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ЕКОНОМІКА ТА ЕФЕКТИВНІСТЬ ВИРОБНИЧО-ГОСПОДАРСЬКОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ

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**COMPETITIVENESS OF
UKRAINIAN
AGRICULTURAL
ENTERPRISES AT THE
CURRENT STAGE OF
ECONOMIC
TRANSFORMATIONS**

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The article examines the theoretical foundations of the concept of competition and competitiveness, identifies the features and parameters of this economic category for Ukrainian agricultural enterprises. It is noted that the level of competitiveness of an agricultural enterprise at certain times is determined by the influence of a number of factors. Factors vary in nature, origin and level of influence, accordingly, effective management of the competitiveness of the agricultural enterprise is possible provided that the factors are identified and scientifically sound classification.

Taking into account that agricultural enterprises have different strategic potential, different strategies and operate in an environment of varying complexity, external and internal are considered; controlled and uncontrolled factors used to assess the level of competitiveness of agricultural enterprises.

It is determined that the assessment of competitiveness is an integral part of any enterprise, because only on the basis of such an assessment can be drawn conclusions about the level of competitiveness of the enterprise, as well as develop directions for its improvement. It was found that the methodology of competitiveness research is directly dependent on the globalization of goals. Most methods of assessing competitiveness are based on identifying factors that affect the competitiveness of the enterprise. It is noted that the assessment of the competitiveness of the enterprise should take into account the criteria for its implementation. It is also established that an effective way to reduce the cost of agricultural production is the use of alternative fuels, in particular, biodiesel and bioethanol, which can replace expensive traditional fuels. The directions of state support of agricultural enterprises, the size of subsidies and subsidies as one of the important elements of ensuring their continuous operation and increasing competitiveness are studied. According to the results of the study, the areas of increasing the competitiveness of Ukrainian agricultural enterprises in an innovative environment, the implementation of which for a long time will create real advantages over competitors.

Key words: competition, competitiveness, competitiveness of agricultural enterprises, factors influencing competitiveness, assessment of competitiveness of enterprises, state support.

Fig.: 4. Lit.: 21.

КОНКУРЕНТОСПРОМОЖНІСТЬ ВІТЧИЗНЯНИХ АГРАРНИХ ПІДПРИЄМСТВ НА СУЧАСНОМУ ЕТАПІ ЕКОНОМІЧНИХ ТРАНСФОРМАЦІЙ

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У статті досліджено теоретичні основи поняття конкуренції та конкурентоспроможності, визначено особливості та параметри цієї економічної категорії для вітчизняних аграрних підприємств. Зазначено, що рівень конкурентоспроможності аграрного підприємства в окремі моменти часу визначається впливом кількох чинників. Фактори відрізняються за характером, походженням і рівнем впливу, відповідно до цього ефективно управління конкурентоспроможністю аграрного підприємства можливе за умови виявлення чинників і науково обґрунтованої їх класифікації.

Ураховуючи, що аграрні підприємства мають різний стратегічний потенціал, різні стратегії і функціонують у середовищі різної міри складності, розглянуто зовнішні та внутрішні, керовані та некеровані чинники, які використовують для оцінки рівня конкурентоспроможності аграрних підприємств.

Визначено, що оцінка конкурентоспроможності є невід'ємним елементом діяльності будь-якого підприємства оскільки тільки на основі такої оцінки можуть бути зроблені висновки про рівень конкурентоспроможності підприємства, а також розроблені напрями щодо його підвищення. З'ясовано, що методика проведення дослідження конкурентоспроможності знаходиться в прямій залежності від глобалізації цілей. Більшість методик оцінки конкурентоспроможності ґрунтується на виявленні чинників, які впливають на конкурентоспроможність підприємства. Зазначено, що оцінка конкурентоспроможності підприємства має враховувати критерії її проведення. Установлено також, що ефективним напрямом зниження собівартості виробництва аграрної продукції є використання альтернативних видів палива, зокрема, біодизелю та біоетанолу, які здатні замінити дороговартісне традиційне пальне. Досліджено напрями державної підтримки аграрних підприємств, розміри дотацій та субсидій як одного з важливих елементів забезпечення їхньої безперервної діяльності та підвищення конкурентоспроможності. За результатами проведеного дослідження визначено напрями підвищення конкурентоспроможності вітчизняних аграрних підприємств в умовах інноваційного середовища, реалізація яких протягом тривалого часу створить підприємству реальні переваги над конкурентами.

Ключові слова: конкуренція, конкурентоспроможність, конкурентоспроможність аграрних підприємств, чинники впливу на конкурентоспроможність, оцінка конкурентоспроможності підприємств, державна підтримка.

Рис.: 4. Літ.: 21.

