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PECULIARITIES OF MANAGEMENT OF AGRICULTURAL ENTERPRISES UNDER MARTIAL LAW

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Germaniuk N., Harbar Zh., Harbar V., Kubai O.**

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AGRICULTURAL ENTERPRISES UNDER MARTIAL LAW**

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ABSTRACT

Ensuring food security both in Ukraine and in the world is always one of the priority areas of the global agenda. This issue has become especially relevant in connection with the increase in the population on the planet, depletion of natural resources, decrease in soil productivity, climate changes and military conflicts. At the same time, food itself, its production, distribution and consumption are outlined as the most important elements of the functioning of the world economic system. The integration of Ukraine into the world and European community gives considerable attention to the problem of guaranteeing the population's supply of food under any conditions.

In recent years, the number of countries with existing food security problems has increased. However, Ukraine occupies an important place in the world arena of the food market. Before the large-scale Russian invasion of the territory of Ukraine, the strategic potential of the domestic agricultural sector was aimed at exceeding the mark of providing food for the world's 400 million population.

Active hostilities caused a number of large-scale destructive effects on the agricultural sector. Many agricultural and processing enterprises were destroyed and seriously damaged. Crop cultivation areas and production volumes of plant products have decreased. There are breaks in logistics connections, blocking of sales markets. The export of grain products is falling catastrophically.

The state of war made it extremely difficult for the livestock industry to function. Livestock complexes and livestock suffered damage and significant losses. They reduced the production of raw materials for the processing industry of dairy and meat cattle breeding and pig breeding. Poultry farming has lost foreign sales markets.

In the conditions of hostilities, the primary task of the Ukrainian agricultural sector became the reliable supply of agricultural products and food to the population. At the same time, the key role in the preservation and development of local markets and food supply chains in the regions belonged to farmers and agricultural enterprises.

However, agricultural commodity producers in the agrarian sphere are gradually adapting to the economic conditions acquired by the national economy. Strategies for preserving business and balancing benefits and costs are being implemented in conditions of limited access to product sales channels and rising costs of production resource support components. In the structure of production, agricultural enterprises provide almost 32% of agricultural production, which is aimed at meeting the needs of the domestic market.

The post-war reconstruction of agriculture should solve the problem of damages caused to the agrarian sector of the economy from Russian aggression and the vector of structural transformations for the further development of agriculture and rural areas of Ukraine. The issues of the new post-war state agrarian policy of Ukraine in the conditions of limited own resources are aimed at attracting international support to the agricultural sector, which should have a positive effect on the production of agricultural products and food.

In order to preserve the agricultural sector of Ukraine, according to the agreement of the Government with many international organizations, programs to support preferential crediting of commodity producers, the Fund for partial guarantees of loans in agriculture are involved. The 5-7-9 credit program has been extended under 50% state guarantees and assistance from the World Bank. Under this program, agricultural producers can obtain loans in the amount of 100,000 to 90 million UAH at 0-9%. Through the platform of the created State Agrarian Register, the EU financial assistance program operates for small agricultural producers who have confirmed their stability in the conditions of military operations and the conclusion of classical agrarian economic theory that they ensure the existence of production itself. At the same time, farms and peasant farms have a positive effect on the development of rural territories, the preservation of the rural settlement network, village infrastructure, rural lifestyle, rural mentality, language, traditions, and the general autochthonous culture characteristic only of this society. The specified program corresponds to the best European practices, in particular the mechanism of production grants common in the European Union.

The results of the presented research in the monograph are made within the initiative of the Department of Agrarian Management and Marketing of Vinnytsia National Agrarian University "Development of the concept of marketing management of agricultural enterprises" state registration number: 0122U002111 for 2022–2024.

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Russian military aggression against Ukraine caused total problems, which were also reflected in the activities of enterprises in the agrarian sector of the economy. Agricultural lands occupy 68.5% of the territory of Ukraine, and therefore agricultural enterprises form the main «backbone» for the post-war reconstruction of our country, as well as its food and resource provision during the war. Instead, the destruction of the structure and infrastructure of the agrarian sector requires renewal and reconstruction, in connection with which the need to attract investments for the functioning and development of agrarian enterprises becomes more urgent.

The main obstacle on this path is the significant level of uncertainty caused by the war, which leads to a decrease in Ukraine's investment attractiveness, which, in turn, further aggravates the situation. In such conditions, the effect of a «closed circle» arises, the breaking of which is necessary for investment revival and stimulation of the post-war recovery of our state.

The range of activities of enterprises in the agrarian sector includes the production of agricultural raw materials and food (crop and livestock), their harvesting, storage, processing and sale. Land and labor are the factors of production that have always been traditional for Ukraine and became the foundation of its historical and economic state formation, formation and development. American politician D. Webster, who twice served as US Secretary of State, claimed: «Only on cultivated soil do other arts flourish. Therefore, farmers are the founders of civilization». Using the example of Ukraine, one can prove the veracity of his quote: first of all, the agricultural sector provides the necessary raw materials for the food industry, without which the existence of all living things, and therefore civilization as a whole, is impossible. Thanks to the developed agricultural sector, the production capacity of which allows the export of relevant products, Ukraine prevents hunger in the countries of North Africa and the Middle East, where grain crops are the main resource for the production

of food products. Even despite the full – scale war on its territory, Ukraine is doing everything to ensure that the population of other countries of the world does not experience hunger. The agricultural sector is also important for the economic life of the state, as it creates new jobs, brings significant revenues to the state budget, contributes to increasing the international importance and authority of the country in the international market, creates a significant share of GDP and contributes to its growth. Thus, according to the data of the State Statistics Service of Ukraine [3], in 2021 a record high value of the share of agriculture, forestry and fisheries in the GDP of the country was observed – 10.6% (for comparison, in 2020 the share was – 9.3%, and in 2019 – only 3.0%), which occurred, in particular, due to the increase in the production of agricultural products by farms of all categories by 16.4% compared to the previous year [33].

However, production in 2022 will still exceed domestic needs, and thus the recovery of the export supply chain will play a vital role. Before the Russian military aggression, more than 90% of Ukrainian crop exports went through the ports of the Azov and Black seas. For a long time, these ports were inaccessible due to the ongoing war, and some of them are still inaccessible due to the temporary Russian occupation. Other export channels – road, rail and river ports – do not have the capacity to handle the same volumes as sea terminals. Thus, the established industry estimates indicate that during the first half of the war, exports amounted to only about 20% of the usual volume. Some storage and processing facilities were also damaged, which further delays and limits the export of agricultural products from Ukraine.

At the national and international levels, many efforts have been made by the authorities to increase the capacity of alternative export channels, as another problem is brewing here, namely the need to store agricultural products, the sale of which is currently limited. Since the beginning of the full – scale invasion, the sale of agricultural products has practically stopped, that is, the warehouses of agricultural producers contained a significant amount of last year's harvest. a new harvest, which further complicated the problem of storing grain, legumes and industrial crops. It is worth noting that the problem lies not only in the lack of warehouse space, but also in

ensuring proper conditions for the storage of agricultural products, which can often deteriorate due to the presence of pests, excessive humidity, etc., which makes it unsuitable at all or only partially suitable for further sale. This, in turn, affects the purchase prices of intermediaries and causes substantial losses to agricultural producers [62].

In addition, partner countries provide assistance to Ukraine in terms of ensuring the storage of agricultural crops. So, in particular, with the support of the governments of Canada, Japan and the Australian charity Minderoo Foundation, in September 2022, the Program to provide farmers with means of temporary grain storage was launched, the purpose of which is to overcome the shortage of grain warehouses to maintain global food security. As part of the program for Ukrainian farmers, it was planned to distribute 30,700 units free of charge. grain sleeves with a capacity of 200 tons each, which can potentially accommodate for storage about 30% of the harvest from the national need. The assistance also provided for the provision of equipment for loading/unloading grain sleeves. As of the beginning of January 2023, more than 87% of the total number of sleeves have already been received by farmers [43].

Therefore, the development of the market economy, instability of the external environment, war, reform of property relations, irrational distribution, inefficient use of available economic resources, aggravation of contradictions in the development of productive forces and production relations bring to the fore the need to increase the efficiency of using the potential of agricultural enterprises.

Under these conditions, the issue of effective use and reproduction of production and resource potential at the level of the agricultural sector is widely covered in the economic literature. The acuteness of the problem of resource provision of agricultural production and the multi-vector nature of the ways of solving it put it among the leading ones in modern scientific research.

At the current stage of the development of the agricultural market, which is characterized by significant dynamics of demand, the uncertainty of development in the global dimension, the instability of food supply due to climatic, production-economic and socio-political factors, one of the primary tasks of corporate

management is the formation and assessment of current and prospective opportunities of agricultural enterprises. That is, it is about assessing their potential, balancing the capabilities of corporate formations with the potential of the external environment to achieve defined goals and to function in competitive conditions.

Yes, Kaletnik G.M. notes that the development of agricultural production and its economic efficiency is determined by the production and technical potential, the most important component of which is technology. Today, updating the material and technical base is one of the most important tasks of the agricultural sector. But due to limited budget funds, lack of own sources of agricultural enterprises, high credit rates, it is impossible to accelerate the renewal of production and technical potential. That is why the formation and development of the material and technical base becomes especially relevant [20].

It is worth noting that modern researchers usually consider a larger set of components of resource provision and resource potential, distinguishing fixed and working capital, information, finance, etc. In particular, O.V. Ulyanchenko substantiates that the resources of the agrarian sphere, depending on their origin, should be divided into two groups: primary resources are those that are created by nature regardless of the will and desire of man, but are used in social production, and secondary resources are the products of the production process, which are directly or indirectly used in the production of material goods. To the first group, the author assigned land and labor resources, to the second-fixed and circulating material resources, financial and informational resources [50].

However, information resources take part in the production process indirectly through technological and management decisions made by administrative and management personnel in the process of their implementation of the work process, and fixed and working capital are components of the capital of the enterprise. Thus, modern conceptual approaches only expand and deepen, but do not deny the scientific ideas of the classics of economic theory regarding the composition of resources of an agrarian enterprise [49].

