

International Marketing Strategies of Agri-Food Business (Case of Slovak Companies)

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Abstract: The research studies the international marketing strategies of agri-food companies engaged in export. The aim of the study is to form a methodological basis for the selection of an international marketing strategy for the export of an agri-industrial company. The main research method of study is content analysis. The paper provides an example of Slovak agri-food companies engaged in the export of their own brands. The results of the study show that for agri-food companies, the most productive type of strategy is the strategy of growth and support of their own trademark. The developed model for substantiating the selection of an international marketing strategy of an agri-food company can serve as a tool for market penetration or adaptation, as it allows for step-by-step adjustments to the developed sales strategy of behavior in foreign markets in accordance with changes in the market situation.

Keywords: Consumer Marketing, International Marketing Strategy, Brand, Agribusiness, Agricultural Exports

JEL Classification codes: M31, Q13, Q17

INTRODUCTION

Agricultural businesses have distinct characteristics and are highly dependent on various external environmental factors. Many challenges in the agricultural sector are linked to regulatory restrictions in specific markets, seasonality, low technological development, natural and climatic conditions, limited storage options, and an inefficient structure of produced goods. Diversifying sales activities and entering new markets offer agricultural enterprises opportunities for additional profits, access to promising technologies, and increased sales volumes of agricultural products. While activities in new markets share some similarities with those in established markets, they also present unique challenges (Tanasiichuk et al., 2023). Therefore, marketing strategies for agribusiness in new markets must be adapted to these conditions, as the enterprise faces new competitors, legislative constraints, and market restrictions.

Taking into account the points mentioned above, it should be emphasized that the mechanisms of strategic marketing management for agribusiness activities in international markets are currently of significant interest from both theoretical and practical perspectives (Parkhomenko et al., 2024). It is also important to note that the number of scholars focusing on strategic marketing management in the agribusiness sector is limited, and there is a lack of applied research in this area. Therefore, the purpose of this study is to establish a methodological basis for selecting an international marketing strategy for the export activities of agro-industrial

enterprises. As a result of this research, a model for justifying the choice of an international marketing strategy for an agro-food company was developed. This model can serve as a tool for market penetration or adaptation, as it allows for a gradual adjustment of the developed sales strategy in foreign markets in response to changes in the market environment.

1 LITERATURE REVIEW

The theoretical foundation for the development of marketing strategies in an enterprise is strategic management. The works of renowned scholars such as Porter (1980) and Ansoff (1957) have laid the methodological groundwork for this research. Porter (1980) made a significant contribution to understanding enterprise strategy, the development of strategic management through practical analytical recommendations, and the formation of competitive business strategies. Ansoff (1957) focused on the applied aspects of strategic planning and provided methods for organizing strategic management within an enterprise.

Scientists approach the marketing strategies of enterprises from various perspectives. For example, Kanellos et al. (2024) explore the relationship between digitalization marketing strategies and the profitability of agribusiness, highlighting the importance of marketing innovations in agricultural enterprises. Puma-Flores & Rosa-Diaz (2024) examine the marketing aspects of sustainable development in agricultural enterprises. Their research suggests that when selecting a strategy, agricultural companies tend to focus on actions related to production certification, product quality, material and technical potential, and environmental certification, among other factors. Bonisoli et al. (2019) assess the sustainable development of food products and examine the impact of certification and quality control on brand development in new foreign markets. Lukason & Vissak (2018) modeled the failure strategies of exporters entering new markets, determining the probability of bankruptcy resulting from exporting certain products to specific sales markets. Parkhomenko et al. (2024) propose a methodological framework for evaluating business system development and the use of management tools in strategy implementation. Ryo (2021) analyzes the impact of trade fair participation on exports, foreign direct investment, and service outsourcing. His findings indicate that attending exhibitions has a positive effect on the economic health of exporters.

The issue of selecting international marketing strategies in agricultural markets is even more specialized. Aghazadeh et al. (2022) investigate export performance indicators and branding advantages as key competitive factors in foreign agricultural markets. They highlight that branding advantages for agricultural products in foreign markets are supported by communication, distribution, and product improvement. Additionally, they confirm a positive relationship between branding advantages and the dynamics of agribusiness exports. Mareeh et al. (2021) examine the role of agricultural product marketing in the growth of international exports, concluding that the pace of international trade in agricultural products outstrips the rate of production. Parkhomenko (2022) proposes a procedure for developing and implementing marketing strategies for business systems in a global context. Tanasiichuk et al. (2023) suggest a mechanism for formulating and implementing an international marketing strategy for agricultural enterprises to ensure their sustainable development, emphasizing adaptation to new conditions in international markets. Caiazza & Bigliardi (2020) argue that agri-food companies have actively begun adapting their strategic and operational marketing activities to integrate digital systems and leverage their potential.

