

Associativity and Management of Agri-Food Marketing: An Application to Horticultural Products

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ABSTRACT

The conceptual application of knowledge about Associativity (A) and Agri-food Marketing Management (GMA) to the horticultural sector is a relevant topic in the marketing of the sector's products. However, this relationship has not been fully understood in the agro-productive, commercial, governmental and business spheres, which allow the formulation of a system of associative marketing of horticultural products, in the context of rural development in the territories. In this scenario, the objective of the study was to carry out a systematic bibliographic exploration that involves the fundamental elements of associativity and marketing management to understand the commercial praxis of horticultural products, using a methodology with a mixed approach, of a descriptive nature to point out components of the object of study with documentary design. The results showed that horticulturists and marketers have not capitalized on the potential that associativity and networking represent. In conclusion, the systematization of the available knowledge about the phenomenon investigated and its historical relationships allows us to glimpse a social situation unfavorable to the participation and associative organization of the actors, apart from the use of marketing mix tools (product, price, communication and distribution) in agri-food marketing.

KEYWORDS: Associativity (A), Agri-food Marketing Management (GMA), horticultural.

1. Introduction

Rural development has been evolving in line with the dynamics and challenges facing the agricultural world today, caused by the increase in population and the responsibility for food security of approximately 9,700 million inhabitants, by 2050 and by 2016 65% of needy adults work and depend on this sector of the economy (World Bank, 2019)

In this context, the progress of the agricultural sector is one of the best tools in the generation of collective well-being. From this line of development, research, development and technological innovation in the field become very relevant; in addition, an efficient distribution and marketing scheme with the purpose of satisfying the needs of the community.

Associativity (A) is a business mechanism of vital importance for the advancement of agriculture, it allows small rural producers to reduce production costs, create economies of scale, and efficiently market their products (Benson & Zamora-Duque, 2023). However, in the Colombian countryside, work continues in isolation both in the production and in the marketing of goods in the sector; a situation that hinders the design of appropriate policies for the promotion of cooperated agribusinesses and the management of agri-food marketing (GMA) that contributes to the rural development of the regions.

The concept of Associativity, according to Amezaga et al. (2013) is a practice based on principles and values of responsibility, trust, leadership, communication and collaboration, which allows small producers to connect with national and international markets, to obtain common objectives aimed at optimizing competitiveness (Rosales, 1997). Likewise, associative schemes are considered a tool for small and medium-sized agri-entrepreneurs to fit in and endure in increasingly demanding and specialized markets (Lozano, 2010). In Colombia, the Rural Development Agency (2023) defines rural associativity as "the coordination strategy with other actors in the production chain that allows the achievement of the challenging common objectives set by the different rural social, community and productive organizations"

In order to achieve community agribusiness goals, the management of agri-food marketing is studied as a catalyst for socioeconomic and technological progress; the maximization of customer well-being, motivation, consumption and the improvement of the population's standard of living (Kotler, 2005). Thus, marketing is conceived as a systemic strategy aimed at making decisions on price, marketing channels, communication and product, articulated to the different actors linked to the process to achieve high profits for producers and consumers (Mendoza, 2005).

According to what has been proposed, marketing management places the producer in the direction of the consumer, producing goods that ensure marketing before it is produced; that is, that farmers' decisions are organized according to the characteristics of the market. It is here that the associativity-management binomial of agri-food marketing is created, while farmers must innovate production by adjusting it to the requirements of the markets, an enormous task for individual market gardeners, to achieve the purpose of achieving agribusiness success (Sanabria, 2023).

The relationship between the association and the management of agri-food marketing favors the commercialization of horticultural production in a region that synchronizes the social and economic aspects for the development of the countryside, since collective agribusiness (associations and/or cooperatives) become the key to overcoming difficulties that small horticultural producers have, such as: low bargaining power, dispersion and atomization of farms, obtaining economies of scale, seasonality of supply, and low access to markets (Benson and Faguet, 2021).

The studies and research carried out on associativity and the management of agri-food marketing have been oriented to the analysis of the aspects of production and marketing in one-to-one collective agribusinesses (Gómez et al., 2016), but not to the understanding of the relationship in this A-GMA binomial.

In this order of ideas, the research sets the objective of "Identifying and interpreting the fundamental elements of associativity and marketing management in the context of horticultural products", knowing the lack of models that delve into the characterization of the determining elements and the understanding of associative schemes and the management of agri-food marketing applied to horticultural products. using a methodical review of the literature, in order to offer mechanisms of judgment for the formulation of agricultural policy. The article is structured in five chapters. In the first chapter, the literature review is presented with the theoretical foundation of associativity and management of agri-food marketing, in the second section the methodology is observed, in the third section the results of the bibliometric and content analysis are recorded. The fourth part is aimed at the discussion of the findings and finally, the fifth section presents the conclusions and main implications of the study.

