Changing Paradigm in Economics & Management System
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Amit Goel
Assistant Professor
International Department- Member
Coordinator Foreign Students
Department of Commerce & Business Management,
Integral University, Lucknow

ABS BOOKS
Delhi-110086
Published by

ABS BOOKS
Publisher, Exporter and Online Book Store,
B-21, Ved and Shiv Colony, Budh Vihar,
Phase-2, Delhi - 110086
Mob : +91-9999868875, +91-9999862475
Email : absbooksindia@gmail.com
Website : www.absbooksindia.com

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© Editor
Edition- 2020
ISBN : 978-93-87229-29-7
The world around is a trinity of social, economic, ecological systems, the balance of which for humans has become the basis for the development and implementation of the concept of sustainable development. Accordingly, appropriate management turned out to be in demand, which is characterized by behavioral and technological innovations in economic development. Current trends of change associated with the processes of globalization, informatization, intellectualization of the economy and society have strengthened the role of information, digital and professional transformation tools, thus providing a management process at the micro and macro levels. Recently, scientists have not ignored the issue of modifying the economy and making proposals that contribute to innovations for the development of economic concepts.

The presented book is a scientific work, in which the authors posed the urgent task of innovative development of the economy and made proposals for its solution. A distinctive feature of this study is the availability of developments that contribute to the realization of the potential of the economic system, considering the latest methods, principles and procedures.

The authors have formulated a sufficient number of conclusions and ideas that are innovative in nature. Their position on innovation in economic development and the priority of ideas, knowledge, technologies, intelligence in conducting business and strengthening the business reputation of entrepreneurial structures has been convincingly proven. A number of authors’ proposals are not limited only to the innovative aspect of the development of instruments of economic development, but are holistic in nature and relate to Inflation; Economic Growth; Economics of nature Management and Environmental Protection; Monetary Policy; Management; Human resource; Finance; Marketing; Information technology; Accounting and Taxation; Entrepreneurship; Sustainable Finance, HR, Marketing and other. In total, the results of scientific research have allowed to form a new concept of innovative development of the modern economy in all aspects of globalization, integration and technologicalization.

The material of the book is set forth clearly, contains interesting proposals and is characterized by a non-standard approach to solving the issue of developing the economic system and its components, for which theoretical and practical aspects
of innovation are involved. The results of the scientific research presented in the book will be of interest to everyone involved in the development of economic science, management practice, the relationship between formal and informal institutions. The book is equally useful for theorists and practitioners, leading and young scientists conducting research to achieve a common goal – the development of science, economic systems and society as a whole.

Tetiana Bochulia

Doctor of Economic Sciences, Professor,
Academician of the Academy of Economic Sciences of Ukraine,
Academician of the London Academy of Science and Business,
Head of Accounting, Audit and Taxation Department,
Kharkiv State University of Food Technology and Trade,
Kharkiv, Ukraine
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The development of market relations in Ukraine was accompanied by a broad revival of commercial and entrepreneurial activity. Changes in the economy of our country have revealed a number of new unresolved issues of methodological nature, which are of great scientific and practical importance for ensuring the sustainable development of the subjects of agricultural entrepreneurship. Business is a complex and multifaceted economic category. A characteristic feature of the development of its activities in modern conditions is the spontaneity and non-systematic nature, which necessitates the improvement of the management of commercial and entrepreneurial activity at the level of the entity.

An important problem that needs to be solved is the creation
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of an organizational system for effective strategic management of the competitiveness of industrial and commercial activities of agricultural enterprises on the principles of the concept of socially responsible marketing, which provides for the harmonization of interests of agricultural enterprises, consumers of their products and society. The concept of socially responsible marketing is based on an idea based on a new approach to managing the production and commercial activity of a business entity, aimed at meeting the needs of consumers. In addition, the rules of socially responsible marketing provide for the dependence of the production and commercial activity of agricultural enterprises on the public interest.