The basis of production and resource potential is its components as factors of production. Means and objects of labor form material resources that are set in motion by labor resources. That is why the production and resource potential of agricultural enterprises includes labor, material and technical, informational, financial and natural resources. The production and resource potential of agrarian corporations is characterized by a large concentration of the system of interconnected resources and their mobilization, the achievement of competitive advantages based on the systematic and consistent implementation of innovations. He participates in the creation of agricultural products, which is the main result of production activity, and its implementation ensures profit as the ultimate goal of the enterprise. Production also determines the potential, as it ensures the reproduction of agricultural production [32].

Production and resource potential should be understood as the unity of resources used in economic activity and forming the basis of organizational forms of production, its structural features and complexity in managing their use. Due to the indicators of their use and the scale of involvement in production, the connections between separate production systems and subsystems of production and consumption of products are determined. The main structural components of production and resource potential are (Fig. 1): natural resource – a set of reserves of all natural components, namely, mineral raw materials, water, land, forest, air, climatic conditions in a specific territory for the established date; production-property – the ability of existing real assets to ensure their effective functioning and production activity. The structure of the main productive assets has a great influence on the results of agricultural enterprises; financial potential – includes the availability of all financial resources and investment opportunities belonging to the enterprise. Financial resources represent monetary income and receipts at the disposal of the enterprise and intended for the fulfillment of financial obligations to the state, the credit system, suppliers, insurance bodies, other enterprises and individuals, the enterprise's employees, and the implementation of expenses for the development of economic activity; intellectual potential – a set of intellectual abilities of employees, in particular knowledge, skills, information, values, skills, etc., and the possibilities of their disclosure, development and use at the enterprise. The intellectual potential of the

enterprise includes two components: creative potential and professional qualification potential;

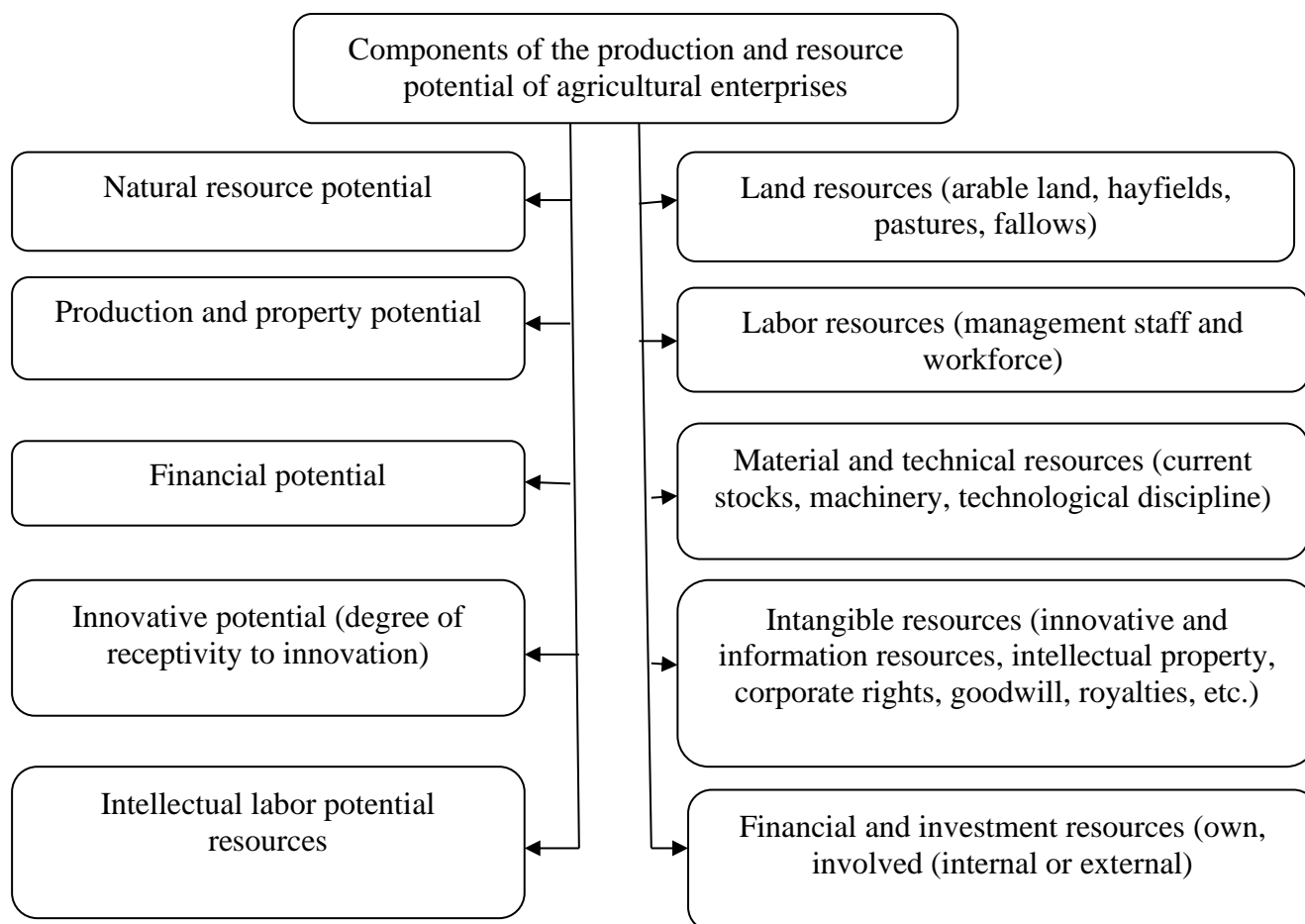


Fig. 1. Structural components of the production and resource potential of agricultural enterprises [49]

– innovative potential is a set of interconnected innovative resources and procedures create the necessary conditions for the optimal use of these resources in order to achieve the relevant benchmarks of innovative activity and increase the competitiveness of the enterprise as a whole;

– land resources – have a number of specific features that significantly distinguish it from other means of production and significantly affect the economy of agricultural enterprises;

– labor resources – the number of employees employed at the enterprise and those who are part of it by auxiliary and main activities. High-quality training and

retraining of personnel, which contributes to a wide range of their skills and practical abilities, is an important factor in the effective operation of agrarian formations;

– material and technical resources are resources in kind that are used in the economic activity of agricultural enterprises. They include fixed assets and part of current assets;

– intangible resources are resources that do not have a material structure. They are incorporeal, intangible, invisible. In addition, intangible resources, similar to the main means of production, can be used for a long time without losing their consumption value. cost;

– financial and investment resources are a set of cash receipts and profits that are at the disposal of enterprises for the implementation and fulfillment of financial obligations [1].

Production resources of agricultural production are a complex, integrated system that connects groups of material and non-material resources with different characteristics, which, when used in their organic unity, allow to obtain results through the creation of agricultural products. At the same time, the economic results of the use of resources are formed only under certain conditions, which, in turn, can be managed, unmanaged and partially managed by the enterprise. Thus, the difference between resource provision and resource potential consists in taking into account the specified conditions and possibilities of their use or management [8].

That is, if the resource support of production represents an integrated system of available resources, then the resource potential is an ordered collection (or system) of the possibilities of using and combining resources in order to obtain economic results in the context of the imperatives of the internal and external environment of the enterprise. Organic development of tools and means of taking into account the specified imperatives, integration into management systems for the development of the potential of functional components or functional potentials ensures the transformation of resource potential into production potential, and further into economic potential [45].

It is worth noting that the structural components of the production and resource potential for each agricultural business entity are individual, based on the specifics of

the industry in which it operates, the level of economic development, the state of the development potential, the chosen future strategy development

The effectiveness of the formation and use of production factors is characterized by a system of indicators of the efficiency of economic activity: gross income, net income and gross profit per 1 ha of agricultural activity. land, one employee, 1 UAH. fixed assets; net profit, profitability. The relationship between resource potential, factors of production and the results of the activities of economic entities in the agrarian sphere of production is shown in fig. 2 [7].

The combination of production factors is a dynamic phenomenon that involves solving a number of problems related to ensuring the balanced development of means of production and labor resources, their mutual qualitative and quantitative correspondence; formation and support of motivation to reproduce the resource potential on an innovative basis, which will make it possible to significantly reduce the costs of all resources per unit of the created product; search and implementation of new, progressive forms of inclusion of workers in the production process [17].

In addition to the main resources of entrepreneurial activity (land, labor and capital), there is a special, fourth – entrepreneurial ability. Entrepreneurial abilities find their material embodiment in the income received by the entrepreneur.

In order for the started economic activity to continue to operate and develop, it must be organized daily, take risks, find sources of financing, buyers and suppliers. With the help of entrepreneurial abilities, economic resources are transformed into new value, which is formed in goods [23].