2. Literature Review

The term associativity originates in the need for survival of the population or, failing that, to take advantage of an opportunity generated by the globalized production system that every day demands greater competitiveness, profitability and sustainability. In this sense, Alfred Marshall (1890) equated it with conglomerate economies, based on the territorial proximity between productions, and it was later associated with the notion of industrial synergy, articulating the actors involved through innovation and technological and commercial development (Ortega Salas et al., 2020).

Associativity is considered a collaborative strategy by uniting companies with legal and administrative autonomy (López & Calderón, 2006), they voluntarily integrate to carry out joint activities, around analogous objectives (Ochoa & Montoya, 2010). In addition, Lozano (2010) states that the associative approach is taken as a fundamental strategy for the competitive productive and commercial development of small and medium-sized producers, they must respond to internal and external regulations (Manríquez, 2018; Mora, 2012).

The alliance in the agricultural sector creates a synergistic result, by developing the strengths of its participants and shortening their difficulties, articulating themselves according to the value chain; since associativity becomes the key to gaining sustainability, profitability and competitiveness of agricultural producers around related goals (Mielgo, 2005; Moyano, 1988). The features of the countryside require the formation of associative models, in accordance with the technology and the form of production they use, differentiated by great individualism and isolation, planting of similar products harvested at the same time, constituting oversupply and consequently lower prices and negotiation capacity.

On the other hand, marketing management in the agricultural sector was born as an

option to correct the problem of oversupply presented in productive units, in order to adjust to the transformations in consumption preferences and compensate for the aspirations of demand (Rivera, 1989). This area of business management began with macroeconomic studies referring to the analysis of functions, classification and regulation of the markets and institutions involved in the commercial process of agri-food products, connecting production with the customer (Caldentey et al., 1987), forging goods that ensure the market before production is carried out; that is, that producers decide based on market conditions.

In this argument, marketing is conceived as a business strategy aimed at making decisions based on the product, price, communication and marketing channels, which leads to better profits for producers and consumers (McCarthy, 1960). Crystallized in commercialization, insofar as the countryside produces to supply the market, not only for self-subsistence. Marketing is conceptualized as the transfer of agri-food products from farm to final consumer and is addressed from the moment the grower decides to produce a good for sale (Kohls & Uhl, 1985).

In order to maintain agri-food (horticultural) production, horticulturists must modernize their crops in order to adapt them to new market trends, a titanic task for small individual producers, who are not articulated in a reticular structure provision-production-transformation-marketing-consumption, with collective management for the success of agribusinessmen.

Therefore, the relationship between associativity and marketing management constitutes a great opportunity for the development of horticultural production; however, the productive line lacks knowledge of the determining factors for the development of this relationship, since in all agricultural productive activities marketing must be used to achieve better and stable prices for their products, reduce post-harvest losses, expand coverage and access to new markets, incorporate new information and communication technologies and implement socially and environmentally responsible practices (Sanabria, 2023).

This binomial can be called associative agri-food marketing, as it seeks to make agri-food marketing management more competitive based on efficient associative models, accessible to small horticultural producers by integrating all the actors involved in the process (horticulturists, marketers, state, academia, agribusiness) in order to enter and last increasingly demanding and informed markets (Ruiz-Cedeño, 2016; Lozano, 2010).

However, associativity in the agricultural sector and its relationship with corporate and commercial performance materialize in benefits for the associated small producers, in two components: the social in terms of social capital (cohesion, participation, teamwork, trust) and the business related to strategic and operational projection; that is why the factors of social organization must correspond, business, particularly in commercial management (Del Río, Ruiz, Meza & Aguas, 2023).

3. Materials and Methods

The methodology used in the research was a mixed sequential approach, inscribed in

the Pragmatic Paradigm, as a methodological system to solve social problems (Barrena, 2014; Hernández, et al., 2010; Creswell, 2008) involving quantitative and qualitative visions in the same research, for a better understanding of the object of study, ranges from the quantitative to the qualitative, Table 1. shows the procedure followed.