Socially responsible marketing is an integral part and the most important tool of realization of social responsibility. Initially, marketing as such was based on the art of selling products or services in order to maximize profits and meet customer needs. However, over time, the achievement of commercial and entrepreneurial success by ethical standards and respect for society and the environment has become one of the paramount benchmarks for businesses. Thus, the concept of socially responsible marketing emerged, which is based on a responsible approach to the sale of products or services and care not only about their personal benefit, but also about the well-being of consumers and the whole society as a whole.

In the scientific literature, the issues of strategic management of the competitiveness of economic entities in the modern economy have already received some attention. The problems of socially responsible marketing have also not gone unnoticed by scientists. But the combination of these scientific problems has not yet been sufficiently reflected in the scientific literature, as noted above. That is, the marketing approach to the strategic management of the competitiveness of agrarian business entities on the basis of a socially responsible concept remains insufficiently developed, which determines the relevance of our research.

Addressing the above issues requires appropriate theoretical and methodological support for the progressive directions of improving the strategic management of the competitiveness of commercial and entrepreneurial functioning of economic entities, taking into account the specifics and features of the principles of the concept of socially responsible marketing.

The traditionally limited notion of commercial activity, once trade, begins to take hold. Commercial activity is an integral part of entrepreneurship. Entrepreneurship is understood to mean
expedient income-generating activities. Entrepreneurship is about finding new economic opportunities and putting them into practice.

Entrepreneurial and commercial activity in modern conditions acts as a set of processes related to its management and its support and its main processes. The modern approach to the organization of business and commercial activity requires the creation of a special organizational structure that ensures the implementation of business and commercial operations.

The effective activity of the structures, the stable pace of their functioning and the level of their competitiveness in today's economic conditions are largely determined by the level of management.

Due to the complexity of the management process, it has become a special category. Business entity management is an integral part of management, which is based on the creative activity of senior management of business and business structures, aimed at finding optimal solutions that will help the company to operate in a constantly changing macromarketing environment in a highly competitive environment.

Entrepreneurial and commercial activity is a link between the branches of economy, enterprises-producers, enterprises-consumers, individuals. This relationship is based on bringing a business entity - a product - to a specific buyer. In today's environment, the organization of commercial activities should be based on the principle of full equality of partners, economic independence of suppliers and buyers.

In addition, the importance of strategic behavior is gradually increasing, enabling business and commercial structures to operate in competitive conditions in the long run. For this reason, business and business structures need to focus not only on the internal state of affairs, but also have a long-term prospective strategy that would allow them to be prepared for the changes that are constantly occurring in the external marketing environment.

Management of business and commercial activity of the enterprise consists of the following stages:

- Situational analysis (assessment of the situation and state of affairs in the current period);
- Setting tasks (determining the direction of business development);
- Strategic management, planning (drawing up a plan for achieving the set goals);
- Stage of organization (organization of activities for the
implementation of the plan);

- Control (verification of the achieved results, and in the absence of them - identification of their causes).

There are two sides to managing the activity of an entrepreneurial-commercial enterprise, like any other: management and managing. The interaction of subjects and objects through management influences and feedback allows purposeful management of business-commercial activity of the enterprise. That is, the entrepreneurial-commercial activity of an enterprise does not occur independently: people direct it, regulate and manage it.

From this it follows that the management of the activity of an enterprise-commercial enterprise is a conscious influence of a person on specific objects and processes in order to give the activity of the enterprise a specific orientation (in this case business-commercial) and to obtain concrete results from it.

Do not forget about the effectiveness of market behavior and development of business and commercial enterprise. The most important in knowing and meeting the needs of the buyer - is to study his opinion about the goods of his enterprise, competing goods, problems and prospects of consumers. Only having this knowledge can help to satisfy the needs of consumers to the fullest. This is what the business-to-business entity within the sales system should do - where it interacts most closely with the buyer. The sales process finally determines the result of the activity of the entrepreneurial-commercial enterprise, aimed at expanding the volume of activity and obtaining maximum profit. In today's commodity market, socio-economic processes are intertwined and interact with organizational and managerial activities that ensure the functioning of free exchange of goods for money in the form of trade.