КОНКУРЕНТОСПОСОБНОСТЬ ОТЕЧЕСТВЕННЫХ АГРАРНЫХ ПРЕДПРИЯТИЙ НА СОВРЕМЕННОМ ЭТАПЕ ЭКОНОМИЧЕСКИХ ТРАНСФОРМАЦИЙ

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В статье исследованы теоретические основы понятия конкуренции и конкурентоспособности, определены особенности и параметры данной экономической категории для аграрных предприятий. Отмечено, что уровень конкурентоспособности аграрного предприятия в отдельные моменты времени определяется влиянием ряда факторов. Факторы различаются по характеру, происхождению и уровню влияния, согласно этому эффективное управление конкурентоспособностью аграрного предприятия возможно при условии выявления факторов и научно обоснованной их классификации.

Учитывая, что аграрные предприятия имеют разный стратегический потенциал, различные стратегии и функционируют в среде различной степени сложности, рассмотрены внешние и внутренние; управляемые и неуправляемые факторы, используемые для оценки уровня конкурентоспособности аграрных предприятий.

Определено, что оценка конкурентоспособности является неотъемлемым элементом деятельности любого предприятия поскольку только на основе такой оценки могут быть сделаны выводы об уровне конкурентоспособности предприятия, а также разработаны направления по его повышению. Выяснено, что методика проведения исследования конкурентоспособности находится в прямой зависимости от глобализации целей. Большинство методик оценки конкурентоспособности основывается на выявлении факторов, влияющих на конкурентоспособность предприятия. Установлено также, что важным направлением снижения себестоимости производства аграрной продукции является использование альтернативных видов топлива, в частности, биодизеля и биоэтанола, которые способны заменить дорогостоящее традиционное топливо. Исследованы направления государственной поддержки аграрных предприятий, размеры дотаций и субсидий как одного из важных элементов обеспечения их непрерывной деятельности и повышения конкурентоспособности. По результатам проведенного исследования определены направления повышения конкурентоспособности отечественных аграрных предприятий в условиях инновационной среды, реализация которых в течение длительного времени создаст предприятию реальные преимущества над конкурентами.

Ключевые слова: конкуренция, конкурентоспособность, конкурентоспособность аграрных предприятий, факторы влияния на конкурентоспособность, оценка конкурентоспособности предприятий, государственная поддержка.

Рис.: 4. Лит.: 21.

Problem statement. Since our state has chosen the direction of integration into the European and world economy, the strategy of agro-industrial complex development should be aimed at the formation of food markets and industries that would provide priority positions and efficient functioning [1].

Of particular importance is the concept of multi functionality of rural settlements. Diversification and multidisciplinary nature of the rural economy, providing for the development of production, services, recreation, etc., are the key to improving the quality of life of the rural population, preserving the natural environment, that is ensuring sustainable development of the village as a whole [2].

In the conditions of market openness, variability and dynamism of the market

environment, digitalization of the economy, increasing the influence of the innovation environment and riskiness of activity, domestic agricultural enterprises are extremely important to adapt to today's challenges. Effective development of the Ukrainian agricultural sector involves improving the system of competitive relations and intensifying the development of agricultural enterprises. Issues of competitiveness of agricultural enterprises need more detailed study, as the problems of choosing a specific set of factors that are key in the study of the competitiveness of agricultural enterprises remain unresolved.

Analysis of recent research and publications. The competitiveness of the enterprise is one of the most important categories that characterizes its ability and effectiveness to adapt to changing conditions of the competitive environment, so justification of approaches to its management to further develop a system of measures to strengthen the position and achieve competitive advantages, including agriculture, is relevant.

Theoretical and methodological foundations for determining the competitiveness and competitiveness of enterprises in general and agricultural, in particular, are the subject of research of many Ukrainian and foreign scientists such as: Kaletnik G.M. [1, 17], Honcharuk I. V. [2], Kryuchkova ZH.V. [3, 11], Porter M., Bohomolova K.S. [5], Malik M.Y., Nuzhna O.A. [6], Hranovs'ka V.H. [7], Shpykulyak O.H., Voskoboynyk YU.P., Ovsyannikov O.V. [8], Hryshchuk N.V. [10], Kadyrus I.H., Dons'kykh A.S., Oliynyk YU.O. [16] and others.

Goals setting. The purpose of the study is to assess the competitiveness of agricultural enterprises and develop areas for further improvement.

Presentation of the main material of the research. Competition is an integral part of market relations, so it is evolving, both the concept itself and the methods of achieving it in practice. That is, the concept of "competition" always requires additional study and analysis.

The basics of the concept of competition begin in the middle of the XVIII century, when A. Smith formulated the theory of absolute advantages and the principle of "invisible hand". It was then that he discovered the importance of competition. A. Smith developed an effective mechanism, which was based on the principle of free competition. Thus, in his opinion, it would be possible to achieve optimal use of resources, as well as to balance the rate of return. Already in the twentieth century general ideas of the essence of competition were determined and 4 main classical models were singled out: pure (perfect) competition, monopolistic, oligopolistic competition and pure monopoly [3].