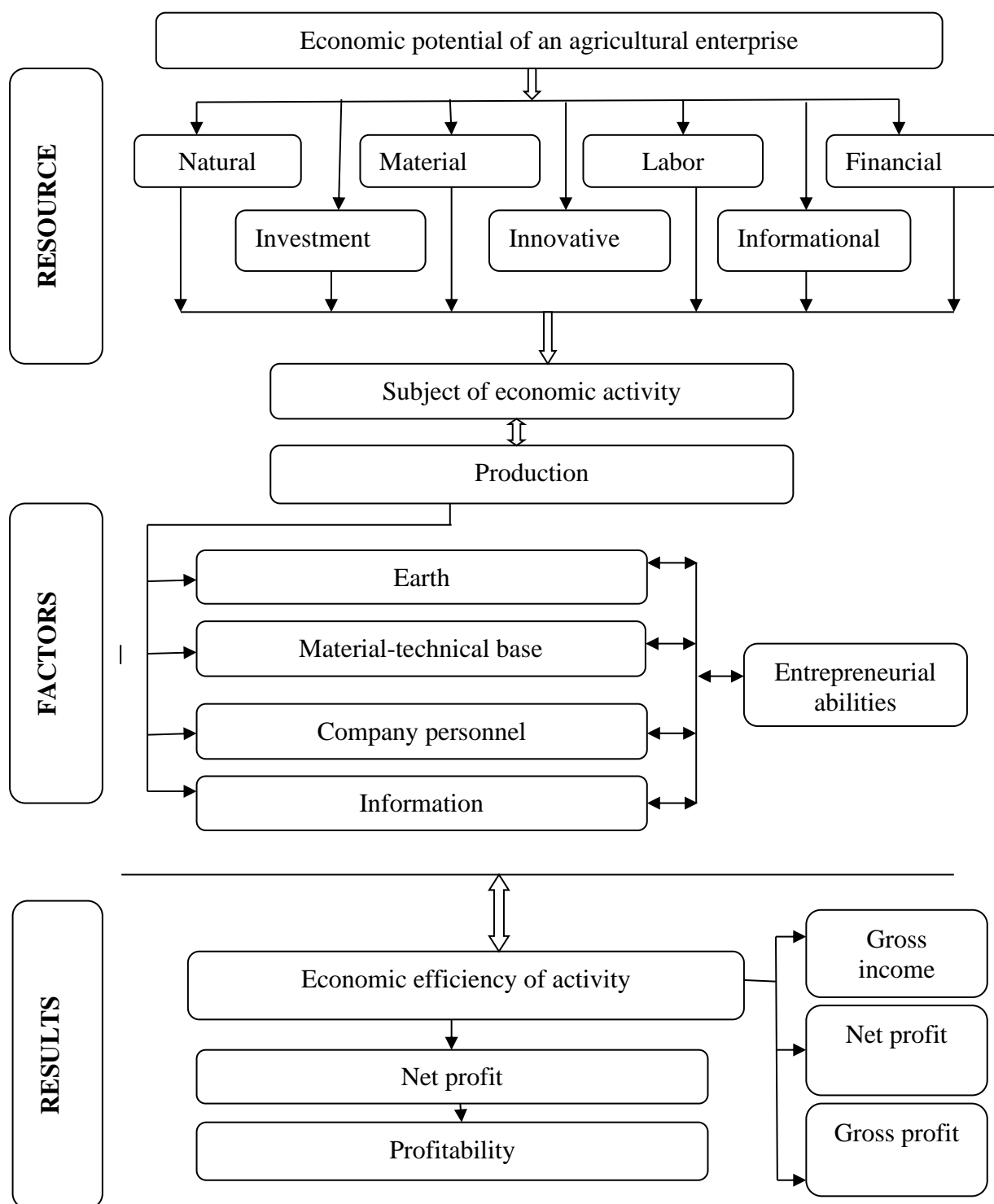


Fig. 2. Resources, factors of production and results of agricultural enterprises [7]

The study of the factors of formation of the production and resource potential of agricultural enterprises determined that the most important are: human, intellectual, natural, financial and legal factors (Fig. 3).

At the same time, in our opinion, the main role in the formation of production and resource potential is played by human factors with their inherent intellectual ability to combine production factors in the right way. The conceptual scheme of strategic management of the production and resource potential of an agrarian enterprise provides a set of elements, as a result of which the efficiency of development is achieved. Based on the analysis of the operating environment, the chain «mission => goals (strategic, tactical, operational) => management levels => management structure => management quality is formed => methods management => rating production and resource of potential=> forecasting production and resource potential => strategy selection and its implementation». Adherence to such a sequence of actions will allow any agricultural enterprise to maintain and strengthen its position on the market through development [38].

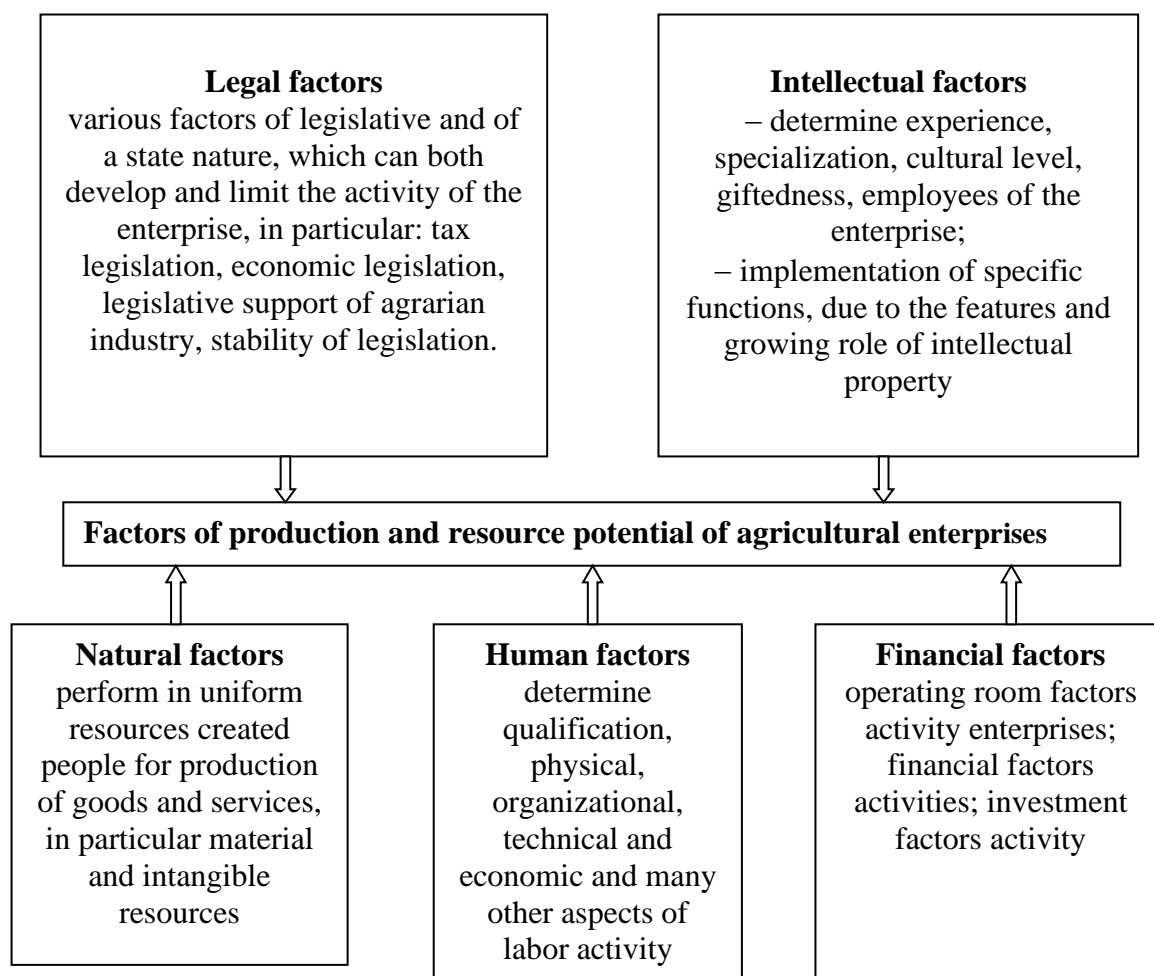


Fig. 3. Factors affecting the formation of the production and resource potential of agricultural enterprises [11]

In modern business conditions, the set of production relationships between business entities are implemented in the system of a complex economic mechanism that takes into account the requirements of objective economic laws. Regarding the concept and structure of the economic mechanism, many researchers agree that this category covers organizational, legal, economic and social elements. However, in our opinion, the economic mechanism is a complex and multifaceted phenomenon, therefore it should be considered as a complex and integral system of forms and methods of management, which are based on elements of economic regulation by the state.

The process of developing the production and resource potential of agricultural enterprises requires constant monitoring, collection and analysis of information on the influence of external environmental factors, which can be divided into four groups: economic, social, political-legal, scientific-technical. It should be noted that the factors of the external environment mainly exert a negative limiting influence on the development of potential. Therefore, the enterprise of the agricultural sector should form such an economic mechanism that would allow to quickly adapt to these changes.

In economic literature, the concept of «organizational and economic mechanism» is often used, which is used, as a rule, to outline the organizational elements of an economic mechanism. Such an interpretation is quite appropriate, since the category «economic mechanism» is a rather broad concept and includes various aspects and methods of economic regulation, in particular organizational and management decisions. The operation of the economic mechanism in the conditions of the market economy is considered as a system of interrelationships of economic phenomena arising as a result of the functioning of the objective economic laws of the market [7].

Yu. A. Poltavskyi and O. M. Suprun define the economic mechanism as a system of objectively operating and consciously regulated legal, organizational and economic levers, which collectively determine the final results of economic activity. The composition of the market economic mechanism includes: state regulation of agrarian

business, general economic mechanism, intra-economic economic mechanism. The system-forming core of this system is the economic mechanism of management [42].

Similar is the definition of the organizational and economic mechanism proposed by V. M. Butenko, who considers it as a set of systems that contribute to the comprehensive coordination of the economic interests of the enterprise of the agro-industrial complex, local authorities and residents of rural areas in the field of meeting aggregate needs.

He defines the following systems as components of the organizational and economic mechanism: financial and credit; management system; organizational system; regulatory and management system. The interpretation of this category deserves attention: «The organizational-economic mechanism of enterprise management is a system of technological, economic, organizational blocks that include their elements» [6].

At the same time, it is worth stating the fact that the interpretation of the organizational and economic mechanism is related, first of all, to the field of agricultural production management and does not relate to a comprehensive assessment of the directions of the agricultural enterprise in modern economic conditions. Well-known scientists of IAE NAAS P. T. Sabluk, M. Y. Malik, V. A. Valentinov define the economic mechanism as follows: a) as a system that sets the economy in motion; b) as an integrated system of economic, organizational, legal forms and methods of managing the national economy [45].

In order to study the essence of the formation and functioning of the organizational and economic mechanism of the management of agricultural enterprises, we established a system of organizational components that affect the efficiency of the economic activity of agrarian formations. The issue of formation and improvement of the organizational and economic mechanism of management attracted the attention of a significant number of academic economists – agrarian farmers. Yes, Kutsenko A.V. interprets the organizational and economic mechanism as a system of goals and incentives that allow to transform the movement of material and spiritual needs of members of society into the movement of means of production and its final

results aimed at satisfying the solvent demand of consumers in the process of labor activity [29].

Modern literature shows that the mechanism as a category is the tool that ensures the progressive development of the object, which is directed to the driving force of the factors of the external environment. The structure and content of the mechanism undergo changes in the process of development of social production, that is, an adequate mechanism corresponds to each socio-economic system. Taking into account the interdependence of the set of elements of society and their stability, the essence of the considered mechanism reflects the directions of solving the problem of matching elements and goals at a certain stage of the development of society [8].