Flexibility of business and commercial activity should be shown primarily in timely accounting of market requirements, which requires the study and forecasting of commodity markets, development and improvement of marketing advertising, involvement in the business and commercial activity of an innovative element, if necessary - change the structure of activities in the organization business-commercial enterprise.

One of the main tools of such management is considered marketing. Marketing is understood to mean a system of managerial, regulatory and research activities aimed at effectively bringing goods from production to consumption, as well as creating favorable
conditions for their sale. That is, marketing should be regarded as an instrument of business-to-business activity that is used by entrepreneurs to manage, regulate and predict market activity, and to influence it. Business-to-business activity is to some extent a probabilistic process, the spontaneity of which may be limited by the implementation of marketing principles and methods. One of the fundamental principles of business and commercial activity is its inseparable link with marketing. Its essence is reduced to the need to sell on the market those goods and services that will be purchased. In other words, the main task of business entities is to create and sell the right market for the product, while it can create both the goods needed by the consumer and demand.

Marketing is a complex, hierarchically structured process that is consistently deployed across time and space. Its role in business is determined by the fact that marketing opens up potentials for production, sale of goods and trade, develops optimal commodity policy, determines the areas of competition and conquest of the market, offers a set of tools to stimulate demand, creates an effective system of movement of goods and distribution, allows to study and predict the state and development of the market.

An important task of marketing is to search the market, to formulate a commodity policy and to bring goods from the sphere of production to the sphere of consumption, which is focused on meeting the needs in accordance with the purchasing demand.

Marketing plays an important role in business and commerce, because it can be considered as an effective tool for profit, as a means to realize its goals on the basis of optimization of the process of movement of goods from the sphere of production to the sphere of consumption, the use of methods of scientific organization of trade and marketing activities, interaction of trade enterprise with suppliers, resellers, and end users.

The leading role of marketing is the influence on the subject of economic relations, namely the enterprise with the purpose of its development in the market conditions, which forms a number of external factors. These factors have a direct or indirect impact on the business, and in turn it cannot affect them, so the range of marketing principles has some limitations. Therefore, the company is faced with questions of funds, resources and markets. Marketing should help solve these problems, and more importantly bring the company and the consumer closer. The success of an enterprise depends primarily on continuous analysis of the external environment, its capabilities,
as well as identifying the advantages and disadvantages of the enterprise’s products. Therefore, a very important step is to analyze the market conditions and develop the product, and to bring it to the market in order to attract widespread demand.

Entrepreneurship marketing system should be considered on two sides: comprehensive and complex. In a comprehensive approach, business is a system of economic relations, as a result of production and sale of goods with the condition of taking into account market requirements and consumer needs. In a composite approach, a marketing system is a set of tools and activities that an enterprise uses to improve its operations.

As a conclusion, we can point out that marketing is a complex system of measures for studying the market and actively influencing the needs of consumers and profit. The use of marketing means an active adaptation to an environment that is constantly changing and requires flexibility in organization and management to meet the needs of the market and have an impact on the consumer. The basis of marketing is a thorough study of the market, consumer desires, as well as employee resilience.

Marketing management requires knowledge of the essence of commercial processes related to bringing the product to the consumer, the features of the market, the ability to assess and anticipate the development of the market situation.

In the course of business-to-business activity, the use of marketing requires strategic decision-making at each of the following levels: strategic; functional; instrumental. Particular attention should be paid to conducting market research and creating an information system that provides support for informed management decisions. Of all four elements of marketing - product, price, distribution, promotion - it is the promotion of entrepreneurial activity that plays the key role in building effective communication systems of the business entity with the target audience. Generally, the main goals of the promotion are to activate consumer demand and support a favorable attitude of the target audience to the entity. Depending on the situation in the market, the implementation of business and commercial activity requires the adoption of different marketing strategies.