In recent years, the scope of marketing research has broadened and become more detailed. Grashuis (2018) highlights that an international marketing strategy not only helps increase the value of agricultural exports but also serves as an approach to branding. Keller (2016) emphasizes that the interaction between product associations and the company's brand not only supports the product but also impacts pre- and post-sales service processes. Girard et al.

(2017) underline the significant role a strong brand plays in influencing consumer purchasing decisions. Shen et al. (2017) focus on the aspect of entering international markets, particularly the development of marketing strategies during the initial stage of a company's internationalization. Katsikeas et al. (2019) examine the factors influencing the formation of international marketing strategies and evaluate how companies choose marketing strategies for foreign markets.

Taking into account existing concepts and approaches to strategic management, international marketing, and the trends in agribusiness development, this study aims to explore the methodology for selecting an international marketing strategy for the export of agricultural enterprises. This article is based on a case study that examines the activities of companies exporting agricultural products under their own brand.

2 METHODOLOGY

The methodology was chosen to facilitate an in-depth collection of information on the marketing activities of several companies operating in similar sectors within the same country. Companies were selected from a general list of fruit and vegetable canning businesses, as well as producers of specialty products in Slovakia. From a total of 1,098 companies, three firms were chosen that were active in agribusiness and had relatively high revenues from their activities (Table 1).

Tab. 1 Case characteristics

Agri-food company	Wellberry, ltd	BIOPLANT, s.r.o.	NOVOFRUCT SK, s.r.o.
Year of foundation	2007	1995	1975
Location	Tuchyňa	Ostratice	Nové Zámky
Industry	Fruit and Vegetable Food Manufacturing	Fruit and Vegetable Preserving and Specialty Food Manufacturing	Fruit and Vegetable Preserving and Specialty Food Manufacturing
Sales revenue (\$M)	\$0.59M	\$1.45M	\$17.87M
Export countries	Czech Republic	Czech Republic	Czech Republic, Hungary, Poland, Germany, United Kingdom, Belgium, Netherlands, Bulgaria, Ukraine, Latvia, Lithuania, Mongolia, Jordan, Iran, Israel, Turkmenistan, Qatar, China, Saudi Arabia

Source: Fruit and Vegetable Preserving and Specialty Food Manufacturing Companies in Slovakia, 2025

In accordance with the purpose of the study, a hypothesis was formulated that a strategy of growth and maintenance of one's own brand is the most effective for agri-food companies operating in international markets. Another hypothesis is that adapting strategies to the specifics of local markets is the key to success in export marketing for such companies.

Content analysis is a systematic approach to studying text and media sources to identify trends that can inform the selection of a marketing strategy. The goal of this content analysis is to evaluate the strategies of BIOPLANT, Wellberry, and NOVOFRUCT SK by analyzing existing content, such as strategy documents, marketing materials, and media publications. This will help highlight the key aspects of their strategies, identify their strengths and weaknesses, and uncover the main opportunities and threats they face.

Data were collected from secondary sources, including publications on marketing strategies, industry reports, and other materials containing information about the activities of agri-food companies. Each company was analyzed through its website to examine the specifics of its operations. Additionally, advertising materials, consumer behavior in purchasing these companies' products, pricing policies, product assortments, and other relevant factors were analyzed. The methodology used for data analysis was content analysis, which helped systematize the large volume of data.

During data analysis, coding methods were used to identify key themes and strategies that were consistently repeated in the context of international marketing. In line with the study's objectives, data coding for all agribusiness companies was carried out across the following categories: growth strategies, supply chain control, innovation and sustainability, competitive advantages, pricing, marketing opportunities, threats, and risks. When studying growth strategies, the key coding categories focused on identifying mentions of expansion, new markets, product diversification, brand development, and international expansion. For the supply chain control coding criterion, information was aggregated on mentions of control over production processes, cost management, and maintaining high quality. The pricing category summarized information about the company's pricing policy in relation to production capacities. The marketing opportunities category systematized data on the development of new market segments, demand for organic products, and strategies to strengthen positions in international markets. The threats and risks category compiled information on issues such as crop instability, weather conditions, competition, and external factors like climate change and political risks. The competitive advantages category explored topics such as product innovation, customer support, cost optimization, and adherence to environmental and organic standards. Using content analysis and generalizing the results obtained, the dominant strategic direction of the companies was identified.