In the process of the development of society, improvement of technical capabilities and the system of industrial relations, the number of levers and methods affecting the effectiveness of the organizational and economic mechanism is increasing. The lever is a means by which the combination of the components of the mechanism into a single system and the integrity of its functioning are ensured. The functioning of the levers of the organizational and economic mechanism is carried out on the basis of a system of legal norms that correspond to the current legislation. The levers of the organizational-economic mechanism include: organizational-administrative and economic.

Organizational and economic include: personnel support, information support and information protection, organizational and legal form and management structure. Economic levers include depreciation policy and pricing policy, taxation, lending and insurance. Organizational and economic levers differ from administrative ones in that they do not directly force economic agents to act in a certain way, but make other behavior disadvantageous for them; allow only the possibility of choosing a solution to optimize costs and improve their activities. The application of organizational and economic levers of the mechanism consists in combining objective and subjective aspects of human activity in the context of continuous development based on the introduction of technological innovations and increasing the efficiency of the use of production potential [5].

Similar is the definition of the organizational and economic mechanism proposed by V. M. Butenko, who considers it as a set of systems that contribute to the comprehensive coordination of the economic interests of the enterprise of the agro-industrial complex, local authorities and residents of rural areas in the field of meeting aggregate needs [6].

The effectiveness of the functioning of the enterprise depends on the correct application of the methods of the organizational and economic mechanism, which include the legislative and regulatory framework, as well as methodological support for the enterprise's activities. It is possible to implement an organized system and regulate it only with the help of existing elements. The use of methods of the organizational and economic mechanism ensures compliance with legal norms and powers, as well as the application of coercive measures and disciplinary responsibility in resolved issues regarding the efficiency of economic activity. For effective functioning, the enterprise must organize numerous interrelated types of activities, because the enterprise can achieve the expected results under the condition of effective use of resources and interaction of functional systems in the process of production and economic activity, which is connected with the use of fixed assets of working capital, financial resources, provision sales of products and profit, which is decisive in increasing the level of economic efficiency of the enterprise.

Increasing the economic efficiency of agro-industrial production should take place on the basis of a radical reform of the economic mechanism. It includes: 1) mechanism of balanced development of agro-industrial production; 2) the mechanism of development and improvement of commodity and monetary relations within the agricultural enterprise and between farms and the state; 3) the mechanism of a harmonious combination of economic interests based on the equalization of agricultural production management conditions and the provision of food to the population [51].

The defining characteristic of the modern organizational and economic mechanism of management in the conditions of market relations is the stimulation of producers to effective management through the economic interest of its participants,

which is positioned as the most adequate tool for implementing agrarian transformations and becoming an effective agricultural owner.

The formation of an effective organizational and economic mechanism for the use and reproduction of the resource potential of an agricultural enterprise makes it possible to quickly identify priority activities that must be coordinated so that they ensure its competitiveness on the market. Properly formed conditions of the organizational and economic mechanism for evaluating the effectiveness of use and reproduction are a prerequisite for the effective use of resource potential [35].

In the combination of various scientific and practical studies of scientists, the questions of forming applied aspects of the evaluation mechanism for determining the efficiency of the enterprise's resource potential remain open. According to experts, the resource potential and its effective organizational and economic mechanism of an agricultural enterprise should be considered as a potential opportunity and ability of the enterprise, using available resources, to carry out production and economic activities due to the implementation of strategic goals and objectives [35].

The resource potential of an agricultural enterprise is a set of all available resources, organized and agreed on the principles of their arrangement and summation in the form of organizational and economic relationships, which are important in ensuring production processes during the implementation of the goals of the economic development of the coal industry of Ukraine [34]. In other words, resource potential is the objectification of quantitative and qualitative indicators of the use of resources, their condition, the potential of their management with a view to the perspective of «expansion» of reproduction, which reflects the basic conditions and level of intensity, not the content and purpose production process.

Also, this approach involves assessing the influence of ownership relations on the efficiency of reproduction of the resource potential of agricultural enterprises, because only in this case the greatest synergistic effect on the reproduction of the resource potential of agricultural enterprises as the main factor of agricultural production is ensured [5].

The components of the organizational and economic mechanism of reproduction of resource potential shown in Figure 4 are interconnected, especially at the final stage of application through analysis and control over the use of resources at all levels of management, providing the necessary information to owners or managers regarding the main indicators and indicators of the activity of agricultural enterprises with the aim of optimization of resource reproduction.

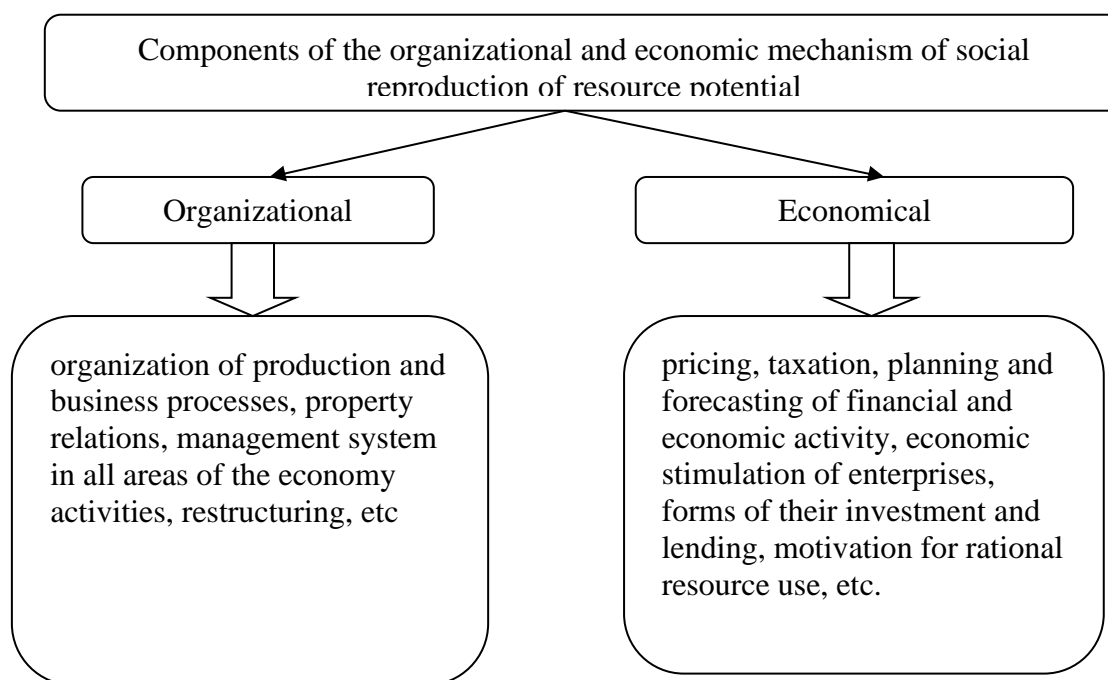


Fig. 4. Components of the organizational and economic mechanism of social reproduction of the resource potential of agricultural enterprises [12]

The organizational and economic mechanism for managing the resource potential of an agricultural enterprise should be considered as the most active element of the management system, the main purpose of which is the constant identification of the situation in the competitive environment and ensuring the speed of reaction to its changes.

The process of managing the production and resource potential of agrarian enterprises consists of the following components: subjects and objects of management; purpose of management; organizational and economic management mechanism. Management of a specific enterprise is the subject of management of production and resource potential. The objects of management of production and resource potential of

agrarian enterprises are the sources of its formation, cost characteristics, structure, combination of resources, resource conservation technologies and efficiency of use of resource potential, which is determined by its assessment. The main goal of resource production potential management is to strengthen the competitive positions and advantages of the enterprise and, as a result, increase production volumes, profits, profitability to ensure further growth, profitability and competitiveness.

The effectiveness of the functioning of the enterprise depends on the correct application of the methods of the organizational and economic mechanism, which include the legislative and regulatory framework, as well as methodological support for the enterprise's activities. It is possible to implement an organized system and regulate it only with the help of existing elements. The use of methods of the organizational and economic mechanism ensures compliance with legal norms and powers, as well as the application of coercive measures and disciplinary responsibility in resolved issues regarding the efficiency of economic activity.

For effective functioning, the enterprise must organize numerous interrelated types of activities, because the enterprise can achieve the expected results under the condition of effective use of resources and interaction of functional systems in the process of production and economic activity, which is connected with the use of fixed assets of working capital, financial resources, provision sales of products and profit, which is decisive in increasing the level of economic efficiency of the enterprise. Management, like any other type of activity, requires a specific assessment – determination of effectiveness. The effectiveness of management consists in achieving the most favorable ratio between the results of the management apparatus and the financial and material resources used to obtain these results. An effective enterprise management system creates favorable conditions that ensure the achievement of set goals by the production team and contain social, economic and psychological elements [52].

The economic efficiency of using the production and resource potential of corporate agrarian formations depends on many factors, especially on the level of their resource availability. The development of agriculture based on the concept of the

concentration of production resources leads to an increase in production and an increase in its efficiency. With the increase in resource availability and the scale of agricultural entities, the volume of production of gross products grows at a relatively high rate.

To assess the efficiency of production as a whole, first of all, the efficiency of the use of production and resource potential, it is necessary to analyze the current state, structure and supply of agricultural enterprises by size with all types of resources. Such an analysis allows you to see the structure of the processes of resource use, agricultural production and reproduction in general, to diversify them as an economic phenomenon into separate components, and to obtain, through abstraction, the most detailed idea of the dynamics, problems, trends of changes in components, etc.

To study the economic, ecological, and social efficiency of resource use and production, it is necessary to be guided by appropriate criteria, evaluation methods, and economic indicators. Accordingly, an important element of research into the effectiveness of the use of the production and resource potential of corporate agricultural enterprises is the selection of the main feature (criterion) of the evaluation of efficiency, which reveals its essence. The content of the criterion of the efficiency of the use of production and resource potential stems from the need to maximize the obtained results and/or minimize production costs, economy of production resources, based on market positions, existing competitive advantages, the strategy of the development of corporate-type agrarian enterprises [44].

