</sup> place in the ranking.

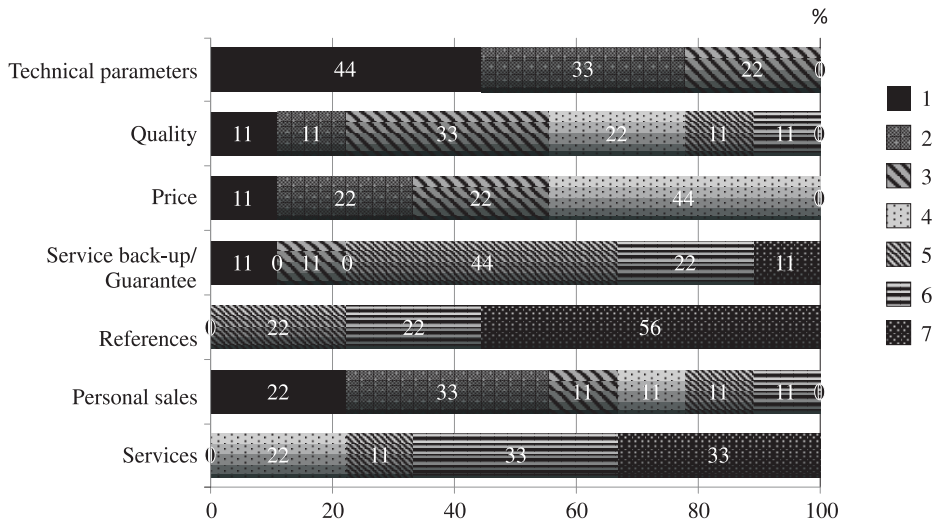


Figure 6. Distribution of the priority for each examined factor

## CONCLUSIONS

Based on the results of the research carried out during a period of four years we can conclude the following:

- 1) There is a big difference in the opinion of the managers at the examined two distributors as well as the managers of the broiler production units concerning the marketing methods of the distributors.
- 2) The marketing strategy of the distributors is in close relation with the core strategy of the foreign supplier (manufacturer) and that differs significantly between the two distributors. There are, however, also similarities in their marketing: they both consider the strength of partnership, the role of personal sales and the importance of trust evenly crucial.
- 3) The main outcome of the survey done at the broiler production units is that the managers consider the technical solution (type of feeding and drinking equipment) highly determinative for the production performance of the farm; therefore they consider the technical aspect as the most important one when purchasing broiler fodder supply equipment. The connection found between the natural production indicators (animal loss %, etc.) and the technical level of the chicken house also proves the above statement.
- 4) The distributors consider personal sales, namely the expertise and persuasion of the sales person as the most important factor in influencing the buyer's decision. The technical parameters of the product were ranked second, which shows that it is also an important aspect from the distributors' point of view.

- 5) The most surprising finding of the research is that the end users ranked price only in the third place in their decision making, which is an important aspect for the distributors when setting their prices.
- 6) The results of the research carried out parallel at the distributors and end users convinced us that there are some elements in the distributors' marketing strategies that could be improved in order to become more competitive. For instance it would be recommended for them to emphasize the technical performance of the products even more and strengthen the tools that would serve that purpose.
- 7) It turned out from the calculation of correlation for the data (marketing costs, revenue, earnings) provided by the distributors that marketing costs have a stronger than medium impact on revenue and earnings. Therefore it can be concluded (and even recommended) that by increasing the marketing expenditures used for the right purpose (matching the needs of the end users), the revenue and the earnings of the company could be increased to a certain extent.

### **A versenyképességet befolyásoló marketingtevékenység főbb tényezői a brojler takarmányozási eszközök piacán**

BENKE HEDVIG – TENK ANTAL

Nyugat-magyarországi Egyetem  
Mezőgazdaság- és Élelmiszertudományi Kar  
Gazdaságtudományi Intézet  
Mosonmagyaróvár

#### **ÖSSZEFOGLALÓ**

A témaválasztás egyik alapvető tényezője (indoka) az volt, hogy a magyarországi (hazai) állattenyésztésen belül a brojlerhízlalás jelenti azt a kivételt, amelyik az utóbbi évtizedben meg tudta tartani termelési volumenét, sőt, kismértékben még növelni is tudta azt. A másik fontos szempont az volt, hogy a korszerű, versenyképes termelés ma már szinte az automatizálás szintjére fejlesztett műszaki berendezéseket (etető és itató eszközöket) igényel. Ha a termelési volumennövekedés mellett figyelembe vesszük azt is, hogy a brojlertermeléssel foglalkozó hazai vállalkozások (telepek) mintegy 50%-ánál a berendezések műszaki állapota nem felel meg a korszerű követelményeknek, akkor belátható, hogy az ágazat további termelésbővülése és a korszerűtlen eszközök kényszerű cseréje együttesen komoly potenciális lehetőséget jelent a takarmányozási eszközgyártók és forgalmazók számára. Ez a lehetőség azonban csak abban az esetben tud realizálódni, ha a piaci feltételeknek (lehetőségeknek, illetve elvárásoknak) a piac szereplői (forgalmazók és felhasználók) igyekeznek maximálisan megfelelni. Ez a megfelelés a forgalmazók részéről a korszerű eszközök kínálata mellett versenyképes marketingstratégiát, a felhasználók

részéről pedig a fizetőképes kereslettel társuló világos (és reális) elvárást jelent a szóban forgó eszközök vonatkozásában.