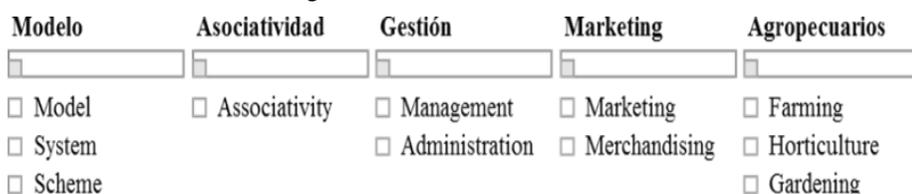
Table 1. Methodological procedure

Judgment	Quantitative	Qualitative
Research Guidance	Deductive	Inductive
Type of study	Descriptive	Interpretative
Unit of analysis	Search equation	
Sample	No. Of documents by subject	No. of documents. PRISMA Methodology
Methods	Bibliometric analysis	Phenomenological
Analysis tools	VOSviewer	MAXQDA

Source: Own elaboration

The study began with the quantitative stage, defining the constructs and their different conceptions in the literature: associativity model and agricultural marketing management (Figure 1).

Figure 1 Definition of Constructs



Source: Own elaboration. In original language Spanish

Once the constructs were identified, the search equation ("Model*" or "System*" or "Scheme*") AND ("Associati*") AND ("Manag*" or "Adminis tra*") AND ("Market*" or "Merchandi*") AND ("Farm*" or "Horticultur*" or "Gardenin*") was constructed using the OR command to connect word possibilities and the AND command to connect two or more words with the same level of importance. included in the core collection of Web of Science (Science Citation Index Expanded, Social Sciences Citation Index, Arts & Humanities Citation Index, and Emerging Sources Citation Index) and Scopus. The search was conducted in July 2022. The documentation filtered by topic projected 581 observations: 431 in Scopus and 150 in Web of Science.

To identify the key concepts of the study topic, bibliometric analysis was carried out in the VOSviewer® software, version 1.6.11., using mathematical and statistical methods, which allows the construction and visualization of knowledge maps that are grouped into clusters and words from the data found (Waltman et al., 2010). From these, the codes and categories of qualitative analysis were constructed (Table 2).

Table 2. Study Codes and Categories

Category	Code	Description
Marketing Management	GM - DR	Rural development
	GM - GCS	Supply Chain Management
	GM - PA	Agricultural policies
	GM - P	Agricultural production
Associativity	P - T	Earth
	P - TA	Farm Work
	P - P	Producers
Agriculture	GA - TD	Decision-making
	GA - DS	Sustainable development
	GA - C	Commerce

Source: Elaboration

The qualitative stage was carried out through the PRISMA methodology (Figure 2), in which the records are filtered, in accordance with the 2020 declaration in which four phases are established in the flow chart: identification, examination, election and inclusion (García, 2022).

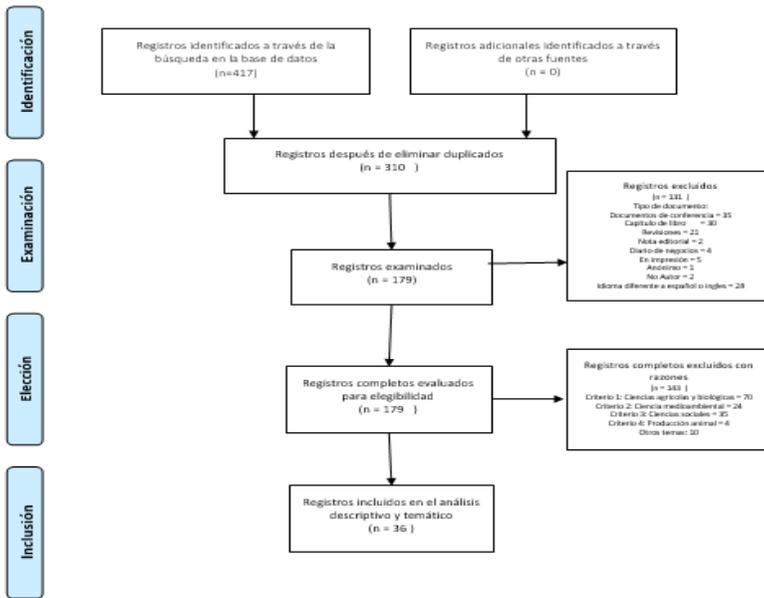


Figure 2 PRISMA Methodology

Source: Own elaboration. In original language Spanish

4. Results

Bibliometric Analysis

To contextualize the state of knowledge of the subject in question, a bibliometric

analysis was carried out in which the different conceptions in the literature are addressed.