In modern economic literature, there is no unanimous opinion on the methodology for calculating the aggregate, comprehensive assessment of the efficiency of the use of production and resource potential. Its modern methodology involves the calculation of indicators of labor productivity, return on capital and capital intensity of products. These indicators are criteria for evaluating each type of resource and are indicators of the efficiency of agricultural production. Therefore, depending on the indicator that is considered effective, the whole set of trends in the efficiency of various factors of production affects the variation in the ratio of the production result to one of the types of resources. Therefore, production efficiency is evaluated from the point of

view of the use of each type of resource. Therefore, it is necessary to calculate, according to economists, the integral indicator of efficiency as a ratio of the volume of production to the total consumption of each type of resources [18].

The main generalizing indicator, due to which the efficiency of the use of production and resource potential is evaluated, is considered to be the volume of production of agricultural products and provision of services. It is the basis for calculating other performance indicators of agricultural enterprises. In particular, this is the resource return, which indicates the received volume of production in the calculation of 1 hryvnia. invested resources and return on capital (capital intensity), which shows the cost of manufactured products per UAH 1 of invested fixed and working capital. In the conditions of constant economic changes, the continuation of reforms in the organization of rural areas for corporate agrarian enterprises, which are the most significant from the point of view of influence on their development, considerable attention should be paid to the expansion and deepening of research in the field of management of production and resource potential. Effective corporate management of production and resource potential should be a flexible system that will change, adapt to new market conditions, while producing quality products and ensuring the overall sustainable development of agricultural enterprises.

After analyzing the factors of the external and internal business environment as factors of resource use and production, a strategy for the development of a corporate agrarian enterprise and resource use in its composition should be formed [2].

Strategy development is characterized as a complex process in which leaders of all levels of management must participate. The formation of such a strategy involves focusing on the development of existing opportunities and competitive advantages of an agricultural enterprise. The basis of the formation of the strategy should be a concept that would take into account the peculiarities of the activities of the corporate agricultural enterprise, the stage of its life development cycle, the position on the market, and the state of the external environment. Taking into account the formed activity development strategy, the next stage is the formation of the structure and composition of production and resource potential. This is aimed precisely at the rational

provision of the enterprise with resources, their structuring and the construction of certain organizational forms of management, which will ensure stable development and their effective use and reproduction [12].

When summarizing the organization's activities for the reporting period and developing a strategy for increasing its resource potential, it is important to comprehensively assess the effectiveness of the use of all its resources based on the study of a set of indicators reflecting individual aspects of economic processes. One of the areas of comprehensive assessment of the efficiency of the enterprise is the analysis of extensification and intensification of the use of aggregate resources. Summarizing indicators of extensification and intensification of resource use are given in Table 1 [51].

An integral component of effective management of production and resource potential is, as already mentioned, monitoring of the resource utilization process. This will make it possible to control management and make the necessary changes, additions and improvements [34].

Table 1

The main indicators of the use of production resources of the enterprise

Type of resources	Indexes	
	Quantitative (extensive)	Quality (intense)
Personnel	Average number of staff	Productivity Labor intensity of production of products
	Labor costs, deductions for social events	Payroll
Fixed assets (equipment)	Average annual cost of fixed assets; Amount of accrued depreciation	Return on fixed assets (fund return) Depreciation return
	Production area	Output of products from 1 m ² of production area
	The value of intangible assets	Return of intangible assets
Material resources	Cost of material stocks	Inventory turnover
	Costs of raw materials and materials	Material yield
Financial	Equity	Equity turnover
	Loan debt	Turnover of credit debt
	Payables	Turnover of accounts payable

Source: [51]

Estimating the efficiency of resource use is the next stage of forming a system of effective management of production and resource potential. Such an assessment should contain a certain set of indicators and criteria for determining priority resource management measures. This will give an opportunity to find out how the enterprise works, whether the set goals are achieved, how changes and improvements in the management process affect the production and resource potential. At the same time, the economic effect is achieved due to the production of quality products and earning profits, the ecological effect is due to safe products and an ecological environment, the social effect is achieved through productive employment, labor productivity, affordable food consumption [18].

The management of the efficiency of the production and resource potential must be considered as a system that should contain such directions as the quality of management and the management of results. The quality of management involves, first of all, the management culture, business behavior, image and reputation within which the corporate agrarian enterprise strives to achieve its goals. This direction should include effective motivation and control with a clear definition of the goals and priorities of the company's development and an unambiguous division of powers and responsibilities. Performance management should contain a set of systematic procedures and approaches used for their evaluation and feedback for improvement [15].

At the same time, decision-making must meet the general requirements and principles put forward for any management decisions. They should be justified, targeted, quantitatively and qualitatively defined, legitimate, optimal, timely, comprehensive and flexible. Only under the conditions of compliance with these principles, the adopted decisions will perform managerial (contribute to the achievement of set goals), coordinating (coordinating individual actions, decisions, activities of individual specialists and units) and mobilizing (activation of executors and resources) functions. The final stage of building a system of effective management of the production and resource potential of corporate agricultural enterprises is control. Control, as an important and necessary stage, should include the application of a system of observation (monitoring) and verification of the compliance of the use of resources

in the process of economic activity with the established standards and other regulations, adopted plans, programs and operational management decisions, as well as the detection of permitted deviations from the accepted principles of organization and management of the economy.

For the effective formation and development of resource potential, the agricultural enterprise needs to develop new management models oriented to consumer requests, creating a base of permanent partners and increasing the effectiveness of production and economic activity.

In modern conditions, domestic agricultural enterprises must be resistant to crisis situations associated with a decrease in production volumes, a lack of investment, and the entry of foreign producers into the market.

The task of forming and improving the strategic management system for the development of the resource potential of an agrarian enterprise becomes one of the main factors of effective functioning in conditions of impermanence and variability of the environment.

The search for ways of effective use of available resources, competences, development opportunities of agricultural enterprises is important, because their solution will allow to ensure the maximum use of production capacities, reduce costs and increase the quality of products, increase the competitiveness of the enterprise and increase the share of a stable contingent of consumers.

In the conditions of fierce competition, the primary task of agricultural enterprises is the development of internal resource capabilities and the formation of new abilities. One of the management tools is the assessment of the enterprise's resource potential and the sustainability of its development.

Among the key tasks of strategic management at an agrarian enterprise is ensuring the rational distribution of resources between areas of activity and their effective use for a positive solution to the set strategic goals.

Strategic management of the resource potential of an agrarian enterprise should be carried out in an appropriate manner by forming resource strategies that are focused on solving a set of tasks: outlining the needs of an agrarian enterprise in relevant resources for the long term; determination of permissible resource limitations and

development of progressive spending norms of relevant types of resources; determination of the level of necessary strategic resources, possible directions of their use based on the balancing of volumes and composition, delivery terms with the dynamics of use; formation and use of directions for rational transportation, storage and use; activation of logistic approaches regarding the resource implementation mechanism strategies.

That is, to ensure the sustainable development of an agricultural enterprise, it is necessary to choose an effective strategy for the formation and development of their resource potential.

Thus, the key to successful management of the resource potential of agrarian enterprises is the implementation of a complex of organizational and economic measures, and the coordination of interaction between them, aimed at ensuring the effective functioning of the strategy for the development of the resource potential of agrarian enterprises in the conditions of a changing economic environment (Fig. 5).

Strategic management of the resource potential of an agricultural enterprise is a dynamic and changing process focused on making important decisions regarding the enterprise's activities, aimed at ensuring advantages over competitors due to the constant formation of an effective combination of resources and their compliance with changes in the external environment.

In view of the above, resource potential is considered by us as a system of interconnected types of resources that are at the disposal of an agricultural enterprise or can be involved in its production and economic activity, the complex use of which contributes to the implementation of the mission and the achievement of strategic development goals by determining its compliance with needs internal environment taking into account modern external requirements environment

In order to obtain the desired results from the implementation of the resource potential development strategy of agricultural enterprises, it is necessary to carry out an analysis of the external environment, which involves an assessment of suppliers, competitors and consumers, as well as an analysis of the goods offered by the enterprise and competitors in order to identify the stage of the product's life cycle and the

possibility of its replacement. This analysis is carried out on the basis of drawing up a map of strategic groups to determine the level of development of an agrarian enterprise