After collecting and coding the data, the results were analyzed in relation to international strategies and successful practices. Based on this analysis, specific steps were developed for selecting an international marketing strategy that will assist agri-food companies in adapting their operations to international markets.

3 RESULTS AND DISCUSSION

In the research process, content analysis was conducted using the most up-to-date information from online sources for three Slovak agricultural companies: Wellberry Ltd., BIOPLANT s.r.o., and NOVOFRUCT SK s.r.o. One of the key segments for all these companies is the field of fruit and berry processing. The companies Wellberry Ltd., BIOPLANT s.r.o., and NOVOFRUCT SK s.r.o. have established well-organized mechanisms for product production and supply. Sustainable development is an integral part of their corporate philosophy and international marketing strategies. The fruit segment is actively involved in regional development programs aimed at ensuring the sustainability of agriculture. Some of these companies grow their own raw materials, while others purchase them. All of the enterprises create value through the process of transforming agricultural raw materials into various intermediate products. The synergistic development model adopted by these agricultural companies enables the study of international marketing strategies across different product segments, as there is a strong

corporate connection between them. Table 2 presents a content analysis of the three companies' websites.

Tab. 2 Content analysis of the websites of the companies under study

Criteria for comparing the content of company websites	Wellberry https://www.wellberry.sk/	Bioplant https://www.bioplant.sk/	Novofruct https://www.novofruct.sk/
Subject	Healthy food products, including berries, juices and other natural products	Growing and selling fruits and garden plants	Fresh fruit products, including juice and other fruit-based products
Amount of content	The site contains text information about products, quality certificates, as well as elements for communicating with buyers	A large amount of text about products, growing processes, and other company services	Focused on product descriptions, brand values, and production information
Features	Simple navigation menus. Blog and news section. Clear focus on healthy eating and natural ingredients.	Emphasis on organic farming and local production. A large selection of vegetables and fruits is offered. Possibility of ordering products through an online store and visiting a physical point of sale.	Simple but effective website design. Information about shipping and quality. May be useful for those looking for fresh natural products.

Source: own research

Overall, all the websites emphasize natural products, but each has its own unique focus: Wellberry highlights health, Novofruct emphasizes fresh fruit, and Bioplant focuses on the cultivation and sale of fruit. The results of the coding and content analysis for the studied agricultural companies reveal key strategic marketing trends of agribusinesses operating in foreign markets.

Data coding for BIOPLANT was carried out as follows. The "growth strategy" criterion identified the categories "expansion into new markets", "new products", and "international expansion". That is, the key phrases in the process of researching the content of this company are "expansion into international markets", "new market segments", "product differentiation", and "expansion into new territories", since BIOPLANT increases the export of organic products to the markets of Asia and Europe. The next criterion is "supply chain control", which formed the categories "control of production processes", "supply efficiency", and "cost management". The key phrases of the content under this subcategory were "full control over the supply chain", "effective cost management", "supply of raw materials", and "own production facilities". The categories "use of innovations", "organic products", and "sustainable development" were formed under the innovation and sustainable development criterion. The key phrases of the company's content according to this criterion are "use of organic products", "sustainable technologies", "green initiatives", and "sustainable development". The categories "product differentiation", "unique products", "competitive advantages" were evaluated according to the

criterion "competitive advantages". The key phrases of the BIOPLANT company's content according to this subcategory are "product uniqueness", "high quality", "brand development", "customer loyalty". The two categories "price flexibility" and "price policy adaptation" were highlighted according to the criterion "pricing". The key phrases according to this subcategory were "flexible pricing policy", "price adaptation to the market", "maintaining competitive prices". The rejecting categories according to the criterion "threats and risks" are "external factors", "yield instability", "competition". The key phrases of the content under this parameter are "yield instability", "external economic and political factors", "worsening weather conditions", "competition". The criteria "marketing opportunities" evaluated the categories "development in new markets", "demand for organic products", "marketing strategies". The key phrases under this subcategory are "expansion into new markets", "growing demand for organic products", "brand improvement", "new advertising strategies".