Thus, the first paper dates from 1968 called "Essay on the Regional Structure of the Interior of Citrus Producing Districts" (Sakamoto, 1968). Since 2002, dissemination on the subject has been growing exponentially (Figure 3)

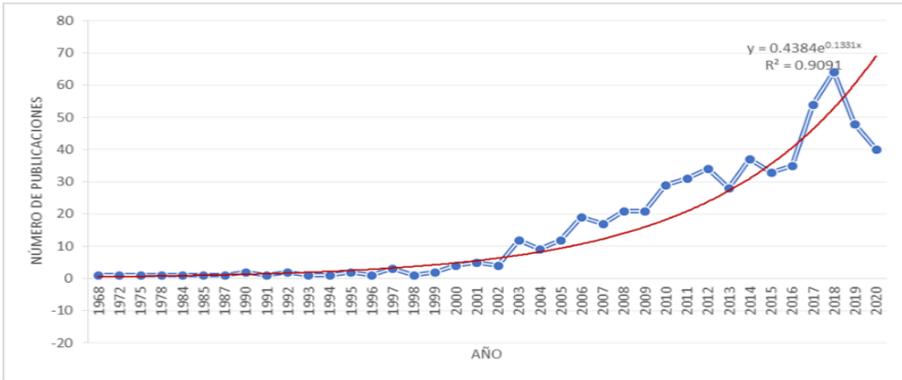
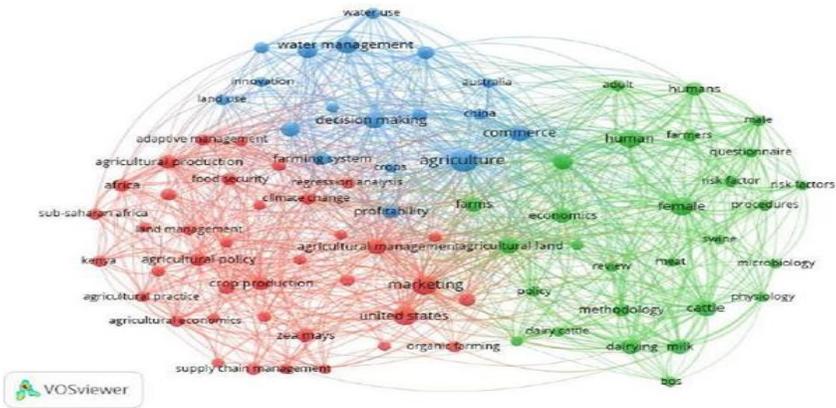


Figure 3 Behavior of publications by year

Source: Own elaboration. In original language Spanish

The map of knowledge networks indicates three clusters of interconnected concepts, as shown in Figure 4. In the first cluster (red) terms such as management, rural development, supply chain management, agricultural policies, risk measurement and food security are displayed. The second (green) cluster relates land and agricultural work, human-producer and methodologies. Finally, the cluster (blue) concerns decision-making, agriculture, production and irrigation systems, sustainable development, management and use of resources; concepts that point to associativity models for the management of marketing of horticultural products.

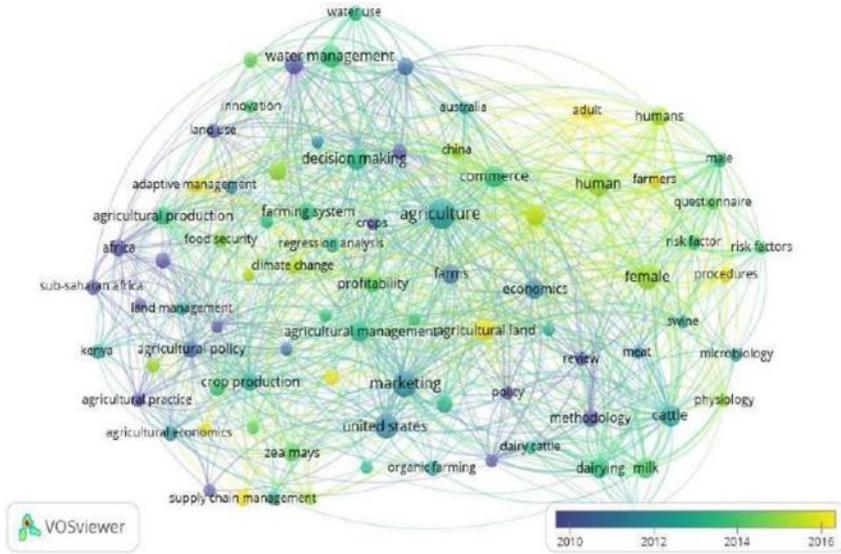
Figure 4 Map of knowledge networks



Source: Own elaboration

supply chain management and land use, as shown in Figure 6.