In the study of competition, it is essential to study the economic category of "competitiveness". In the 1970s, the concept of "competitiveness" was first described by the American economist M. Porter, who was based on the concept of the driving forces of competition. He argued: "In any sector of the economy - it does not matter whether it operates only in the internal market or in foreign, in essence, competition is determined by the action of such forces as: the threat of new competitors; the threat of new products or substitute services; the ability of suppliers and buyers to bargain;

rivalry between existing competitors; influence"[4]. In addition to these five forces, public policy is important because it is inextricably linked with other components that are under its control and create market conditions. World practice proves that the state should play a coordinating role in the development of competitive relations.

Bogomolova K.S. defines the competitiveness of the enterprise as its ability to conduct stable efficient management (equipment of technical level of production, fulfillment of timely financial obligations, solution of social needs of employees), efficient use of available production, financial, labor resources for production and sale of products capable of meeting public demand in a certain target market at a certain time in the required amount [5].

The problem of competitiveness of the agricultural sector is leading in the analysis of the efficiency of various economic entities. The meaning of the concept of "competitiveness of agricultural enterprises" is thoroughly studied by O. Nuzhna and M. Malik, interpreting it as "the ability and skills of agricultural enterprises to adapt to new economic conditions, applying their economic advantages and winning the competition in agricultural markets with their products and services, at the same time to use land resources with maximum efficiency, to satisfy the needs of consumers with appropriate goods and the ability to respond flexibly to changes in the situation "[6].

According to Granovska V.G. competitiveness of agricultural enterprises is a complex concept that characterizes the full range of competitive advantages and potential of the enterprise. These are its strategic potential and efficiency of its use, speed of reaction to changes and adaptability to the changing environment, the speed of response to consumer needs, the ability to take adequate action to innovate competitors [7].

According to O.H. Shpykulyak, YU.P. Voskobiynyk and O.V. Ovsyannikov, agriculture is characterized by institutional features of competitiveness, associated with the "institution of property", which leads to the development of various organizational and legal forms, which determines the multifaceted approach to the formation of their "competitiveness" [8].

Competition in the agricultural sector requires Ukrainian agricultural producers to produce competitive products. One of the factors of increasing the competitiveness of agricultural products is the introduction of innovations.

Today, the innovation process is the main condition for the production of competitive agricultural products, the conquest and preservation of the position of agricultural producers in national and world markets, increasing the efficiency of enterprises [9].

Grishchuk N.V. identifies some characteristic features of agricultural enterprises, which are associated primarily with: a) the specifics of agriculture as a type of economic activity; b) a significant level of competition among agricultural producers; c) a significant number and variety of producers (enterprises), d) a long time lag. In general, the competitiveness of an agricultural enterprise can be defined as its comparative advantage over other enterprises in the industry within the country and abroad [10].

The competitiveness of an agricultural enterprise is determined by the following parameters:

- 1) the ability of the enterprise to function effectively in domestic and foreign markets;
- 2) the ability of the products of this enterprise to compete in the market with identical products;
- 3) obtaining by the enterprise of stable competitive advantages on the basis of agricultural products of a certain quality;
- 4) effective use of technologies, resources, management methods, skills and knowledge of staff, components of marketing activities, which are reflected in the quality and competitiveness of products, profitability of the enterprise [11].

The level of competitiveness of an agricultural enterprise at certain points in time is determined by a number of factors. Factors differ in nature, origin and level of influence, accordingly, effective management of the competitiveness of the agricultural enterprise is possible provided that the factors are identified and scientifically sound classification.

In this case, the factors influencing the competitiveness of enterprises, according to B. Fischuk, O. Lukashenko and O. Khmaruk, can be divided into two groups: internal and external. Internal factors include strategic activities of the enterprise, which affects the quality of products and their cost. And to external - factors created by the market itself, so firms or enterprises cannot manage them, but only to adapt to them [12]. But in the agricultural sector it would be more correct to divide them into managed and unmanaged. However, it is necessary to take into account the specifics of the agricultural sector, taking into account that different agricultural enterprises have different strategic potential, different strategies and operate in an environment of varying complexity. The first should include such factors as logistical, technical, technological and financial support, attracting highly skilled workers, efficient use of natural resources, as well as the development of a successful strategy for enterprise development and more. Uncontrolled factors include environmental and climatic conditions, infrastructure and market conditions, technical progress, resource provision of the country, etc.

In this case, the same factors for different companies can be both manageable (the company is able to influence them) and unmanaged or taken into account (the company adapts to their change). Therefore, in the environment of agricultural enterprises it is advisable to distinguish not external and internal factors of competitiveness, but those that are created (managed) and those that are taken into account (unmanaged).

Thus, we can conclude that, given the ambiguity of approaches to identifying the main factors influencing the competitiveness of agricultural enterprises, it is advisable to assess the competitiveness of agricultural enterprises to use 2 groups of factors: internal and external and managed and unmanaged (Fig. 1).