The analysis of the coded data allows drawing the following conclusions based on the established criteria. According to the subcategory "growth strategy", BIOPLANT applies a strategic approach to expanding into new international markets, in particular into the markets of Europe and Asia. This indicates the company's orientation towards international expansion and increasing the volume of export activities. Analysis of the subcategory "supply chain control" allows concluding that BIOPLANT provides effective management of production processes, which includes both the supply of raw materials and the quality control of finished products. This approach allows you to reduce costs, improve efficiency and ensure stability in production. Full control over the supply chain gives BIOPLANT a competitive advantage in terms of cost management and ensuring high product quality. This is an important component of its strategy to maintain business efficiency and stability. Analysis of the subcategory "innovation and sustainable development" indicates that the company is actively implementing innovative and sustainable approaches to production, in particular using organic products and environmentally friendly technologies. This corresponds to global trends in the organic market, where the demand for environmentally friendly and sustainable production methods is constantly growing. The strategy of using organic products and environmentally friendly technologies meets the requirements of sustainable development and allows BIOPLANT to stand out among competitors. Such an approach can attract the attention of consumers who are oriented towards environmentally friendly products. Analysis of the subcategory "innovation and sustainable development" indicates that the company is actively implementing innovative and sustainable approaches to production, in particular using organic products and environmentally friendly technologies. This corresponds to global trends in the organic market, where the demand for environmentally friendly and sustainable production methods is constantly growing. The strategy of using organic products and environmentally friendly technologies meets the requirements of sustainable development and allows BIOPLANT to stand out among competitors. Such an approach can attract the attention of consumers who are oriented towards environmentally friendly products. Monitoring the subcategory "competitive advantages" gives reason to believe that BIOPLANT is favorably distinguished by the high quality of its products and a special approach to brand development. This allows the company to occupy leading positions in the market, which is an important factor in a competitive environment where consumers often pay attention to the quality and reputation of the brand. Product quality and branding strategy are the main competitive advantages of the company. They allow it to maintain a leading position in the market and attract loyal consumers. Monitoring the subcategory "competitive advantages" gives reason to believe that BIOPLANT is favorably distinguished by the high quality of its products and a special approach to brand development. This allows the company to occupy leading positions in the market, which is an important factor in a competitive environment where consumers often pay attention to the quality and reputation of the brand. Product quality and branding strategy are the main competitive advantages of the company. The subcategory "threats and risks" characterizes the peculiarities of the agricultural business, since agriculture is vulnerable to

changing weather conditions, which can affect yields and production stability. In addition, the company faces a high level of competition, which can threaten its market position. Yield instability and a high level of competition are the main threats to the company. BIOPLANT needs to develop strategies to reduce these risks, for example, through investments in risk management technologies or supplier diversification. Analysis of the subcategory "marketing opportunities" allows us to note that the demand for organic products is an important factor for expanding marketing opportunities. BIOPLANT has the potential for further growth in new markets, where there is a growing interest in eco-products. The organic market in Asia and North America offers significant marketing opportunities. This allows the company to increase its sales and strengthen the brand internationally.

Thus, summarizing the results of the content analysis of the key criteria, it is appropriate to conclude that BIOPLANT demonstrates a strategic approach to growth, which includes expansion into new international markets, control of the supply chain to ensure production efficiency, and the introduction of innovation and sustainable technologies. This allows the company to maintain competitive advantages, as well as to actively respond to threats such as crop instability and market competition. The company's main growth opportunities are related to expansion into new markets where the demand for organic products is growing. On the other hand, the company must be prepared for external risks, such as weather conditions that may affect its production processes. Growth strategies, supply chain control, and innovation are strong aspects of BIOPLANT's activities that allow it to compete successfully in the organic market. The advantages of BIOPLANT are control of the supply chain, flexible pricing policy and innovation. The key advantage of the company is the ability to control the entire chain from raw materials to the finished product, which allows it to maintain high quality and effectively manage costs. The company has the ability to change prices depending on production capacities, which gives it flexibility in a competitive market. The active use of organic products and sustainable production processes allows it to stand out among competitors and meet modern market requirements. The threats and risks of BIOPLANT are the instability of crops and competition. Like all agricultural companies, BIOPLANT may be vulnerable to changes in climate and weather conditions, which can affect the stability of production. The emergence of new players in the organic products market creates additional competition, which may affect the company's fate in the market. In conclusion, it is necessary to focus on marketing opportunities, which are international expansion and brand development. Development in new international markets, especially in the context of demand for organic products, can become an important aspect of the company's strategy. Strong brand recognition and growing demand for eco-friendly products create opportunities for further growth.