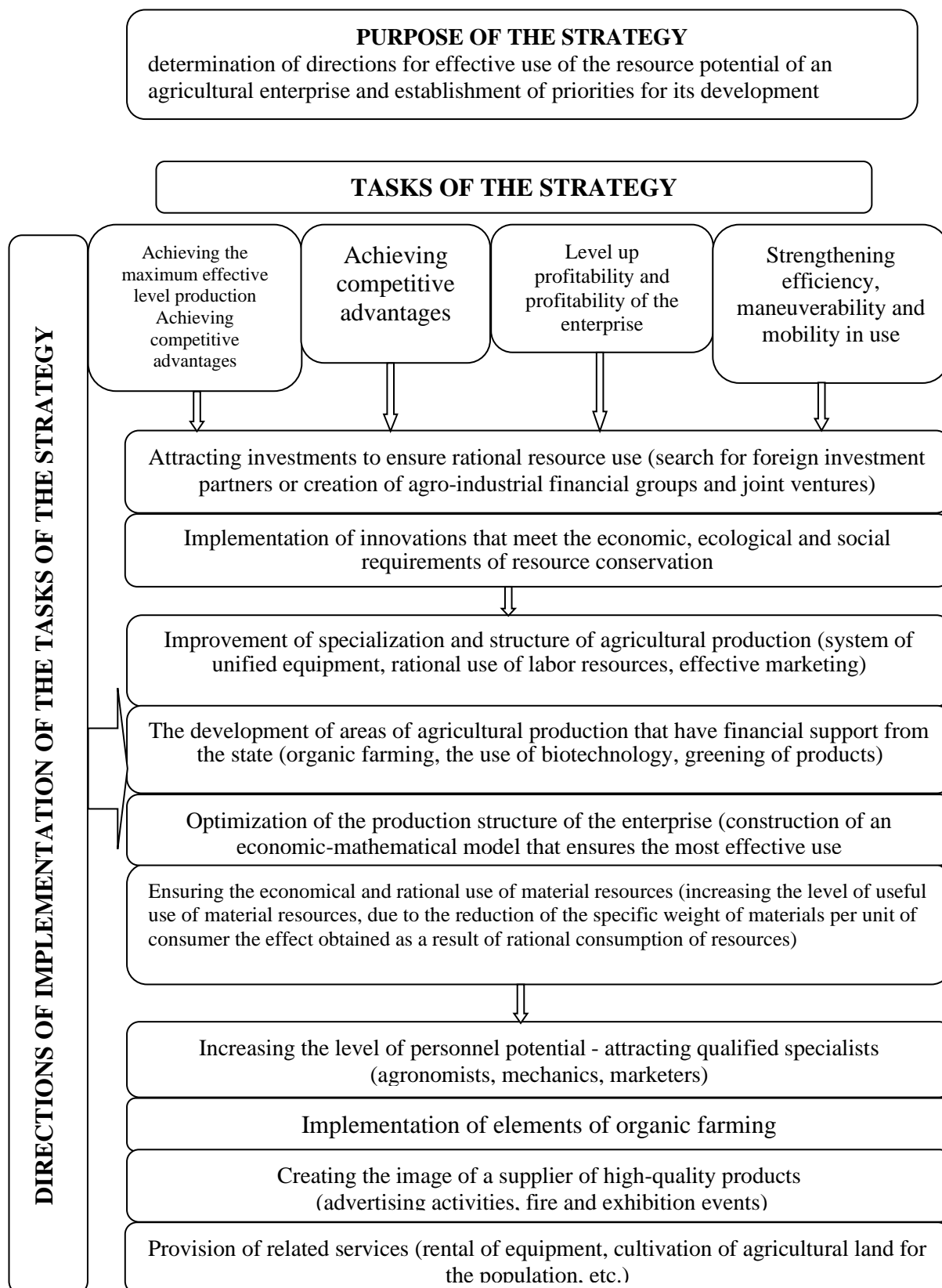


Fig. 5. The purpose and objectives of the strategy for the development of the production and resource potential of an agrarian enterprise [27]

among competitors and the direction of its adaptation to the modern requirements of the competitive environment. Attention should be paid to conducting marketing research of the market in the context of identifying consumer preferences and assessing suppliers to determine the quality of raw materials and the level of prices.

The functioning of an agricultural enterprise in the conditions of a changing market environment determines the need for it to conduct a successful competitive struggle, the need for the formation of certain competitive advantages.

The nature of these advantages depends on the modern economic environment and the available resource potential of the agricultural enterprise.

Taking into account the set of rules that are proposed for the strategic process, a model of strategic management of the resource potential of an agricultural enterprise is formed.

The proposed model represents the process of forming the resource potential of an agricultural enterprise, which exerts a managerial influence on business processes, and its strategic development with the help of a functional subsystem of the management system, which is focused on the effective performance of its inherent functions.

The basis for the model we developed was the task of rational formation of the resource potential of an agricultural enterprise and its competitiveness, which helps to choose an effective strategy depending on the direction of the enterprise's production and economic activity and its development: growth strategy (integrated or concentrated), diversification or reduction strategy. The proposed model is an auxiliary tool for developing the direction of development of the resource potential of an agricultural enterprise and the successful implementation of its management strategy, taking into account the variability of the economic environment in the country.

The strategic management of an agrarian enterprise in this context allows us to characterize the concept of management strategy for the development of the resource potential of agrarian enterprises as a set of management decisions that make up the program for the formation of the resource potential of the enterprise, which ensures the qualitative development of its key competitive advantages and promotes

comprehensive development. That is, the process of developing and implementing a strategy should be carried out taking into account the peculiarities of the functioning of an agricultural enterprise and its accumulated resource potential.

The following key sequential actions are the basis for the formation of the strategy management strategy for the development of the resource potential of an agricultural enterprise: identification of the most important factors of the functioning of an agricultural enterprise, which determine the direction of its development and competitiveness (competitive dominants); identification of the most important components of the resource potential of an agricultural enterprise or their proportion (priority of resource potential); analysis of the effectiveness of using the resource potential of an agricultural enterprise and its components in the context of determining strategic measures development.

The proposed algorithm is implemented with the help of three main phases: preparation, construction and implementation of the strategy, the sequence of which is determined by the execution of 14 stages.

On the basis of this algorithm, the formation of a management strategy for the development of the resource potential of an agricultural enterprise is based not only on the analysis of environmental factors, but also on the strategic management of the resource potential, the result of which is expediently measured by indicators of the efficiency of its use.

An important priority in the implementation of the management strategy for the development of the resource potential of an agrarian enterprise is the concentration of efforts and relevant resources to stabilize the production and economic activity of an agrarian enterprise and its social and economic development, which is aimed at stimulating systemic reformation, where the main priority is the synergistic effect, supporting the balanced development of the agrarian enterprise enterprises.

The substantiation of the strategy implementation mechanism is based on the spatial resource, which, like other types of resources, needs to attract capital. The main requirements for the implementation mechanism of the resource potential management strategy of agrarian enterprises are: prioritizing the development of the agrarian sphere,

increasing the specific weight of indirect financing; activation in the development of social infrastructure; improvement of land and environmental legislation.

The directions of implementation of the proposed measures for the development of the resource potential of agricultural enterprises should be based on the development of a set of factors in order to build a strategic plan for the use, restoration and protection of natural resources, ensuring the effective use of all types of resources with minimal damage through the implementation of innovative resource-saving technologies, including innovative ones, in the activity agricultural enterprises.

It has been proven that the development of agricultural enterprises should take place not only with the focus on the activation of investment flows, but mainly through systemic restructuring and the creation of favorable conditions for the activities of agricultural enterprises and their partners in the external environment based on the development and implementation of a strategy for managing the development of the resource potential of agricultural enterprises.

Taking into account the research conducted by us, we believe that the problem of protection of the natural environment from the anthropogenic load, which is constantly increasing, is becoming larger and larger.

A methodical approach to assessing the protection of environmental components consists in comparing indicators of the quantitative and qualitative composition of substances that come to the surface from the atmosphere, with the possibility of their absorption and self-purification in separate territories, which characterizes their assimilation capacity.

The need to transition the development of agricultural enterprises to the principles of greening is due primarily to the dynamic changes that are taking place in all regions of the world.

The man-made load on certain territories has already reached a critical value, which is why it is necessary to pay more attention to those factors and resources that are destroyed without the possibility of recovery, in order to achieve the well-being of society.

The orientation of the activities of agrarian enterprises only on growth leads to the appearance of negative consequences, namely, an increase in the level of environmental pollution and intensive use of natural resources, which leads to a decrease in natural resource potential.

It is clear that such relationships between natural and economic systems lead to serious environmental threats [17].

Functioning in the conditions of limited and high cost of resources puts qualitatively new demands on the enterprise in management approaches, which involve its orientation to the implementation of a resource conservation strategy. Moreover, it is not important what resources resource conservation requires: financial, material, labor or investment investments in the development of production, but how it is necessary to study the process of resource conservation management and the effectiveness of management decision-making in this sphere

The formation and implementation of a resource conservation strategy at all levels of management is one of the most important issues of competitiveness management, since: firstly, resource intensity is the second side of the product (the first is quality), secondly, Ukraine is several times behind developed countries in terms of the efficiency of resource use.

A promising direction in the development of the market of resource-saving products is the use of new opportunities that open up to business entities. They include:

- improving the quality of already existing products and services by adapting them to environmental protection requirements, requirements of international resource efficiency standards, which makes it possible to significantly increase the competitiveness of enterprises on the domestic and foreign markets;

- the development of fundamentally new resource-saving products and the creation of specialized companies for this (for example, the production of new products from waste, the development of man-made mineral deposits);

- attraction of foreign capital and creation of joint ventures with representatives of countries where the resource conservation market is developed. This allows the use

of leading technologies, management methods of resource–saving activities, increasing its effectiveness in Ukraine;

– further development of specialized companies providing consulting, engineering, educational and other services for resource conservation, etc. The considered areas mostly concern the state, regional and local levels of management. At the same time, at the microeconomic level, it is advisable to intensify work with [4,5]:

– assistance by the subjects of the resource conservation infrastructure to increase the awareness of the population and enterprises about the novelties of resource-saving technologies, their ecological, economic and social advantages and disadvantages through exhibition activities, advertising promotions, personal sales, etc.;

– forming for the public the image of energy, water service and other companies in the field of resource conservation as economically efficient and environmentally friendly through the release of press releases and informational materials about the activities of enterprises, commissioned articles, drawing up reports, holding press conferences and presentations;

– development and implementation of flexible financial schemes and performance contracting by infrastructure subjects, which allow working even with low–liquidity enterprises;

– carrying out explanatory work with managers and employees of enterprises of various industries and types of activity regarding the expediency of resource conservation, the principles of activity of audit firms in the field of resource conservation with the aim of forming a favorable attitude towards the work of auditors at the enterprise;

– expansion of the range of services provided by resource conservation infrastructure entities, in particular, provision of practical assistance to customers in drawing up a step-by-step plan for the implementation of resource–saving measures based on their «self-financing», training the personnel of customers' enterprises in the basics of resource and energy management. Economical use of natural resource

potential, which is provided by a number of production–technical and organizational–economic measures, becomes important.

During resource conservation management , a reasoned choice of the main areas of resource conservation at the enterprise in general and for each structural unit in particular is made; formation of complex target programs, definition and specification of tasks according to the goals of these programs, definition of criteria and confirmation by executors; establishment of calendar terms for carrying out works according to projects; calculation of the need for resources and their distribution by performers.

During the implementation of the resource strategy, the management of the agricultural enterprise must change its approach to enterprise management.

Practical implementation of the proposed system strategic management resource saving in agricultural enterprise is important a condition for the systematic growth of resource efficiency of production and capable of ensuring the formation of a self-reproducing management mechanism.

The main task at the enterprise is the organization of constant search and implementation of resource conservation reserves, which significantly increases the level of adaptation of the enterprise to changes in both the internal and external environment, contributes to the growth of the competitiveness of its products. Therefore, the longer the period of use of resource-saving measures lasts, the more profit the company receives, the higher the level of motivation for the introduction of the latest technologies and innovations.

Rising prices for resources, limited access to resources, increased consumer demands to quality products, increase roles innovative factor in maintaining the competitiveness of the enterprise on the market, the role of resource-saving activities in motivating the development of the business entity is increasing.

The application of effective and timely resource-saving solutions in agricultural enterprises, effective use resource potential, reducing the material intensity of products will help increase competitiveness products

Resource conservation management will make it possible to optimize production costs and help increase the company's profitability.