Also Bogomolova K.S. determines the most important factor in the competitiveness of an agricultural enterprise is the competitiveness of its products. The

author calls the key advantage of the product its price advantage. It is proposed to reduce costs by increasing labor productivity, efficient use of resources and production potential, the introduction of scientifically sound specialization and concentration of production [5]. The structure of production costs has a significant impact on the level of competitiveness of agricultural products, as the reduction of production costs has serious limitations.

Competitiveness assessment is an integral part of any enterprise, because only on the basis of such an assessment can be made conclusions about the level of competitiveness of the enterprise, as well as develop directions for its improvement.

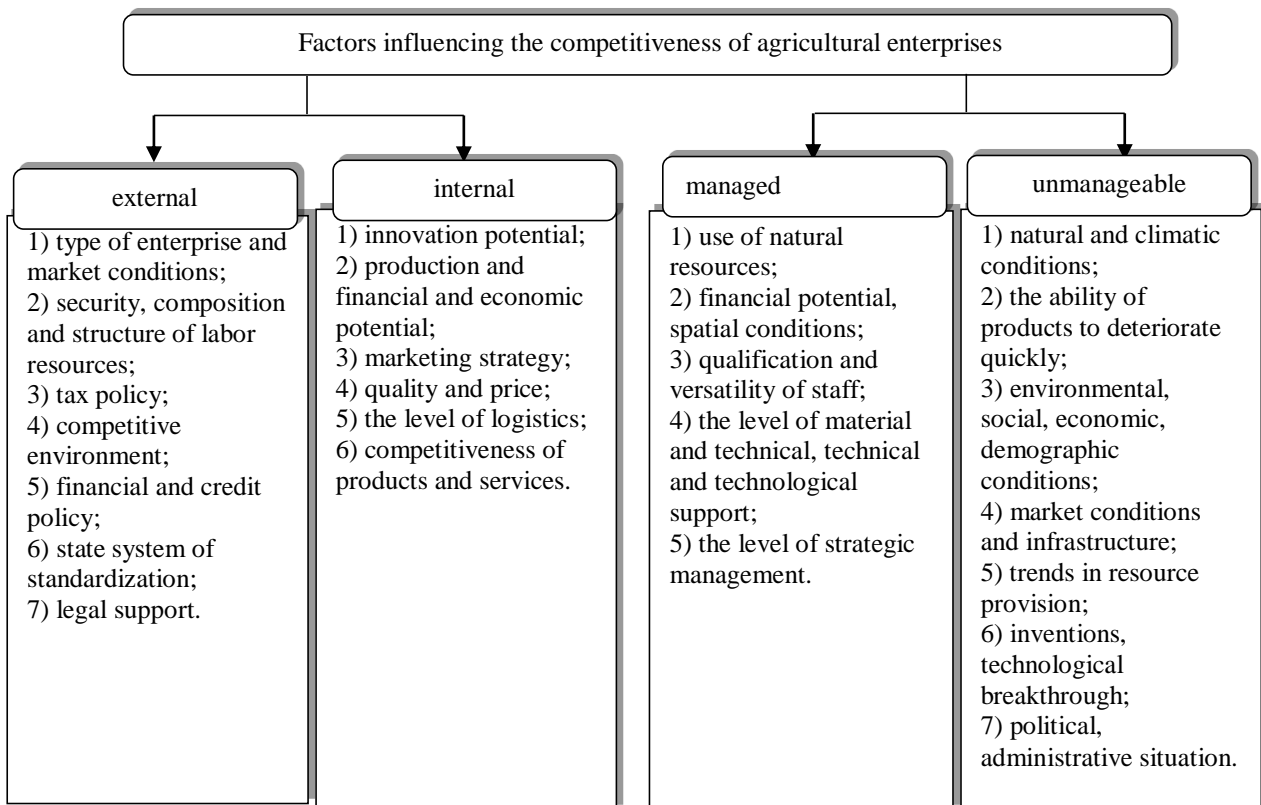


Fig. 1. Factors affecting the competitiveness of agricultural enterprises

Source: generated by the author

Based on the above, taking into account the industry characteristics, as well as the conditions and principles of the main participants in the agricultural market - manufacturers, in our opinion, it is necessary to adjust existing methods of assessing the level of competitiveness of enterprises. It is important when assessing the competitiveness of the enterprise is to follow a certain sequence or stages (Fig. 2), which are divided into a preliminary assessment of competitiveness and additional research.

The methodology of competitiveness research is directly dependent on the globalization of goals. In the scientific literature there are such levels of competitiveness of the enterprise and its potential as world leadership, world standard, national leadership, national standard, industry leadership, industry standard, threshold level. Depending on the level of the enterprise in a certain gradation, a decision is made

on the strategic directions of its development.