Content analysis of BIOPLANT shows that the company is actively working to strengthen its market position through innovation, quality control and growth strategies in new markets. Key strategies include diversification of products and services, focus on environmentally friendly products and development of international markets. However, the company faces threats such as crop instability and high level of competition, which may affect its further development.

The next case is a content analysis of the company NOVOFRUCT SK. For the company NOVOFRUCT SK, the units of analysis can be marketing strategies, company products and services, identification of competitive advantages, assessment of risks and threats, application of innovations and technologies. Within the category of "marketing strategy", it is appropriate to highlight the subcategory "expansion into foreign markets" because the company's strategy is aimed at entering international markets, in particular, using export channels to sell its products; "branding and positioning" through the ways in which the company creates and promotes its brand, especially in the context of organic products; "target audience" through the definition and orientation of specific consumer segments. NOVOFRUCT SK is actively developing its export potential by entering international markets. The company uses strategies

aimed at expanding its markets outside the country, including European and other international destinations. The growth of international presence is supported by the high quality of its products and their organic nature, which favorably distinguishes the company from competitors. The company has a clear orientation towards globalization and actively uses strategies for entering new markets. In its marketing strategy, NOVOFRUCT SK focuses on developing a brand that is associated with high-quality organic products. The company's branding is aimed at increasing consumer trust and creating an image of a company that cares about the health of its customers. The company uses quality certificates, which increases trust in its products. It successfully develops a brand that is associated with environmental friendliness and naturalness, and this contributes to the formation of consumer loyalty. NOVOFRUCT SK focuses on consumers looking for healthy, organic products, particularly in European markets. The main customers are people who pay attention to the quality of food and the environmental aspect of products.

As a criterion "products and services", the subcategories characterizing the marketing strategy are "organic products" due to the presence of organic products in the company's assortment and their positioning on the market; "product innovation" due to the application of new technologies and innovations in production; "product quality" as a main element of the marketing strategy. NOVOFRUCT SK specializes in the production of organic products certified according to international standards. The company's products include natural ingredients, which ensures its competitiveness in the organic products market. New technologies also allow it to increase production volumes and reduce costs. Continuous improvement of technological processes allows NOVOFRUCT SK to remain competitive in the market. High product quality is the main advantage of NOVOFRUCT SK. The company adheres to international standards of organic production and certifies its products. High product quality strengthens the company's position in the organic products market and ensures consumer trust. According to the criterion of "competitive advantages", the subcategories "high quality" were determined, taking into account that the company's products are distinguished by high quality standards, which allows it to gain competitive advantages; "product differentiation", a reference point for natural substances and environmental friendliness, which distinguishes the company from competitors in the industry; the subcategory "innovative technologies" indicates the introduction of the latest technologies to ensure high product quality. High quality is the company's main competitive advantage. It guarantees organic production and maintains stability and trust among its customers. Thanks to the high quality of its products, the company has the opportunity to retain loyal customers and conquer new markets. NOVOFRUCT SK products differ from competitors in their organicity and environmental friendliness, which is an important factor for consumers looking for healthy and safe products. Clear differentiation through organic products allows the company to stand out among competitors. Innovation helps increase NOVOFRUCT SK's competitiveness and support sustainable growth. Regarding the criterion "threats and risks", the following subcategories can be distinguished: "yield instability" due to the uncertainty of agricultural production, dependence on weather conditions; "competition in the organic market", because competition among organic producers can lead to a decrease in market share; "changes in foreign policy and economy" due to political or economic changes in the markets where it operates. One of the main threats to the company is yield instability, because agricultural products are highly dependent on weather conditions. The company needs to adapt its strategy to possible changes in weather conditions and risks related to yields. The growing number of organic producers creates a high level of competition in the market. This may limit the capabilities of NOVOFRUCT SK in the event of a strong increase in the number of competitors. The risk of increased competition requires the company to constantly improve its strategy and maintain competitive advantages. The impact of political and economic changes on the markets in which a company operates can be significant. Tariff restrictions, regulatory changes, and economic fluctuations can affect a company's strategy. The criterion of "innovation and technology" should be considered in the context of the