The choice of a particular type of marketing strategy is determined by the market situation and the orientation of the entrepreneurial-commercial activity of the business entity. Thus, if the business-to-business activity is aimed at a narrow market
segment, a concentrated marketing strategy is applied. Otherwise, a
differentiation strategy is used. In the context of the entrepreneurial
and business activity of the business entity to increase the demand
for the products sold, there is an incentive marketing strategy. In
cases where business entities are able to detect hidden demand, a
marketing strategy is employed.

Before establishing an entrepreneurial-commercial enterprise, it
is necessary to conduct a marketing research of the situation on the
market of a certain product in relation to competitors’ counterparts,
their prices, distribution channels, sales promotion principles. This
will be a marketing approach to creating a business enterprise. This
is a transition from a marketing concept to a marketing one, which,
of course, will make some adjustments to the marketing organization
of the entity.

In the late nineteenth and early twentieth centuries, when
marketing only emerged as one of the areas of economic research
and managerial practice, it was regarded in close connection with the
market capitalist economy as one of the most important elements.
Marketing quality, in our opinion, is a synergy of philosophical,
behavioral, informational aspects, aspects of the principle of action,
differentiation, organizational and social aspects, because marketers
often have a dilemma associated with the need to choose from several
alternatives that have not only economic and legal value, but also
ethical dimension. The consistent solution to this problem is related
to the development of a strategy for managing the competitiveness
of industrial and commercial activities of agricultural enterprises on
the principles of the concept of socially responsible marketing.

In today’s global world, ethical issues of doing business are
becoming increasingly relevant. Today, social responsibility is the
obligation of business to make a voluntary contribution to society,
including in the social, economic and environmental spheres.

Social and ethical marketing includes business responsibility
for product safety, the truthfulness and credibility of advertising,
as well as the objective fairness of pricing. In addition, charity
marketing, volunteer work, corporate philanthropy, a socially
responsible approach to business and environmental protection can
be attributed to this area.

Most foreign companies understand this type of marketing as
being honest before the mission, values and business principles of
the company, compliance with the law, consideration of national
and cultural values, as well as socio-political events; responsibility
for consumption of products, prohibition to associate consumption of products with personal or professional success; implementation of codes of practice, rules and standards of behavior, providing samples of products. Therefore, socially responsible marketing is the responsibility for marketing activities to society. The rules and regulations of this type of marketing allow you to keep production and commercial activities under control, to a limited extent allow entrepreneurial initiative and production, putting the company in dependence on the rules and rules of society and its needs and guidelines. In Ukraine, the use of socially responsible marketing by business entities is a free choice. But in foreign countries, social-ethical marketing is a self-regulating norm of doing business, which makes their companies stronger and more competitive than ours.

Today, more and more small and medium-sized businesses are becoming involved in social responsibility programs. This is largely due to the fact that in the process of implementing these programs, the business receives a lot of benefits, for example, such as a positive image and reputation in the eyes of consumers, partners, competitors and other stakeholders, loyalty not only from their own employees but also potential customers and more.

As an element of strategic management, social responsibility means obtaining economic, social and environmental performance in the context of corporate sustainability, which ensures compliance with ethical standards of corporate behavior and provides for business participation in the development of agricultural entities, industry, territory of the base and society as a whole.

The concept of socially responsible marketing aims at identifying the needs and interests of the target markets and maximizing satisfaction in more effective ways while maintaining and enhancing the well-being of the consumer and society as a whole. The concept of socially responsible marketing has become a consequence of business development since it has become relevant to the impact of business and its goals on environmental problems of the human environment, the problem of scarcity of natural resources and problems of the social sphere. The development of this concept involves various groups of people who are interested in and can influence the business entity in the field of enterprise marketing, thus reducing the likelihood of social conflicts of all kinds.