Also quite applied in the economy is the approach, which distinguishes four levels of competitiveness of the enterprise. First-tier enterprises consider the organization of the management staff as an internally neutral element of potential, and the role of the leader is limited to the establishment of production, regardless of the issues of competitiveness and customer satisfaction. It is inexpedient to make management decisions to change the production technology or increase the technical level of products, improve the structure and functions of the sales department and marketing department, because they do not take into account changes in the market situation and consumer needs. Enterprises of the second level of competitiveness must make the production element of potential "externally neutral". This means that the potential of the enterprise must fully meet the standards set by its main competitors. At the third level enterprises, the production component of the potential is strongly influenced by the management component, which contributes to its development and improvement. When market success in competition becomes not so much a function of production as a function of management and begins to depend on quality, efficiency of management, organization of production, then enterprises reach the fourth level of competitiveness of their potential and are ahead of competitors for a long time [13].

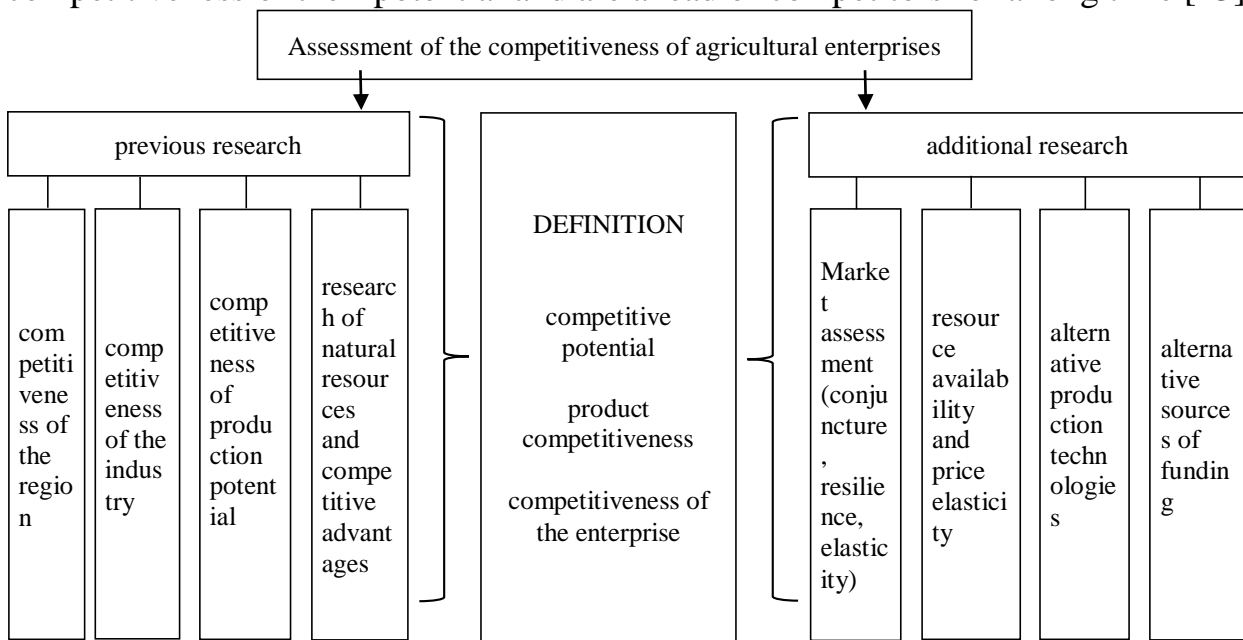


Fig. 2. Stages and sequence of assessing the competitiveness of agricultural enterprises

Source: generated by the author

Assessment of the competitiveness of the enterprise should take into account the criteria for its implementation. Criteria for assessing the level of competitiveness of the enterprise is shown in Fig. 3.

The agro-industrial complex in 2018 provided 16% of GDP, a third of foreign exchange earnings. The volume of capital investments in the agricultural sector of Ukraine amounted to 13% of the total. Record yields for all years of Ukraine's

independence were recorded in 2018 - 66.4 million tons of grain with a yield of 46.5 c / ha (in 2017 - 41.8 c / ha) from 14.3 million ha [14].

As for livestock, Ukraine produces about 10 million tons of milk annually, and this figure is steadily declining from year to year due to declining cows. According to the results of 2019, milk production is projected to be about 9.8 million tons - the lowest figure since Ukraine's independence.

Meat production in Ukraine is growing every year, mainly due to increased poultry production. This category of meat in the overall structure is more than half, another third of all meat produced is pork and about 15% - beef. In total, 2.4 million tons of meat of all types were produced in 2018, and production is projected to grow by 5% in 2019 [14]. Estimation of the structure of gross output of Ukraine during 2010-2018 is shown in Fig. 4.