Az előzőekben leírtak figyelembevételével elvégzett, több évre kiterjedő kutatások annak vizsgálatára irányultak, hogy (1) a külföldön gyártott brojlertakarmányozási eszközöket Magyarországon forgalmazó cégek által alkalmazott piaci marketingstratégiák miben különböznek egymástól; (2) a brojlerhízlaló gazdaságok piaci viselkedését (vásárlási hajlandóságát) mely tényezők befolyásolják; (3) a forgalmazók marketingstratégiája (alkalmazott módszerek és marketingköltségek) milyen mértékben befolyásolják a forgalmazók árbevételét és értékesítési eredményét? Abból indultunk ki, hogy e három tényező ismerete – a piaci versenytársak jobb megismerésén keresztül – segíthet a változó piaci viszonyokhoz történő jobb alkalmazkodásban.

Ahhoz, hogy a megjelölt célokat megvalósíthassuk, négy évre (2007–2010) kiterjedő felméréseket végeztünk a hazai vonatkozásban két legnagyobb takarmányozási eszközforgalmazó cég, valamint nyolc brojlerhízlaló gazdaság bevonásával. Az előbbieket két világcég (Roxell és Big Dutchman) termékeinek hazai kizárólagos forgalmazói, akik hosszú évek óta a Magyarországon eladott ilyen eszközöknek együttesen a 70%-át teszik ki. A két cég első számú vezetőitől és a marketingmunkáért felelős szakembereitől mélyinterjú alapján nyert – valamint a nyolc brojlertartó gazdaságból kérdőíveken összegyűjtött – információk alapján megállapítható, hogy a piac két oldalán álló szereplők eltérően ítélik meg a marketingstratégia egyes tényezőinek szerepét, illetve befolyását a marketingkommunikáció hatékonyságára. Amíg a forgalmazók a személyes kapcsolatokat (közvetlen eladást) rangsorolták első helyre, addig a felhasználók az eszközök műszaki tartalmát (megbízhatóság, élettartam stb.) ítélték legfontosabbnak. Ami a felmérések igazi meglepetése: a felhasználók a termékek árát csak harmadik legfontosabbként említik, ami a forgalmazók árképzése során nem elhanyagolható szempont.

A marketingtevékenység jövőbeni alakítása szempontjából az sem lényegtelen, hogy a marketingköltségek hogyan hasznosulnak. A vizsgált időszakban közepesnél erősebb kapcsolat mutatkozott a forgalmazó cégek éves árbevétele és értékesítési eredménye (nyeresége), valamint a marketingre fordított kiadások között. A költséghatékonyság javítható lenne azáltal, ha a forgalmazók pontosabban ismernék a felhasználók elvárásait és azokhoz az eddigieknél jobban alkalmazkodnának. Mindezek együttesen javíthatnák a termékforgalmazók piaci versenyhelyeit.

**Kulcsszavak:** piaci versenyképesség, marketingkommunikáció, termékparaméterek, vásárlói döntések, marketingköltségek hatékonysága.



## REFERENCES

- Földi P.* (2007): Baromfiágazat helyzete és jövője a magas tartási és takarmányozási költségek árnyékában. (Current situation and future of the poultry sector in the shadow of the high operation and fodder costs.) „Ágazatspecifikus innováció alapuló projektek generálása a baromfiágazatban” interaktív konferencia, Debrecen, 2007. április 26. 50–59.
- Keszi A. – Csorbai A. – Jankovics P. – Kalmár S.* (2003): Az integrált brojlerhús előállítás pénzügyi problémái Magyarországon. (The financial problems of the integrated broiler meat production in Hungary.) „Agrárgazdaság, vidékfejlesztés és agrárinformatika az évezred küszöbén” AVA konferencia. 2003. április 1–2. 1–11.
- Kotler Ph. – Keller K. L.* (2006): Marketingmenedzsment (Marketing Management). Akadémiai Kiadó, Budapest. 75–153.
- Parragh B.* (2011): Marketingstratégia vállalati versenyképességhez való hozzájárulása, Marketingstratégiai javaslatok szekunder és primer piacutató alapján. (The contribution of marketing to the corporate competitiveness, marketing strategic recommendations based on primary and secondary market research.) Óbudai Egyetem, Keleti Károly Kar, Vállalkozásmenedzsment Intézet. ([http://kgk.uni-obuda.hu/sites/default/files/01\\_Dr.%20Parragh%20Bianka.pdf](http://kgk.uni-obuda.hu/sites/default/files/01_Dr.%20Parragh%20Bianka.pdf); utolsó letöltés ideje: 2012. 06. 30.)
- Popp J.* (2007): A baromfiágazat jelenlegi helyzete és jövőbeni kilátásai. (Current situation and future perspectives of the poultry sector.) „Ágazatspecifikus innováció alapuló projektek generálása a baromfiágazatban” interaktív konferencia, Debrecen, 2007. április 26. 18–29.
- Porter, M. E.* (1993): Versenystratégia (Competitive strategy). Budapest, Akadémiai Kiadó.
- Troján Sz. – Kovácsné Gaál K. – Tenk A.* (2008): A termeléstecnológia tényezőinek befolyása a brojlersirke-hízalás jövedelmére, (The impact of the factors of production technology on the profitability of broiler production), *Animal welfare, etológia és tartástechnológia*, **4**, (3) 191–206.

*Address of the authors – A szerzők levélcíme:*

BENKE Hedvig  
Nyugat-magyarországi Egyetem  
Mezőgazdaság- és Élelmiszertudományi Kar  
Gazdaságtudományi Intézet  
H-9200 Mosonmagyaróvár, Vár 2.  
E-mail: hercegn01@yahoo.com

TENK Antal  
Nyugat-magyarországi Egyetem  
Mezőgazdaság- és Élelmiszertudományi Kar  
Gazdaságtudományi Intézet  
H-9200 Mosonmagyaróvár, Vár 2.  
E-mail: tenka@mtk.nyme.hu