Socially responsible marketing plays an important social and economic role in the modern conditions of functioning of economy and business entities. The business ethics and social responsibility
of the entities are related and interdependent categories and are closely related to the level of management of the entity’s business and commercial activity. This type of marketing should be considered from the point of view of influence of internal and external factors on business and commercial activity of business entities. On the one hand, it can be used in human resources management, labor protection, change and more. That is, aspects from the point of view of internal influence. On the other hand, from the point of view of external influence, the main aspect is the macro-environment in which the entity operates.

Increasing the competitiveness of the implementation of the principles of socially responsible marketing in the course of functioning of the business entity increases the trust and respect of consumers in it both domestically and internationally. The external environment of a business entity becomes more stable for him.

The business entity should allocate the positions and roles of its employees so that the work of employees contributes to the better functioning of the entity, taking into account environmental, information, social and strategic requirements.

There are major components of socially responsible marketing for its implementation in business and its development, which directly affect competitiveness and must be performed qualitatively and without fail, for the sake of efficiency and competitive advantages. Business entities aiming to introduce this type of marketing into their business activities must pay particular attention to the needs of consumers, the social and environmental consequences of the production and consumption of the goods and services it provides.

All this should take place in the context of harmonization of the principles of social and ethical marketing with the principles of the concept of social responsibility.

The components of socially responsible marketing are presented in fig. 1.
The main functions of socially responsible marketing are such as social, environmental, wellness. Social is to improve the well-being of the poorest people and to implement measures to meet consumer needs. Environmental - to protect the environment, improve its condition by minimizing pollution in the production process or creating environmentally friendly goods. Wellness - in the creation and sale of products that promotes health and includes the production of quality natural foods and consumer goods.

Socially responsible marketing, like any other marketing direction, is based on the most important principles, which form not only the essence of the analyzed direction, but are also specific guidelines for economic entities in the implementation of business and commercial activities and the implementation of social responsibility programs. One of these fundamental guidelines is the principle of consumer sovereignty, aimed at meeting their needs. The implementation of this principle involves the study of the sovereignty of not an abstract consumer, but of a whole market segment.

The principle of concentration of effort is to concentrate the efforts and resources of the business entity in the production of such goods and services that consumers really need.

The next principle of combining adaptability with impact on the consumer, on the one hand, is characterized by the focus on customer needs, and on the other - promotes values and creates the image of their own consumer.

In the process of implementing the principle of social orientation of marketing, in addition to solving the production, technical and economic problems of the organization, it is necessary to take into account the characteristic features of the development of the
consumer’s personality, regardless of belonging to social institutions.

The principle of alterntiveness and optimality shows different ways of solving the same question. This principle implies the choice of the most optimal solution to the existing problem with the least cost and the highest efficiency.

Another principle - flexibility and adaptability - is to apply the criteria, methods and tools of market activity to environmental factors.

The essence of the principle of economic feasibility is manifested in conducting economic analysis and identifying the benefits on the basis of which an optimal marketing management decision is made.

In the course of the business entities, they also implement the principle of continuity, which includes the regular collection and processing of information on the external and internal environment of business entities.

The principle of adequacy presupposes the need to align the business entity’s strategy with the external and internal marketing environment.

The principle of complexity is formed by aligning the strategic goals of the company with tactical ones.

The principle of the situational approach determines the decision making, taking into account the set deadlines as new problems arise.

The principle of long-term focus is on long-term market and industry development.

All of the above principles formulate a marketing philosophy based on a study of the needs of potential customers, as well as help business entities to choose a strategy for development and make sound management decisions.

Summarizing the above, we can conclude that the activity of the enterprise and the benefit of society shapes its competitiveness and stability. In today’s volatile business environment and competitiveness, competitive advantages entail a number of essential qualities for the survival of business entities, such as efficiency, stability, quality and quantity of products, environmental friendliness, the use of honest human capital and resources, and more. All these factors affect the competitiveness of business entities, which can ensure the implementation of social and ethical marketing both inside and outside the enterprise.