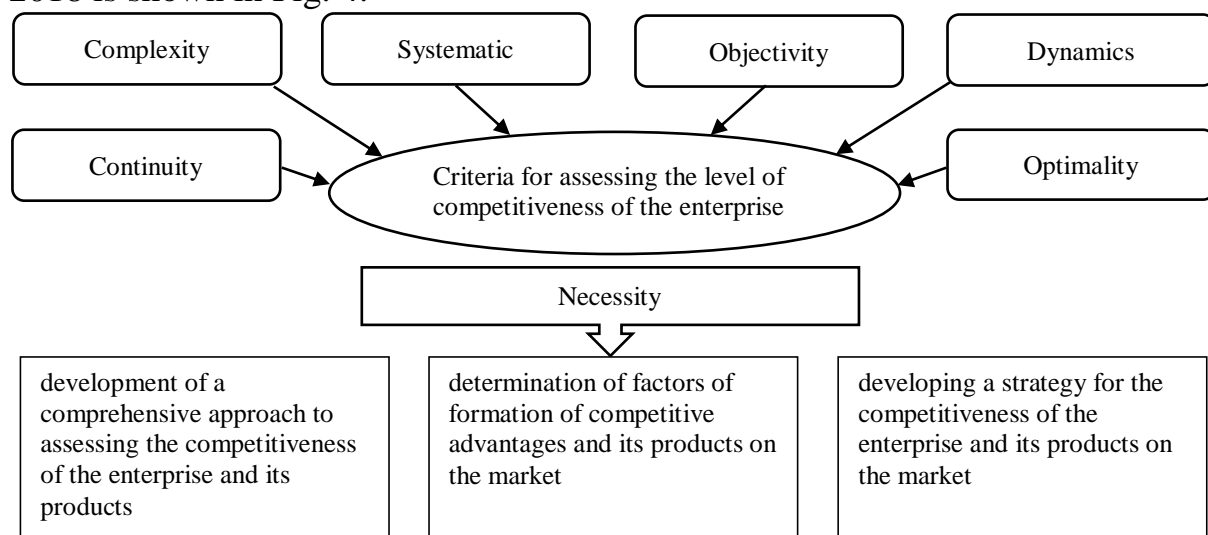


Fig. 3. Criteria for assessing the level of competitiveness of agricultural enterprises

Source: generated by the author

It is obvious that in recent years the structure of production in agricultural enterprises has remained virtually unchanged: almost 70% of gross production falls on the crop industry, and the rest - on the livestock industry. Also, recently there has been an upward trend in improving the economic efficiency of agricultural production and use of agricultural land, the area of which has narrowed by 1969.3 thousand hectares over the past 16 years. We consider high depreciation rates of their fixed assets, which in 2010-2018 fluctuated in the range of 36-42%, to be a big problem for the efficient functioning and increasing the competitiveness of agricultural enterprises.

It should be noted that the vast majority of methods for assessing competitiveness are based on identifying factors that affect the competitiveness of the enterprise. The main factors that reduce the competitiveness of agricultural enterprises include [16]:

- regulatory instability in the agricultural sector;
- price disparity in relation to industrial and agricultural products;
- reducing the quality of labor employed in agricultural enterprises;

- lack of international quality certificates from domestic producers;
- the impact of political and economic risks on the activities of agricultural producers;
- lack of financial resources for investment and innovation projects in agricultural enterprises.

Taking these factors into account when assessing the competitiveness of an agricultural enterprise will allow to obtain the most accurate quantitative assessment of its competitiveness and to develop effective measures that will ensure its competitive advantages.

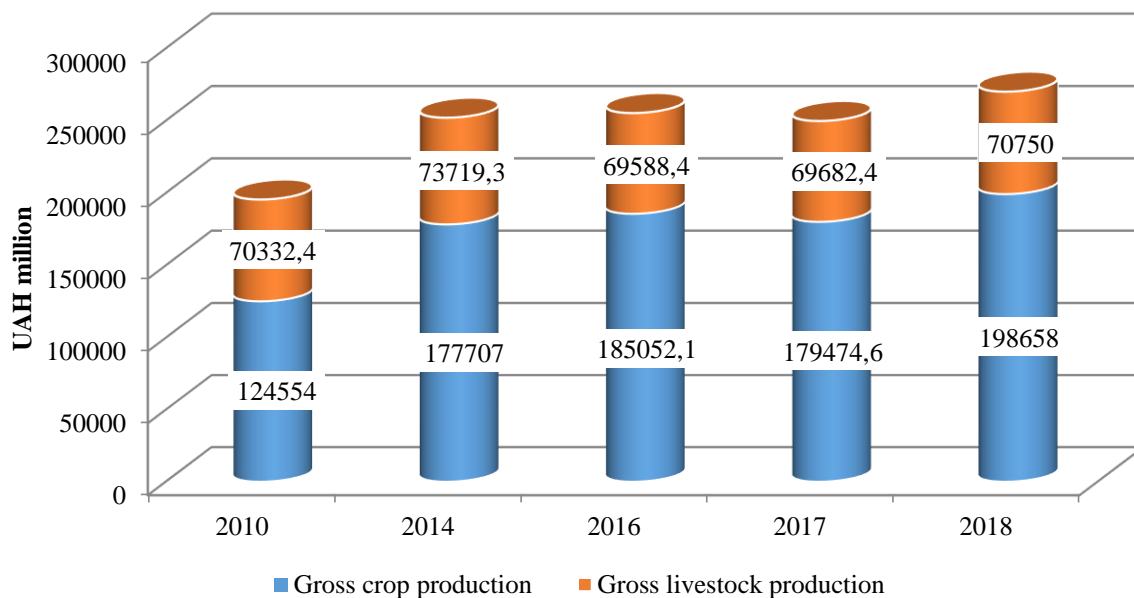


Fig. 4. Estimation of gross output of agricultural enterprises during 2010-2018, UAH million