following subcategories, such as "improvement of production processes", taking into account the use of modern technologies to improve the production process; "development of new products", taking into account the release of new lines of organic products that meet the needs of different consumer groups. The company uses modern technologies to improve its production processes. This allows to improve product quality and increase production efficiency. Improving technologies is an important factor in maintaining the company's competitiveness. NOVOFRUCT SK actively develops new products, focusing on changes in consumer demand and interests. The constant development of new products allows the company to attract new customers and maintain interest in the brand. The criterion "customer support" deserves attention, according to such subcategories as "loyalty programs and customer feedback" due to active cooperation with customers, the presence of loyalty programs, bonus offers; "educational programs and consultations" taking into account the constant informing of customers about the benefits of organic products and providing consultations on the choice.

Thus, the content analysis shows that NOVOFRUCT SK demonstrates a strong position due to high product quality, innovative technologies and effective marketing strategies. However, it also faces risks such as weather conditions and high competition in the organic market. Improving technologies and developing new products are key factors to maintain its competitiveness in the future. NOVOFRUCT SK shows that it is focused on creating a brand associated with organic, environmentally friendly products, actively adapting new technologies and expanding into international markets.

The content analysis of Wellberry is focused on approximately homogeneous categories and subcategories for monitoring the companies under study. An important category is "marketing strategy", which is traced through the subcategories "expansion to foreign markets", taking into account the development of the company's export capabilities; "branding and positioning", focusing on the development of its own brand in the context of innovative or healthy products; "target audience", taking into account the orientation towards certain consumer segments. Wellberry is focused on expanding its markets through marketing campaigns aimed at healthy eating and natural products. It actively works with international markets and develops the brand, targeting it at modern consumers who are looking for organic and safe products. The next category for analysis, "products and services," includes the subcategories "organic products" due to the product's focus on naturalness and organicity without the addition of chemicals or preservatives, with organic certification; "innovative products," new products are constantly appearing on the market, taking into account new trends in nutrition; "product quality" due to a high level of quality control. Wellberry focuses on organic and natural products that are gaining popularity among consumers who care about their health. High product quality is the company's main competitive advantage, and this allows it to maintain stable demand for its products. The category "competitive advantages" is an indicator of the subcategories "high quality" due to the presence of international quality certificates; "product differentiation" due to the use of special technologies that distinguish products from competitors; "brand stability" corresponds to the characteristics of consumer trust, positive customer feedback, reputation. The company has competitive advantages due to its products, which are distinguished by their ecological purity and naturalness. It actively develops product differentiation through innovative ingredients and technologies, which allows it to retain loyal consumers and stand out from competitors.

The category of "threats and risks" is characterized by the subcategories "raw material supply risks" due to deterioration of harvests and restrictions on the supply of environmentally friendly raw materials; "competition in the market" taking into account the emergence of new competitors with similar products; "economic fluctuations" predicting changes in the macroeconomic situation on demand and prices. The main risks for Wellberry are changes in the supply of raw materials, which may affect the stability of production, as well as high

competition in the field of organic products. Economic fluctuations and changes in the market can also affect prices and demand. The category "customer support" is defined by the subcategories "customer interaction" providing loyalty program activities, customer feedback, support through social networks and online services; "educational programs" through conducting educational campaigns on the importance of healthy eating and natural products. The category of "innovation and technology" is represented by the subcategories "production technology" through the implementation of new technologies in production and packaging; "new product development" through the constant updating of the company's assortment. Wellberry actively uses the latest technologies to increase production efficiency, reduce costs and improve the quality of its products. The company is also engaged in the development of new products to meet the changing needs of consumers.

Thus, Wellberry has a clearly defined strategy for expansion into international markets, with a special emphasis on the health and naturalness of its products. The company is focused on catering to the growing demand for healthy eating, which is becoming a significant factor in its increasing popularity among consumers. However, for sustainable development, the company must consider potential risks associated with raw material supply and competition, while also continuing to refine its strategy to maintain customer loyalty and address evolving market demands. The systematization of the results of content analysis for the companies BIOPLANT, Wellberry and NOVOFRUCT SK is presented in the table 3.