Figure 6 Perspective Map



Note: Own elaboration

Also, the geographical occurrence was analyzed, demonstrating that studies related to associative models of horticultural marketing management have been a topic of interest in most countries in the different continents. Research is centralized in America (36.89%), especially in the United States, which belongs to the largest number of significant works or projects on associativity, followed by Brazil, Argentina and Mexico.

Similarly, in Europe 34.45% occurred in the Netherlands, Italy, Spain, Germany and France. In Asia, 14.60% in China, followed by India and to a lesser extent Japan and Thailand. In Oceania, 6.55% in New Zealand and Australia. In last place, South Africa, Uganda and Kenya with 6.55%, information derived from the analysis in the VOSviewer software, version 1.6.11.

Table 5 shows the journals with the highest publication of scientific articles on the subject, the area of knowledge, the country of origin and their categorization.

Table 5. Information from relevant publications

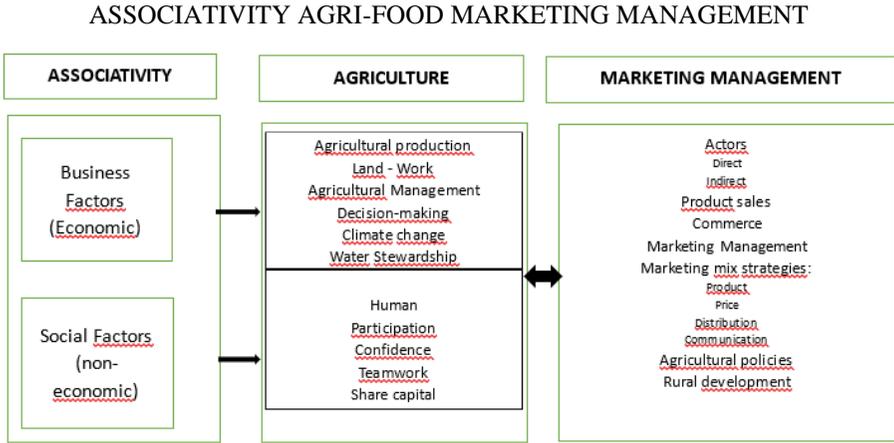
Magazine	Area	Country	Quartil	H
Journal Of Dairy Science	Agricultural and biological sciences	United States	Q1	216
Journal of Rural Studies	Agricultural and biological sciences. Social sciences	United Kingdom	Q1	124
American Journal Of Agricultural Economics	Agricultural and biological sciences	United States	Q1	126
International Food And Agribusiness Management Review	Food Science	United States	Q2	42

Acta Horticulturae	Agricultural and biological sciences- Horticulture	Belgium	Q4	68
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Source: Own elaboration

In summary, the bibliometric analysis allowed the consolidation of the notions to structure the theoretical model (Figure 7), with the purpose of determining the codes that make up the concordance between associativity and agri-food marketing management. It identified three categories of analysis: associativity, agriculture, and marketing management.

Figure 7. Relationship between associativity and management of agri-food marketing



Source: Own elaboration

Analysis and Interpretation

The analysis was carried out based on the results of the PRISMA methodology (36 documents), at first three categories and 10 codes were established. In a second moment, the bibliometric analysis revealed nine codes referring to associativity, agriculture, and marketing management (Table 6).

Table 6. Final Coding

Category	Initial codes	Pop-up codes
Marketing Management	DR - Rural Development GCS - Supply Chain Management PA - Agricultural Policies P - Agricultural production	EM - Marketing mix strategies (product, price, distribution, communication) A - Actors (direct and indirect) VP - Product Sales
Associativity	T - Earth TA - Agricultural work P - Producers	FE - Business Factors FS - Social Factors CS - Share Capital
Agriculture	TD - Decision Making DS - Sustainable Development C - Trade	CC - Climate Change AA - Water Stewardship GP - Production Management

Source: Own elaboration

Analyzing the documents through the MAXQDA software, the findings found had a frequency of 230 of the established codes. The subcategory that emerges to a greater extent is that of producers, directly articulated with the category of Associativity, as well as land, agricultural work and social and economic aspects; continuing with the signs referring to trade, agricultural production, supply chain and value chain, related to the categories of Agriculture and Marketing Management, as can be seen in the code-by-document matrix (Figure 8), in which the coding system was built. In addition to the marketing mix strategies and the direct actors (producers-marketers-consumers) and indirect actors (Academia-private enterprise-State) that participate in the marketing process, linked to the management factors of production, water, climate change, rural development and agricultural policies.