Source: calculated by the authors on the basis of data [15]

To increase the competitiveness of agricultural enterprises it is necessary:

1. Really assess consumer expectations, explore trends in their behavior. That is, the company must timely, objectively and accurately assess consumer demand at this time and forecast its dynamics in the future.
2. Organize production at a level whose results will meet the needs of the target group of consumers with the most useful product in terms of price - quality.
3. Implement an effective marketing policy.
4. Create all conditions for minimizing the cost of factors of production: capital, personnel, raw materials, materials and energy, for production.
5. Carry out, improve and timely update production, marketing and management technologies (creation of the latest technologies for growing and increasing crop yields, ensuring the growth of livestock).
6. Plan and implement an effective strategy in the areas of production and marketing, based on innovation.
7. To finance funds to support producers of seed material, research institutions,

variety testing stations.

8. Take into account the specifics of agricultural production in the regions.

9. Train highly qualified personnel for the village. Develop high human potential at both the executive and managerial levels, as it is the quality of staff that affects all of the above.

The implementation of these measures for a long time creates a real advantage over the company [11].

Attention should be paid to the introduction of alternative fuels for tractors and cars. In Ukraine, agriculture consumes diesel fuel within 3 million tons. Biodiesel (produced from oilseeds, including rapeseed) can be replaced by up to 30%, or 1 million tons, and bioethanol (produced from cereals) can be added to gasoline from oil, about 30-40% and use its production at low grain prices at the economic and inter-economic levels. Production and sale of bioethanol is one dominant in the biofuel market. According to the calculations of G.M. Kaletnik, the domestic market of bioethanol can reach 800-1200 thousand tons per year, if it replaces 10-15% of gasoline consumed in Ukraine, and 623 thousand tons per year of biodiesel [17]. It is planned that by 2020 the share of biofuel use will be 20% of total fuel consumption in Ukraine.

One of the ways to increase the competitiveness of agricultural enterprises is the introduction of waste-free agricultural production. In the work of Kaletnik G., Honcharuk I., Ohota Y. [18] notes that European agricultural experience shows that the processing of agricultural waste for renewable energy sources can provide the company with energy resources and ensure its autonomy because the processing of agricultural waste to biogas will provide the company with energy resources, heat, and quality organic fertilizer (digestate), which helps to reduce the production cost and increase the yield and profitability of crop production.

Another important area for increasing the competitiveness of Ukrainian agricultural enterprises is the availability of sufficient financial resources. Agricultural enterprises, due to their specifics, are not able to function effectively without state support of Ukrainian producers at the level of regulatory and legislative support, which by virtue of this acts as a basis for its development; without budget support; without a reasonable pricing policy for food products; without financial and credit support and tax regulation of the main activity and agricultural infrastructure; without standardization of quality of raw materials and finished products; without monitoring the agricultural market and appropriate marketing strategies to increase competitiveness. State support of agricultural enterprises is an important aspect in the process of their economic recovery [18].

The state budget of Ukraine for 2020, approved by the Law of 14.11.19 № 294-IX [19], provides for the support of farmers on a non-refundable basis about 4 billion UAH. (for comparison: in 2019 - UAH 5.9 billion).

This year, almost all funds intended to support agricultural producers are sent under the budget program 1201150 "Financial support for agricultural producers".

Resolution of the Cabinet of Ministers of 19.02.20 № 109 defines the areas in which funds are distributed under this program, and the order of the Ministry of

Economy of 10.04.20 № 687 defines the distribution of funds in these areas:

- State support for the development of animal husbandry and processing of agricultural products - UAH 1,000 million.
- Financial support for the development of farms - UAH 380 million.
- Partial compensation for the cost of agricultural machinery and equipment of domestic production UAH 1,000 million.
- Financial support for activities in the agro-industrial complex by reducing the cost of loans - UAH 1,200 million.
- Financial support for the development of horticulture, viticulture and hop growing - UAH 400 million.
- Provision of additional financial support to family farms through the mechanism of additional payment in favor of insured persons - members / heads of family farms of a single contribution to the obligatory state social insurance - UAH 20 million.

Most of the funds were allocated to support livestock producers, farms and to reduce the cost of loans by compensating the bank's interest rate.

The distribution of funds under this program is handled by the Ministry of Economy, Trade and Agriculture.

For each area of state support, the procedures for providing funds are approved, which contain a mechanism for receiving budget funds and a list of conditions under which agricultural producers can apply for state aid (some have already been published and some projects have been published).

The general conditions of almost all areas are that farmers cannot count on state aid:

- who have arrears of taxes and fees;
- who have been declared bankrupt or in respect of whom a bankruptcy case has been initiated;
- which are in the process of liquidation;
- in which the facts of illegal receipt and / or misuse of budget funds were previously revealed [20].