The practical implementation of the resource conservation management scheme involves the creation of an integrated organizational structure in the agricultural enterprise, which will perform the functions of monitoring and adjusting resource-saving processes in production.

The establishment of an effective resource conservation management system at the enterprise is a set of measures that ensure a balance between the final results of work, characterized by increased productivity, rational use of resources and their saving – on the one hand, and an increase in the volume of sales of products (works, services) – on the other.

The practical implementation of the scheme involves the creation of separate or built-in organizational structures at the industrial enterprise, which will perform the functions of monitoring and correcting resource-saving processes in production.

In our opinion, the formation of a separate structural unit dealing with resource conservation issues at a modern enterprise is impractical for the following reasons.

First, a characteristic problem of domestic business entities is excessive overhead costs, which are associated with the functioning of the management apparatus and cause a decrease in the competitiveness of the products of an industrial enterprise due to an increase in its cost price. The creation of another management structure in production will lead to an increase in overhead costs, and therefore, there will be an automatic decrease in the already low level of competitiveness.

Secondly, specialists who are part of such a structure should be highly qualified and perfectly aware of all the changes that occur at the stages of supply of raw materials and materials, production of products, their transportation, storage, and sale to the consumer [10].

Therefore, it is necessary to have direct contact with the production process, to participate in it, in order to be able to control such changes. From these positions, it will be more appropriate to delegate additional functions of resource conservation management to individual highly qualified employees of each structural unit, rather than creating new positions in a separate unit, which will also mean more effective use of qualified personnel. Thirdly, the collection of information about the progress of

resource saving processes is carried out directly in the company's divisions by its employees as part of the collection of general production information, and the allocation of a separate organizational structure engaged in the collection of similar information will lead to duplication of the functions of the main divisions. Fourthly, the implementation of corrective effects on resource conservation processes is periodic in nature, therefore, there is no need to create a separate permanent service for these issues, it is enough to introduce a system of periodic meetings on resource conservation problems.

Taking into account the mentioned comments, in our opinion, the most effective in modern economic conditions is the formation of integrated into already existing organizational structures, management of resource saving processes at enterprises. In particular, it can be the creation of a permanent resource conservation commission or the provision of additional functions related to resource conservation management to the already existing coordinating council for enterprise development. In the case of the formation of a separate commission, in our opinion, it is advisable to introduce the deputy general director for technical issues, economics, marketing, as well as the main specialists of each service (subdivision) of the enterprise into its composition [16].

The commission should be headed directly by the general director. The optimal mode of its work is the holding of scheduled monthly meetings, as well as additional, unscheduled meetings if necessary. It should be noted that such organizational structures (coordinating councils) exist today at large agricultural enterprises of Ukraine and deal with issues of enterprise development.

Since they include the heads of all divisions of the enterprise and the top management apparatus, it will be advisable to expand the range of their functions on resource saving and extend this experience to medium-sized enterprises. For a small business, in our opinion, the formation of the mentioned structures is unjustified: considering the small size of the enterprise, it will be more effective to add to the duties of the director of the enterprise and his deputies the performance of functions of managing resource-saving processes in production and making corrective management decisions.

Therefore, the process of establishing a resource conservation management system at the enterprise should: include increasing the material interest of employees in increasing labor efficiency, reducing the unit cost of production due to the rational use of resources; to allow clear accounting of labor and material costs in the production process, to carry out measures of a technical, organizational and economic nature (application of new equipment and technologies, automation of production, organization of work and production, improvement of personnel qualification levels and their motivation, etc.); ensure productivity growth and economic effect in the form of income (profit). The implementation of these provisions will allow to create a qualitatively new and effective resource management system at the enterprise [4].

Innovative priorities are extremely important for the development of modern agricultural production in Ukraine. Since the intensification of the innovative activity of enterprises is a necessary condition for the development of the economy, in particular the production sphere, the improvement of product quality and the growth of market opportunities of enterprises, the appearance of new products, as well as the means by which adaptation to changes in the external environment takes place. The effectiveness of innovative activity in the agro-industrial complex under the conditions of globalization is achieved by: regulation of regulatory and legal support in the sphere of stimulating innovative activity; creation of a staffing system based on taking into account the specifics of agro-industrial production; reduction of the lag of innovations through the mobilization of own funds of agricultural enterprises, as well as activation of investment in innovations through state support; provision of affordable lending conditions and attraction of other financial sources for the development of the infrastructure of innovative activities and the use of effective mechanisms for managing scientific and technical activities using new developments in practical activities [13].

Resource-saving innovations are a market segment with significant growth potential, this type of innovation has high social significance, as it provides access to economic benefits to those categories of the population that cannot afford to purchase advanced, expensive technologies.

Resource-saving innovations are innovative solutions for the sustainable development of local communities, meeting their needs. Unlike other types of innovations, resource-saving innovations are based on finding solutions to the problems of sustainable development of alternative energy, agriculture, ecology, etc. Flexible approaches and new tools are needed to manage innovations based on resource-saving technologies, the successful implementation of such innovations requires effective organization of business processes [3].

In modern conditions, the effective development of agriculture is possible only on the basis of intensification and implementation of the achievements of scientific and technical progress in the agricultural sector (agro-industrial complex). The problem of intensification of the activity of agricultural enterprises takes on special importance in connection with the decrease in the level of resource provision and the need for the formation and effective use of production potential.

The impact of intensification on the development of agriculture is due to the possibility of increasing the economic efficiency of production and foresees an increase in its productivity based on the increase in the level of technical support, the wide use of the latest means of production and the involvement of qualified personnel. High final results of intensification of agricultural production are ensured as a result of consistent combination of improvement processes and rational use of all its factors.

The innovation-intensive type of agricultural production as a set of its organizational, economic and technical features is based on the focus on the use of the latest scientific achievements for the improvement or introduction of new production technologies with the aim of reducing the cost of production, increasing its quality, and as a result, increasing competitiveness [1].

The objective need for intensification is due to a number of factors, among which should be mentioned first of all such as the growing need of the population for food products, the rapid development of scientific and technical progress, the impossibility of expanding the area of agricultural land suitable for the production of products [2].

The basis of the further development of the agrarian sector of the economy currently consists of scientific and technical progress, the use of advanced technologies

in combination with a set of organizational and economic measures. The formation of a new technological order, the basis of which is innovations based on the use of electronics, robotics, computing, telecommunications, genetic engineering, etc., is of particular relevance, so the issue of the spread of innovations in agro-economics comes to the fore [3].

Considering individual elements of the system of forming the innovative potential of agricultural enterprises with the aim of increasing the competitiveness of products on the market and identifying the influence of external and internal environmental factors, there is a growing need to implement this or that type of innovation in business practice, assess its condition and determine development directions.

This allows us to assert that the basis of the formation of innovative potential is the internal reserves of increasing the efficiency of agricultural production on the basis of a material-and resource-saving form of intensification, which involves the use of more economical labor items and more rational use of labor items, as well as the consumption of a smaller amount of raw materials, electricity and other types resources

The innovation-intensive type of development is determined by a set of conditions and their impact on ensuring economic growth, which is a consequence of the reproduction of an innovative component of the economic system and is characterized by the improvement of the production and sales management system, more effective resource consumption and involves continuous updating of production technologies, products and services [35].

Innovative and intensive technologies in crop production are based on the management of the process of crop formation, which ensures the reduction of the gap between the potential and actual productivity of agricultural crops and is based on supporting the process of innovation implementation through the implementation of an appropriate system of sets of methods and a complex of organizational and economic measures aimed at the rational use of labor time of workers, machines and other resources. Provided that traditional production technologies are used, material and

technical resources are created based on the available capabilities of a particular enterprise.

With the use of innovation-intensive technologies, the need for such resources is taken into account in order to achieve the planned results in terms of production volumes, while the amount of costs to achieve them is subject to adjustment, since they provide for: new crop placement systems with scientifically based crop rotations; use of high-yielding varieties and hybrids of the intensive type; application of fertilizer rates calculated for the programmed harvest and optimization of nutrition during the growing season through a system of fractional application of fertilizers in periods of their need; application of an integrated system of protection against weeds, pests and diseases; timely and high-quality performance of all technological operations based on complex mechanization of production and scientific organization of work; ensuring protection of soils from erosion and loss of fertility and preservation of the environment.

The use of innovation-intensive technologies implies an increase in production costs, but it ensures a corresponding increase in yield and the level of profitability of production. As for the consequences of the introduction of innovation-intensive technologies, they can be both positive and negative. The negative consequences of the use of intensive technologies are: danger of pollution of the natural environment, imbalance in the structure of the environment, ecological pollution of territories due to the use of chemical preparations and mineral fertilizers.

In this context, the introduction of innovations is not only an effective tool for ensuring food security and increasing labor productivity, but also contributes to environmental protection, attracting foreign investments and catalyzes factors for improving the level and quality of life of the population [37].

A set of factors, which can be conditionally divided into external and internal, organizational-management, scientific-technical, technological, and informational, play a decisive role in the formation of an innovation-intensive type of development in modern conditions.

In modern conditions, there is a close interaction of internal and external factors influencing the formation of an innovation-intensive type of development, and therefore those agricultural enterprises that rationally and quickly implement the latest achievements of science and technology, which are the result of changes in the macro-environment and, in particular, can ensure its implementation in such a link as the scientific and technical environment. Under the conditions of the innovation-intensive type, economic growth is achieved by qualitative improvement of the entire system of productive forces, primarily material and personal factors of production to increase the scale of production.

In this way, the acceleration of the implementation of the achievements of scientific and technical progress is achieved; raising the technical and technological level and increasing production volumes; increasing the quality of products and the level of their competitiveness; growth of investment attractiveness, activation of capital circulation; improvement of the organizational and economic mechanism of increasing the efficiency of production and economic activity, etc. (Fig. 6).

Among the measures to ensure the economic growth of agricultural enterprises based on the intensification of land use, a significant place should belong to agro-industrial integration (at the same time, an important role should be played by the optimization of the size of raw material zones of processing enterprises, transport flows of raw materials and technological processing waste, improvement of the use of by-products, promotion of specialization processes and concentration of agricultural enterprises, solving their social problems) and justified implementation of their cooperation (which ensures obtaining maximum production and profits per unit of costs under the condition of state regulation and support for its development) [5].