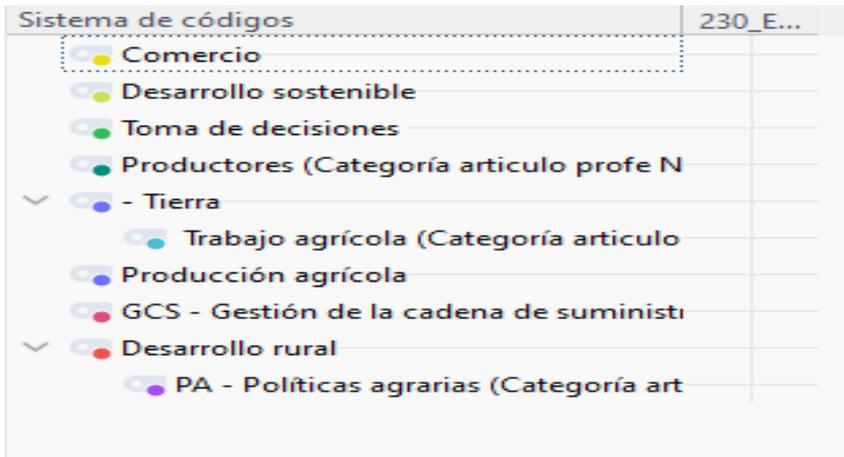


Figure 8. Code matrix per document

Source: Own elaboration. In original language Spanish

In addition to the analysis of the associative system for marketing management, Table 7 and Figure 9 indicate the most representative words, highlighting development, associativity, producers (102 occurrences), production and trade or market (7-11 results) as central axes of agreement with the theme studied; observing proximity of terms such as cooperative, business organizations, markets, rural products, marketing, State, actors, cooperation, agricultural policies, value chain (3-5 occurrence) words that allow establishing the correlation of associativity, marketing and impact on society, which allows inferring the importance of cooperation in agriculture, as a strategy to improve the standard of living of producers in terms of income, access to markets and social welfare.



Figure 10. Word relevance

Source: Own elaboration. In original language Spanish

Finally, the effect of the word associativity in the different writings analyzed was identified.

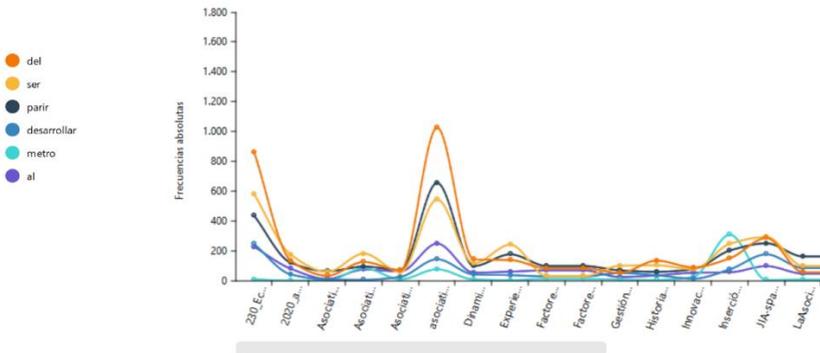
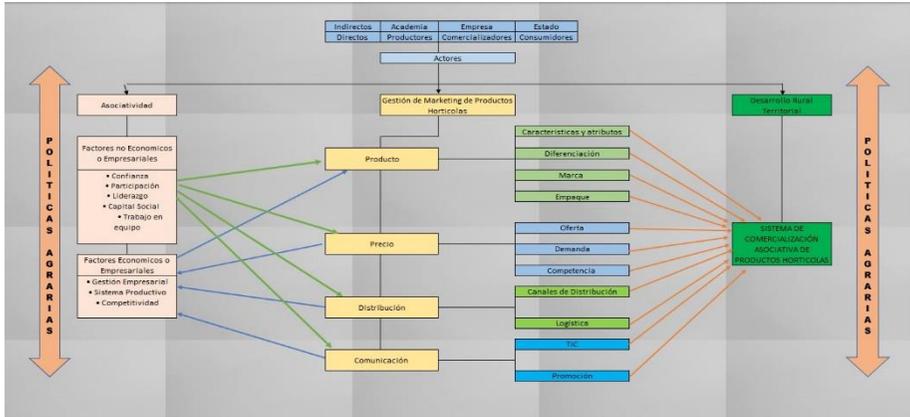


Figure 11. Impact of associativity

Source: Own elaboration. In original language Spanish

The integrated derivations were refined and triangulated based on the researchers' conceptions, the relationships were identified and the final model was built with them (Figure 12), with the purpose of showing the different links found between the categories (Associativity-Agriculture-Marketing Management) and the subcategories.