The implementation of the principles of socially responsible marketing in the activity of the enterprise should lead to improvement
of the reputation of the business entity, enhancing its image; should help to strengthen the brand, enter new markets, increase innovation, consumer confidence, the value of the entity’s shares and investment opportunities, and attract new consumers. In addition, as a result, the economic and social efficiency of the business, the competitiveness of the business entity, its reputation, etc., should occur.

Thus, there is a need to orient modern domestic management to the system of management of business entities, which is based on the concept of socially responsible marketing. The creation of this system will take the management of business and commercial activities of agricultural enterprises to a new level, which will allow you to choose a development strategy and make rational management decisions, ensuring long-term and efficient functioning of the enterprise.

We believe that production efficiency should be considered not only in terms of value and measurement. It is necessary to replace the classic approach to managing the competitiveness of industrial and commercial activities of agricultural entrepreneurs with a more modern, more sophisticated, which brings to the fore the means of active influence on the effectiveness of human activity, the rational interconnection of various spheres of its life and processes of the reproductive chain - responsible marketing concept.

Socially responsible marketing should become a leading function of an entity that determines its technical, industrial, commercial policy, style and nature of managing all business activities.

Thus, marketing is a fundamental concept of economic management in a market economy, which is the basis of modern entrepreneurship. The application of the principles of socially responsible marketing contributes to the dynamic development of market relations, scientific and technological progress, production, trade and services. Businesses that use CSR principles in their practice are usually better organized and more competitive.

References
Introduction

The modern organizations have already understood that realizing the importance of intellectual capital of the employees and its effective management is the key ingredient by means of which competitive advantage could be achieved. This, leveraging knowledge both internally and externally has become most crucial in order to stay ahead of the others operating in the same industry (Liebowitz, 1999). Thus, the concept of knowledge management initiates from here which signifies towards the ability of a the modern day organizations to garner knowledge, acknowledge the economic value of these knowledge
assets (Gold et al., 2001) and implement technologies by means of which these knowledge assets can be appropriately and efficiently managed (Maier and Hadrich, 2011). While the implication of implementing knowledge management in organizations by and large has already been established, specifically in the educational sector it is still at a nascent stage. Nevertheless, the importance of knowledge management in the educational institutions has already been acknowledged from the standpoint that these institutions usually remain more involved with knowledge creation, sharing, and learning. These educational institutions serve the grave purpose of imparting knowledge to the new generation by means of which they develop skills, become culturally and scientifically literate, flexible and become capable of making critical enquiry. Thus, when these educational institutions launch knowledge management initiatives, they are able to understand the value of their individual intellectual capital in respect to other competitors as well as assess their capabilities to continue their roles as knowledge imparter (Laal, 2011). Moreover, knowledge management is also needed for educational institutions in order to achieve better quality in their educational infrastructure so that the learning objectives of the students could be accurately met (Salo, 2011). Thus, specifically in case of higher education sector which have to encounter different and escalated external pressure influenced by globalization (Nishad Nawaz and Gomes, 2014), the key to success lies in the ability of the institution to create, capture, share and leverage knowledge just in the manner that is attuned to make the students innovative and appropriately skilled. This can only be achieved optimally when knowledge management initiatives have been embraced and implemented (Laal, 2011). Therefore, it can be said that knowledge management is at the heart of the educational institutions in terms of development and improvement of quality of education (Salo, 2011).