Today, the state policy of supporting the agricultural sector of the economy should stimulate the formation of Ukraine as an agrarian state. In this context, the need to substantiate the priority areas of financial support of the agricultural sector, improving existing forms and methods of state support for many programs, the formation of a single comprehensive system of state support on the basis of an effective mechanism for financing the agricultural sector.

Unfortunately, most of the programs for the development of the agricultural sector are declarative. Given the experience of world leaders in food markets and the fact that the Ukrainian agro-industrial sector accounts for 16% of GDP (in 2018), it is necessary to return a separate state body (ministry) to the Cabinet of Ministers of Ukraine. Ukraine, which has always been a powerful agrarian state, needs a separate ministry that would perform the functions of formulating and implementing agricultural policy at the state level.

Conclusions. Thus, today in the modern economic literature, there are different views on the essence of the category of "enterprise competitiveness". In our opinion, the definition that most fully reveals its content is as follows: "competitiveness of the enterprise" is the ability of the enterprise to maintain a stable position in the market, to function effectively, to be attractive to investors, to maintain a high image among consumers and businesses. In our study, we investigated the features of the competitiveness of agricultural enterprises and identified two groups of factors influencing the competitiveness of agricultural enterprises: internal and external and managed and unmanaged.

It is established that an agricultural enterprise needs to grow competitive products to gain a stable competitive position in the agricultural market, at the same time requires adaptation of the enterprise and its timely response to changes in the external environment, which is unstable.

Competitiveness assessment is an integral part of the agricultural enterprise and is based on a comparison of the positions of enterprises engaged in a similar type of economic activity and operating in the same segment of the agricultural market.

Here are some components of improving the competitiveness of agricultural enterprises:

- 1) increasing the efficiency of using the existing potential of enterprises;
- 2) increasing the level of motivation of agricultural personnel as a driver of increasing efficiency and productivity;
- 3) updating the material and technical base of agricultural producers in various forms and on the basis of various sources of funding;
- 4) implementation of an effective business strategy based on improving the organization of production and implementation of the concept of marketing;
- 5) increasing the efficiency of state support and state regulation of risky in nature and at the same time strategically important agricultural production.

Improving the competitiveness of the enterprise depends on the efficient use of all the above components, which will increase production of high quality products, reduce labor costs and funds, generate profits in the amount needed to ensure expanded reproduction of the country's economy, help accelerate the industry out of the current financial crisis. will strengthen the export potential, thereby confirming the reliability of food security.

Thus, increasing the competitiveness of agricultural enterprises in the innovation environment is possible with the relationship of the state, agricultural business, agricultural science, agricultural education and innovation.

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**МАРКЕТИНГ ПЕРСОНАЛУ
ЯК ІНСТРУМЕНТ
РЕАЛІЗАЦІЇ
КАДРОВОЇ ПОЛІТИКИ
ПІДПРИЄМСТВА**

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У статті розглянуто сутність та значення маркетингу персоналу як інструменту впровадження кадрової політики. Установлено, що це адміністративна діяльність, спрямована на задоволення підприємства робітниками, які формують його стратегічний потенціал і допомагають вирішувати конкретні завдання. Отже, маркетинг персоналу – це вид організаційного управління, зорієнтований на забезпечення якісних і кількісних організаційних потреб у трудових ресурсах.

Виявлено, що маркетингу персоналу притаманні дві основні функції – інформаційна та комунікаційна. Перша з них визначається створенням бази даних під час планування кадрової політики, інша – націлена на реалізацію шляхів задоволення потреб у працівниках, а також формування гарного іміджу підприємства.

Обґрунтовано, що система маркетингових даних політики кадрів – це загальний обмін інформацією, яка забезпечує проведення якісного аналізу і планування діяльності. З'ясовано, що джерелами таких даних є: основні й додаткові навчальні програми ЗВО, курсів, служб зайнятості; аналітичні матеріали державних органів; відомості бірж праці; спеціалізована література з працевлаштування; рекламні брошури конкурентів.

Досліджено внутрішні й зовнішні чинники, що характеризують сутність маркетингу персоналу. Отже, внутрішні чинники визначаються можливістю керівництва впливати на ситуацію з управління підприємством. Зовнішні – є умовами, на які підприємству самотійно вплинути не під силу. Автором запропоновано основні напрями з удосконалення маркетингової діяльності стосовно кадрового управління.

Також виявлено, що головними завданнями маркетингу персоналу підприємства є: аналіз ринку праці з метою виявлення вимог сьогодення і майбутнього щодо кількісно-якісного штатного складу; дослідження тенденцій виробничого зростання для ефективного спорядження нових робочих місць та потреб кадрової політики; пошук і набір робітників, які відповідають організаційним запитам.

Ключові слова: маркетинг персоналу, підприємство, кадрова політика, трудові ресурси, планування, найм.

Табл. : 3. Літ. : 13.