Therefore, the most complete comprehensive intensification of agricultural production takes place under the condition of increasing the efficiency of the use of natural resources and production potential in the process of economic activity. The organizational and economic mechanism for the introduction of innovation-intensive production technologies ensures the process of developing sectoral and regional innovative development programs, the implementation of relevant standards and

determines the order of interaction of agricultural enterprises and organizations, as well as their divisions, participating in the innovation process.

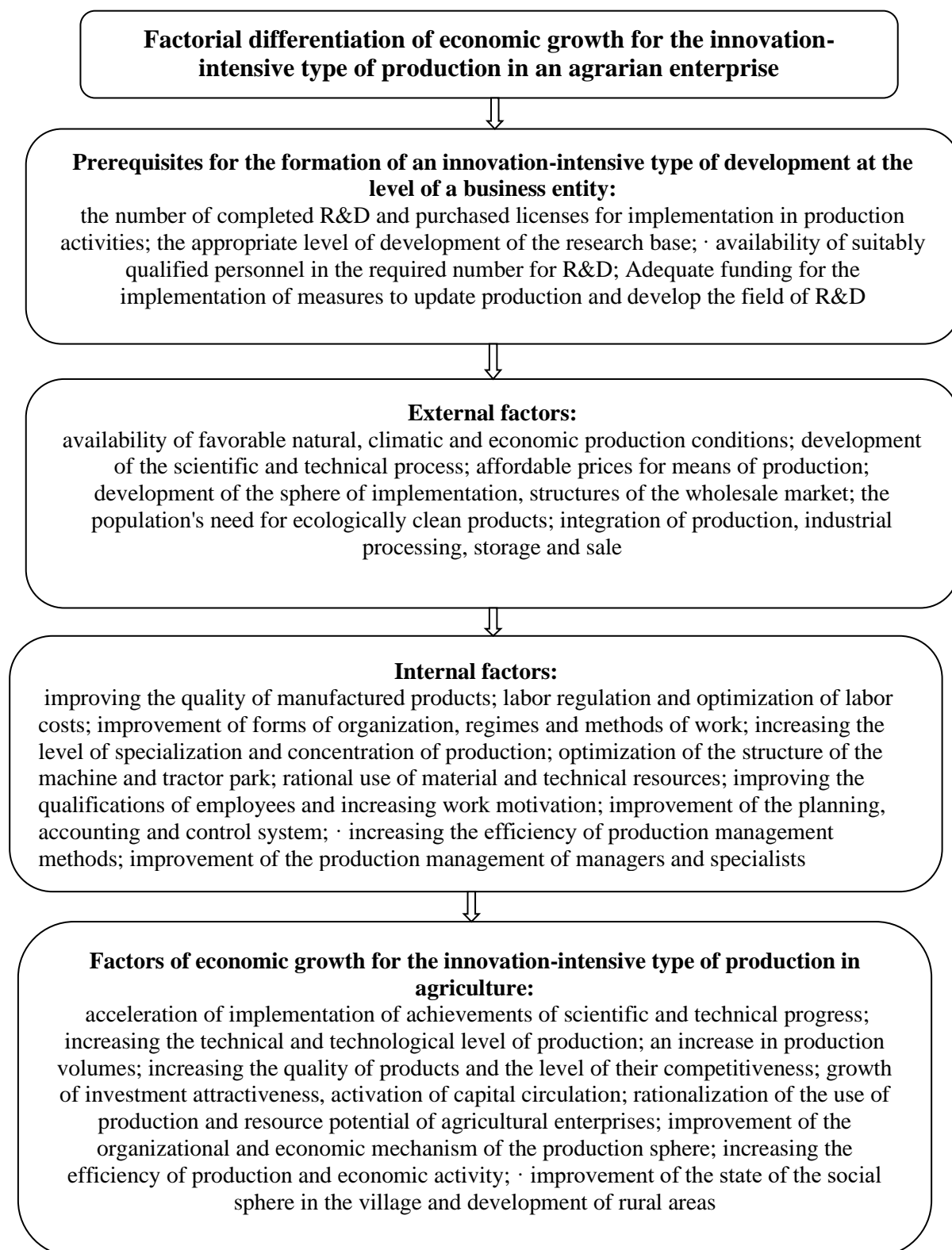


Fig. 6. Factorial differentiation of the economic growth of an agrarian enterprise for the innovation-intensive type of production in agriculture [45]

It is aimed at the implementation of consistent performance of works, the formation of appropriate organizational structures, within the framework of which innovative activities are carried out. At the same time, it is necessary to coordinate the activities of all participants in innovative processes and to balance material and labor resources. Simultaneously with high-tech innovations, organizational and innovative developments related to land reform and the introduction of the value of land into economic circulation, the creation of new market mechanisms of credit support for long-term innovative projects, as well as the formation of market infrastructure should be implemented on a large scale.

In our opinion, the organizational and economic mechanism for the introduction of innovative and intensive technologies for the production of agricultural products also consists of a combination of the following forms of activity and management methods:

- detection of proposals on the industry market of innovations (demand for innovations is initiated directly by the product manufacturer);
- development of innovation-intensive technologies by industry research institutions;
- patenting of the developed innovation-intensive technology;
- transfer of innovation (innovation-intensive technology, new variety, etc.) to a business entity under a license agreement;
- introduction of a new kind of technology under the scientific support of an innovation developer;
- determination of the economic effect of the introduction of innovation [6].

Accordingly, the assessment of the efficiency of economic activity should be properly carried out, namely in the specified sequence:

- equal enterprises: analysis of the economic efficiency of the innovation, determination of the level of competitiveness of financial support at the expense of own funds, cyclical production, etc.;

– at the level of the innovation project: analysis of the effectiveness of decision-making and determination of basic performance indicators for the identified innovation project;

– at the planning level: determination of the main influencing factors for achieving the desired result and assessment of the compliance of the actual state of innovation activity with forecast indicators. At the current stage of the development of the innovative sphere, the activation of cooperation between agricultural producers and research institutions is of particular importance, which creates objective conditions for the introduction of a comprehensive form of production intensification and ensuring the competitiveness of agricultural products on regional and international markets [7].

Currently, alternative models of intensification need to be developed, therefore scientists are researching the following types: resource-saving, biologized, ecologically innovative, etc., aimed at activating the biological capabilities of crops, producing immune-resistant properties and creating an agrotechnical system based on them with a new approach to the use of material and technical means, organization of an effective system of production of agricultural products.

Ways of scientific support for innovation-intensive development of the industry include:

– creation of innovations based on the results of scientific research, their transfer to the production and processing industry for implementation;

– creation of information databases on genetic resources;

– production of the necessary seed material, new varieties and hybrids of various crops, new breeds, types, lines for producers by the research farms of the network of scientific research institutions of the National Academy of Sciences of Ukraine;

– development of standards and other normative documents;

– involvement of agricultural producers in the testing of new developments and the transfer of innovations in the agricultural sector;

– creation of a data bank ready for introduction into production of the developments of research institutions;

– formation and development of the market of innovative products;

- conducting exhibitions of scientific developments, their advertising in mass media and publication of scientific journals, recommendations, handbooks, technological documentation;

- conducting consultations and training managers of various levels and specialists to study innovative support for economic development in regional centers of scientific support.

Based on the results of the research, the scientific foundations of the development of various areas of agricultural science are being developed, and innovations will be developed on their basis, in particular in the following areas:

- the introduction of intensive technologies for growing agricultural crops and the use of environmentally safe methods of using land, water and biological resources;

- modern technologies for the application of organic, biological and mineral fertilizers, as well as new-generation chemical meliorants, taking into account soil and climatic conditions and the characteristics of crops;

- differentiated technological processes and new technical means for the production of competitive livestock products in farms of various categories, which will make it possible to minimize manual labor costs, improve product quality, increase labor productivity, and contribute to the preservation of the environment;

- the latest technical means for converting solar and wind energy into energy suitable for use in production;

- methodical recommendations for the formation and organizational forms of effective use of the machine-tractor fleet and the provision of services for the performance of mechanized works;

- technological processes and technical means for maintaining the machine-tractor park in a workable condition, which will be based on the latest methods of diagnosing and restoring agricultural machinery;

- technologies of using nanomaterials for the restoration of parts, working organs and nodes subjected to significant loads;

– measures to ensure the break-even of agricultural production and the financial and credit policy of the state, which will contribute to the expanded reproduction of agricultural production.

Carrying out the planned fundamental and applied research will provide an opportunity to gain new knowledge about the regularities of the functioning of existing biological and physical objects in agro-industrial production and, on their basis, to create objects of a new generation, as well as to develop organizational, economic, technological solutions and methodological recommendations for increasing of production of agricultural products, their storage, processing and production of quality food products [34].

The most important prerequisites for the implementation of the proposed measures in an agricultural enterprise are: a new level of interaction between science and production, formed on the basis of strategic partnership; acceleration of the process of dissemination of new technologies; economically more attractive framework conditions for innovative activity; broad international cooperation with the aim of increasing one's own scientific and innovative potential; a sufficient number of qualified specialists capable of solving the tasks of innovative development and production intensification at all levels.

The implementation of economic activity by subjects of agricultural production, ensuring the achievement of its efficiency is impossible without the involvement and use of certain resources. The enterprise achieves the maximum efficiency of the main activity with the optimal combination of limited resources involved in production. It is worth noting that the combination of resources in the production process affects not only the realization of existing opportunities, which is a characteristic of the realization of production potential, but also the opening of additional opportunities, which makes it possible to talk about its development.

In turn, it is the development of the production potential of agricultural enterprises that is the basis of their economic growth, because the creation of conditions for the realization of certain opportunities for increasing economic efficiency due to changes in the volume of production, product quality, product nomenclature of output,

deepening the processing of agricultural raw materials in the enterprise, solving storage problems are a challenge for structural changes in the provision of resources for all production processes at the enterprise.

Therefore, the numerous obstacles to the development of agricultural sector enterprises that existed in peacetime, including those caused by the specifics of the industry, were supplemented by war risks. In these conditions, it is extremely important to promote the improvement of the investment climate of both the economy in general and the agricultural sector in particular, which should become the primary task of our state when planning post-war recovery.

The state should support farmers by using existing tools (tax benefits, lending at low interest rates, etc.) and attracting new ones (for example, digitalization of the economy and tokenization of assets).

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