**Concept of knowledge Management and Types**

Knowledge management has become a concept of paramount importance in 21st century organizations. The reason behind this is the complex scenario in which modern organizations operate and the need to stay ahead in the competition (Xue, 2017). In this, the role of organizational knowledge assets have become extremely cardinal from the standpoint that it can give competitive advantage to an organization if properly managed in spite of being intangible in nature. From here, the concept of knowledge management has emerged as the framework that is responsible for managing these
intellectual assets effectively so that it promotes smooth flow of knowledge between individuals and groups within the organization (Gonzalez and Martins, 2017). There are two types of knowledge assets. These two knowledge assets are tacit knowledge and explicit knowledge. Tacit knowledge is non-codified in nature and resides in the minds of the people in the form of experience, expertise and technical skills. On the other hand, explicit knowledge is in the form of organized and codified manner and is present in physical formats like books, databases, memos and electronic media (Igbinovia and Ikenwe, 2018). The four processes of knowledge management, which are knowledge acquisition, knowledge storage, knowledge distribution/sharing and knowledge utilization (Becerra-Fernandez and Sabherwal, 2014; Charles and Nawe, 2017). Knowledge acquisition is an intra-organizational process that is concerned with the process of creation of tacit and explicit knowledge assets through learning internal learning processes and garnering of knowledge from external knowledge sources. The next process is knowledge storage in which collected knowledge assets are stored in physical memory systems and informally retained in the form if values, rules and beliefs associated with the organizational culture. The third process is knowledge distribution which refers to the process of sharing of knowledge from different sources and creation of new knowledge. The fourth stage is knowledge utilization, is the ability of individuals of an organization to locate, access and use knowledge assets stored in the memory systems of the organization as and when required (Gonzalez and Martins, 2017).

**Knowledge Management in Higher Education**

The quality of higher education is based on the performance of students, teachers and the educational institutions as a whole. In addition, the quality of education in higher education also implicated the knowledge gained and the skill developed to get employed. Knowledge management is one way of indicting the quality of higher education. Knowledge management is the process of sharing and collaborating so that all the stakeholders of education system are efficiently impacted and also improve the quality of education. However, it has been implicated by (Alavi and Leidner, 2018) there are various challenges to implement knowledge management processes in higher education which impacts the quality of education as well. Even though many organizations have come up to improve the educational services for students, teachers and other stakeholders there has been an eminent challenge of successful adoption. This
is provided by differences in ideas and attitudes, ability to adopt the change and acceptance and other financial based challenges. Therefore, this study aims to identify and assess how knowledge management leads to better quality of higher education by means of reviewing most relevant that deal with various dimensions related to implementation of knowledge management procedures in higher secondary institutions. Given the nascent stage of application of knowledge management in higher secondary sectors and simultaneous paucity of appropriate number of researches on the specific topic, the present study findings will prove significant in serving as an empirical knowledge base for further research works on similar topics. Therefore, this study will conduct a systematic literature review whereby different methods and strategies of knowledge management have been assessed. The systematic review will not only assess the knowledge management methods applied but will also help recommend for successful adoption of knowledge management methods for improving the quality of higher education.

**Methodology**

The current study is based on qualitative study using systematic literature review. Systematic literature review is based on the process of identification of papers for a specific set of field of study that allows synthesizing, appraising and reviewing papers to find specific set of information (Piper, 2013). The current study uses systematic literature review so as to assess the different types of knowledge management methods used in different education systems across India and the quality measurement for higher education only. Using the systematic literature review will also allow recommendation to future educational and existing educational institutions that provide higher education and plan to use knowledge management for quality improvement. The systematic literature review process used in this study is the PRISMA method used by (Moher, 2013). Systematic review methodology will be presented here. According to (), systematic review is a research process that conduct study on all the empirical sources which provide information on a specific focused question, evaluate the methods of the studies, sum up the results, present key findings, identify reasons for different results across studies, and mention specific limitations of current knowledge. The basic feature of systematic review is that all the information compiled from review scholarly sources is explicit in nature (Garg, Hackam and Tonelli, 2008) and the practice of medicine is becoming increasingly specialized. In the biomedical literature, the number
of published studies has dramatically increased: There are now more than 15 million citations in MEDLINE, with 10,000 to 20,000 new citations added each week (1. The major advantage which has inspired the acknowledgement of systematic review in this study is that this resource intensive process helps in improving the firmness and breadth of literature reviews so that robust answers to the research question could be generated (Mallett, 2004).