Figure 12. Conceptual proposal of the relationship between associativity and agri-food marketing management



ASSOCIATIVITY AGRI-FOOD MARKETING MANAGEMENT

Source: Own elaboration In original language Spanish

5. Discussion

The objective of this article is to identify and interpret the fundamental elements of associativity and marketing management in the context of horticultural products, in order to know and analyze the findings found in the documentary review.

The theoretical body examined revealed that associativity becomes a rural development strategy, originating from the beginning of civilization as a mechanism of subsistence and protection against the risks derived from nature and community interaction, for which it was necessary to group together to unify efforts and contribute to the achievement of common goals (Serna & Rodríguez, 2015; Colombian Association of Cooperatives, 2015, Pardo & Huertas, 2014; Uribe, 2011). As a response to this situation, collectivism emerged, an alternative solution to the problems presented by productive-economic isolation, which generated social inequality, low growth of the economy, environmental problems, and labor exploitation, as expressed by Álvarez (2017).

However, associativity in the rural sector is conceived as a tool for grouped work in which the productive factors are articulated among agricultural producers, for the progress of the countryside by imprinting innovation and technological development (Verhofstadt & Maertens, 2014; Markussen & Tarp, 2014; Desai & Joshi, 2014; Abebaw & Hail, 2013; Liendo & Martínez, 2010; Narrod et al. 2009; Conley & Udry, 2003), taking advantage of economies of scale, better production levels and therefore high incomes for market gardeners.

In this context, it is evident that associativity is an excellent alternative to face structural transformations efficiently, since its application motivates the development of capacities and potentialities of both members and collective organizations, which

allow their comparative advantages to be converted into competitive advantages (Pradeepkiran, 2019; Jennings et al., 2016; Bené et al., 2016). To achieve this, two fundamental components are specified in the associative process: the economic-business component related to the elements of the efficiency of the production system, marketing management and business formalization and the social or axiological component referring to values and principles such as trust, participation, cooperation, teamwork, commitment, social capital and leadership corresponding to the soft skills that producers must develop (Espinoza & Gómez, 2018; Bada, Rivas & Littlewood, 2017; Rodríguez & Ramírez, 2016; Amezaga, 2013); with the purpose of creating and maintaining sustainable organizations by implementing a holistic model that relates all economic, social, environmental, technical, and political factors to achieve similar objectives.

Recent planetary changes in technological innovations, globalization, environmental conditions, food security and population growth, among others, have made it possible to reevaluate the role of Agriculture (A) in the development of nations, moving from an artisanal production system to an integrated agro-industrial system. In Colombia, agricultural progress has been linked to public policies articulated to rural regions and the realities of their inhabitants, based on the notion of Rural Development (Perfetti, Balcazar, Hernandez, & Leibovich, 2013; Malagón, 2002;), since the country has a high productive potential. Particularly, the horticultural sector in our nation has a very complex and important peasant economy for the Colombian economy, generating about 350,000 jobs and a production of 2,394,830 tons/year (Ministry of Agriculture and Rural Development, 2022); it is made up of small producers with dispersed and atomized crops, low planning, scarce technical-administrative technology, an archaic and highly intermediated marketing system, with incipient value addition, high production costs and low negotiation capacity; a panorama that has hindered associative processes aimed at improving the production and commercial system of horticultural products.

In this context, (Minakov & Nikitin, 2019; Rekha et al. 2019; Steiner & Ramírez, 2019) They explain that in order to solve the problems of agricultural commercial activity, the distinctive features of the sector must be intervened, referring to the seasonality of the supply of rural products in accordance with climate changes, irregularity in prices, highly intermediated distribution chains and permanent demand. It is proposed to improve production and marketing systems through innovation projects in technological infrastructure and ICT, state support, collective business structure and marketing strategies.

In this order of ideas, marketing is studied as a discipline of knowledge that from economic theory identifies the needs, desires, purchasing power, marketing strategies, factors that determine the purchase decision; added to the costs of production as a decisive element in the setting of prices and the customer as an important actor in the market, (Bartels, 2009; Lambin & Cuenca, 1995; Chamberlain, 1996). Specifically, agri-food marketing articulates the decisions made in all stages of the administrative process and the relationships they are generating by exchanging products and services of agricultural and agro-industrial origin, in the production-processing-distribution-consumption value chain; in accordance with the demands, tastes, preferences, behavior, and trends of the consumer (Salgado &

Espejel, 2016; Baby & Londoño, 2008; Mendoza, 2005; Caldentey et al., 1987; Kohls & Uhl, 1985). Marketing Management (GMA) is the engine that energizes agribusiness based on the socioeconomic, demographic and psychographic characteristics of the stakeholders, with the implementation of the marketing mix tools (Product, price, communication and distribution) proposed by MacCarthy (1960).