Tab. 3 Systematization of the results of content analysis for companies BIOPLANT, Wellberry and NOVOFRUCT SK

Category	Subcategory	BIOPLANT	Wellberry	NOVOFRUCT SK
Marketing strategy	1.1. Expansion into foreign markets	The company is focused on developing local markets, with the possibility of expanding to international markets.	Actively operates in international markets, especially in Europe.	The strategy focuses on strengthening positions in already occupied markets, with the potential for expansion.
	1.2. Branding and positioning	Creating a brand focused on environmentally friendly products.	Brand orientation for organic and healthy products, with a focus on environmental friendliness.	Brand development with an emphasis on high quality and organic products.
	1.3. Target audience	Consumers looking for natural and organic products.	Targeting healthy consumers, athletes and those who are health conscious.	Focusing on the healthy food market, especially in Europe.
Products and services	2.1. Organic products	All of the company's products are organic, with special attention to quality and environmental friendliness.	Focus on natural, organic products for healthy eating.	Specializing in organic products certified according to international standards.

Category	Subcategory	BIOPLANT	Wellberry	NOVOFRUCT SK
	2.2. Innovative products	Actively implements new technologies to improve product quality.	Uses innovative production methods to improve product quality.	Innovative technologies for the production of organic products.
	2.3. Product quality	Quality control at all stages of production, product certification.	High level of quality control of organic products.	High quality products, certified according to international standards.
Competitive advantages	3.1. High quality	The products have high quality standards, which gives them competitive advantages.	Quality is the main competitive advantage that allows the company to stand out in the organic products market.	The high quality of organic products is a major advantage in the market.
	3.2. Product differentiation	The products are distinguished by their ecological purity and naturalness.	Unique recipes and technologies that provide competitive advantages.	Differentiation through organic ingredients and environmental friendliness.
	3.3. Brand sustainability	Development of a stable brand focused on natural products.	Continuous improvement and maintenance of the organic brand image.	The brand is associated with quality and environmental friendliness, which helps maintain competitive positions.
Threats and risks	4.1. Raw material supply risks	Dependence on the quality of raw materials, which affects the stability of production.	Risk of instability in the supply of organic raw materials due to natural phenomena.	Instability of raw material supplies and weather conditions can affect production.
	4.2. Market competition	High competition among organic producers requires constant improvement of strategy.	Increased competition in the organic market, including with new entrants.	Intense competition due to high demand for organic products.
	4.3. Economic fluctuations	The impact of economic changes and fluctuations in raw material prices on the company's strategy.	Rising commodity prices and economic fluctuations can affect demand.	The impact of economic crises on demand and prices, the need to adapt to changes.

Category	Subcategory	BIOPLANT	Wellberry	NOVOFRUCT SK
Innovation and technology	5.1. Production technologies	Improving technologies to improve production processes and reduce costs.	Uses modern technologies for the production of organic products.	Innovations in production processes to ensure high quality organic products.
	5.2. New product development	Expanding the product range to meet new market requirements.	Development of new organic products based on current healthy eating trends.	Constantly updating the range and developing new products to maintain competitive advantages.
Customer support	6.1. Customer interaction	Developing feedback through online channels, customer loyalty through service.	Customer loyalty is maintained through active interaction on social media and offline.	Interacting with customers through various feedback channels and maintaining customer relationships.
	6.2. Educational initiatives	Conducting campaigns on ecology and healthy eating to raise awareness.	Active educational campaigns through advertising and online resources to promote healthy eating.	Conducting educational programs to increase awareness of organic products among consumers.

Source: own research

Thus, BIOPLANT is focused on developing local markets with potential for international expansion. It has a strong market position thanks to its organic products but faces challenges related to competition and raw material instability. Wellberry is actively operating in international markets, emphasizing organic products for healthy nutrition and maintaining high-quality standards. However, it also faces risks due to competitive pressure and market changes. NOVOFRUCT SK uses a strategy of strengthening its positions in already established markets, with a strong focus on organic products and innovation, while dealing with risks related to crop instability and high competition. All three companies are committed to developing their brands through the promotion of organic products, which are increasingly popular among health-conscious consumers. In particular, BIOPLANT and Wellberry are actively pursuing strategies for international market entry, while NOVOFRUCT SK is focused on strengthening its presence in already established markets with an emphasis on high-quality organic products. Wellberry's primary strategy is to expand into international markets, particularly in Europe, with a focus on healthy nutrition and natural products. BIOPLANT and NOVOFRUCT SK are also seeking to expand internationally, but their strategies remain more focused on local markets. All three companies share a competitive advantage in the quality of their organic and natural products, which is a key factor in their competitiveness. Wellberry and NOVOFRUCT SK are focused on branding to establish a stable and recognizable reputation among consumers, while BIOPLANT also aims to build a brand centered around environmental

friendliness and naturalness. Wellberry has an additional advantage due to its innovative approaches to the production of organic products.