The agri-food marketing management process includes, in the first instance, the characteristics and attributes, the brand and the packaging of horticultural products, differentiators (Caballero & Santoyo, 2019, *Minagricultura*, 2019; Molero et al., 2019; Alvarado, 2004; Infoagro, n.d.) that guide the satisfaction of consumer needs and are transferred to the producer in the form of better income, offering a good incomparable to the traditional ones provided by the competition, with the purpose of positioning it in the mind of the customer. Second, pricing decisions in the horticultural subsector are made in a dynamic context, in which they fluctuate permanently according to the interactions between supply and demand, the structure of production costs, climatic and environmental factors, consumption trends, competition and the purchasing power of consumers. In addition, in the vegetable line, prices are formed according to the number of intermediaries participating in the marketing channels

Another strategic variable in the marketing process refers to Communication, a tool that allows the product to be known to the user, through physical and digital advertising and promotional campaigns, which highlight origin, innovation, attributes and nutritional-therapeutic properties, traceability, safety, presentation, packaging and labeling, involvement of new information and ICT communication technologies to agribusinesses, using e-commerce, social networks and digital marketing; to present and disseminate the characteristics of the products offered to the market in an agile and timely manner; as well as making it possible to bring closer and facilitate the transfer of vegetables from the producer to the consumer, through marketing agents, from which the marketing channels are structured in direct (short) or indirect (intermediated), according to the type of product, origin and destination; an activity that corresponds to the Distribution strategy (Martínez, 2020; National Planning Department-DNP, 2014; Lugo-Morín, 2013). This strategy relates to the actors involved in the management process of associative agri-food marketing, relating to producers, marketers and consumers as direct actors of the system and the government, private enterprise and academia as indirect actors, who contribute to the associative commercial process, who provide support services such as training, technical assistance, creation of collective organizations and formation of business networks (Bada, Rivas & Littlewood, 2017; Palacios, 2016; FAO, 2012)

6. Conclusions

The purpose of the research was to analyze the factors that relate associativity and marketing management in the context of horticultural products. It was found that this integration is determined by three components: Associativity, the correlation with the Marketing Management variables, which generate Rural Development; all of them aimed at forming an Associative Marketing System for Horticultural products,

within the framework of agricultural policies, in order to consolidate networks of producers, marketers and consumers, which connect the needs and trends of consumption with the commercial management capacities of horticulturists and marketers, incorporating new information and communication technologies ICT and public-private partnerships.

Associativity gains prominence in the rural sector, represented in benefits for small producers by facilitating and dynamizing the productive, socioeconomic, national and international marketing, organizational and human processes, with the purpose of strengthening relationships of trust and collaboration by actively involving all the actors of the system, oriented to exchange and teamwork. In the economic component, the achievement of economies of scale, reduction of costs and increase of bargaining power and therefore the improvement of the income of horticulturists is accentuated.

The relational dynamics generated with marketing management allows for the creation of sustainable market-oriented associative processes through the formulation and activation of marketing strategies aimed at product differentiation, highlighting the attributes and characteristics that distinguish them from others, brand positioning, label design, and packaging. The price dimension is a relevant factor in this process, since the horticultural market has an informal structure, with incipient historical information, of high perishability and agility in exchange, due to its importance in the family basket and its interaction with the supply related to climate changes, generating a dispersed seasonal production and in small quantities. with a low technological level and high production costs; a situation that requires the development of strategies that favor both horticulturists and consumers. In addition, it is believed that due to their nutritional nature they do not need to be advertised and promoted and on some occasions commercial transactions become difficult due to the low marketing infrastructure that the country has, generating an extensive intermediation chain; this scenario requires the management of horticultural marketing aimed at the Rural Development of the territories.

Finally, research becomes a substantial input in the academic, institutional, governmental, productive, commercial and cooperative spheres linked to this sector of the Colombian economy. Marketing management must be projected around production opportunities, consumption preferences for natural products for healthy living, and the creation of value for the market. Therefore, decisions must be made by successfully channeling marketing mix tools based on the product, price, communication and marketing channels, which leads to great benefits for producers and buyers; forming an Associative Marketing System of Horticultural Products, which responds to social, economic and consumer innovations with greater quality, product differentiation, prices and availability of vegetables, friendly to the environment.

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