All companies face risks related to the instability of raw material supplies, which are directly influenced by weather conditions and natural disasters. Competition represents a significant threat, as the demand for organic products continues to grow, leading to the emergence of new competitors. Economic and currency fluctuations can impact raw material costs and the pricing strategies of companies, posing risks to their growth plans. Wellberry and NOVOFRUCT SK are actively leveraging the latest technologies to enhance the quality of their products and production processes. While BIOPLANT also innovates, it places somewhat less emphasis on technology compared to its competitors. All three companies engage actively with consumers, gathering feedback through various channels, including online platforms and social media. Additionally, they focus on customer support and building loyalty through high-quality products and effective communication with end consumers.

Companies can enhance their competitiveness by continuously developing their brand through innovation. A brand becomes not just a product identifier, but also a carrier of values that resonate with consumers. This is evidenced by Wellberry's success in differentiating itself through innovative approaches to healthy eating. One of the key factors for a company's stability is the integration and optimization of its supply chain, which helps mitigate risks from unstable raw material supplies and reduces costs. In theory, stable competitive advantages, such as high product quality and brand reliability, can form the foundation for sustainable growth. In this regard, companies must maintain high-quality standards and protect their reputation in the market. BIOPLANT and NOVOFRUCT SK should focus on developing strategies to enter new international markets where the demand for organic products is growing. It is recommended that they develop marketing and brand strategies tailored to the localization of products for each specific market. Companies should also more actively incorporate the latest technologies in production and management processes to enhance efficiency, reduce costs, and ensure consistent product quality. This will help maintain competitive advantages and meet the increasing demand for organic products. Given the growing demand for organic products and a healthy lifestyle, companies should invest in educational programs for consumers. This will help build brand trust and maintain customer loyalty. Companies must also be able to adapt their strategies flexibly to shifts in the economic landscape, which requires a quick response to currency fluctuations and market changes. It is recommended that companies use a flexible pricing policy and diversify raw material supplies to minimize risks. Additionally, companies should diversify their product portfolio to reduce dependence on a specific market segment and ensure stable profits. They should actively introduce new products that align with changing consumer preferences.

CONCLUSION

This study makes a significant contribution to the development of international marketing strategies, especially in the context of agribusiness. It provides a model that helps agri-food companies adapt their marketing strategies to changing market conditions and consumer expectations. The study deepens the understanding of how branding, brand support, and growth strategies can play a key role in ensuring stability in international markets. Furthermore, from a theoretical standpoint, the findings emphasize the importance of product localization as a necessary condition for successful market penetration abroad. This research also contributes new insights into how agri-food companies can effectively manage their international marketing efforts based on multi-stage, adaptive approaches that evolve in response to external factors. Thus, theoretically, the study helps expand scientific knowledge on strategic management in agribusiness, providing a foundation for further research on adapting marketing strategies to changing external conditions.

From a practical standpoint, the findings of the study offer several key recommendations for managers of agri-food companies seeking to successfully enter international markets. It is essential for companies to focus on strategies aimed at developing their own brand and growth in foreign markets, as this strengthens their competitive position and ensures stable exports. To achieve these goals, companies should actively adapt their products to local needs and preferences, taking into account the cultural and economic characteristics of target regions. Managers should also focus on building flexible, multi-stage strategies that allow quick adaptation to market changes. The ability to adjust marketing strategies based on these factors is critical for success in international markets. Additionally, managers should invest in developing their companies in areas such as strengthening brand image, training and developing highly qualified staff, and establishing reliable supply and sales channels. Having a strong brand that can compete on the international stage is an important factor for further market expansion. It is crucial not only to understand the needs of the end consumer but also to have a strategy for managing relationships with clients and partners at every stage of interaction. For companies aiming to enter European and Asian markets, managers should consider regional characteristics and develop tailored marketing and product strategies specific to each country's needs.

The limitation of this study is that it analyzes agribusiness in a single country operating within one sector. A potential direction for future research is to expand the scope of the study by including a broader range of agricultural companies, which would help clarify and expand the conclusions drawn.

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