**Search Strategy**

The Boolean method of search strategy was used for finding out the most relevant sources that can be considered for systematic review. In this, the most relevant keywords that complement with the research topic in hand are combined with Boolean operators AND and OR to refine the search further and find out the most applicable sources simultaneous with restricting the size of result sets (Golder, Loke and McIntosh, 2008)of the reviews that did report a search strategy, few used the sensitive search strategies recommended for systematic reviews. The majority of reviews did not search more than one or two databases, and few other methods of identifying information were used. Conclusion: This investigation shows the variation in the searching element of systematic reviews of adverse effects and demonstrates that the reporting of the methods used to identify research in such reviews could be vastly improved. © 2008 Elsevier (Golder, Loke and McIntosh, 2008. Thus, while the keywords corresponding to this study were ‘knowledge management’, ‘quality’, ‘higher education’, and ‘educational sector’; operators like AND and OR are used for focusing the search even precisely. In addition, synonyms and similar conceptual words were used as the search strategy like ‘knowledge sharing and collaboration’, ‘quality education’, and ‘quality higher education’.

**Databases Used**

The databases are the e-libraries that store a digital collection of all the journal papers published. In this study three main e-libraries were used; Google Scholar (https://scholar.google.co.in/), EBSCO (https://www.ebsco.com/), and SciELO (https://www.scielo.org/). These e-libraries were used along with the combination of words as keywords for each of the processes. Boolean method of search was used for EBSCO and SciELO, whereas in case of Google Search string was used like ‘knowledge management quality Higher education India’. However, in case of EBSCO and SCOPUS the following Boolean methods were used.
Selection Criteria

In this section, the study presents the exclusion and the inclusion criteria of the study. This is done to choose only one set of papers and studies systematically so that the aim of the study is achieved. In this regard, the following inclusion and exclusion criteria have been chosen. The inclusion criteria are;

- All papers included are post 2010 and in English language not limited to US or UK English and only journal papers.
- All papers must have full text and not just the abstract.
- All papers must have empirical study or implications that inform about different challenges, importance, strategies and functions.
- All papers must only inform about knowledge management methods and processes.

However, the Exclusion Criteria of the Paper Include;

- Any foreign language paper must be rejected.
- Any paper providing information other than knowledge management and quality of higher education is to be rejected.
- Any paper that does not mention any of the following challenges, importance, strategies and functions is to be rejected.

Synthesis of Papers

As for the synthesis of papers, a total of 75936 hits were found in total from the e-libraries like Google Scholar, SciELO and EBSCO. The synthesis of papers followed the PRIMA framework by (Pati & Lorusso, 2018) like systematic reviews, meta-analysis or health technology assessments followed by a systematic failure of interpretation and in clinical decisions. Publication bias in a systematic review occurs mostly during the selection process and a transparent selection process is necessary to avoid such bias. For systematic reviews/meta-analysis the PRISMA-statement (formerly known as QUOROM. Again, the four steps of PRISMA; identification, eligibility, screening and included were included for the process of inclusion of papers. At the end of the screening and inclusion of papers a total of 32 articles were included to address the impact of knowledge management on quality of higher education.

Discussions

Importance of knowledge Management in Higher Education

In this part of the study, review of empirical sources shall be conducted for the purpose of understanding the significance of knowledge management in higher education sector. As highlighted
Knowledge management in higher education serves as a tool for empowering people, groups and whole associations within an organization so that knowledge assets are appropriately handled, shared and apply to all stages of organizational development so that it helps in accomplishment of organizational goals. This entails that the importance of Knowledge management in higher education assists in the improvement of hierarchical levels through sharing of intellectual capital that rewards and recognizes performances at each hierarchical levels in areas like best works, accomplishing leadership, and enabling quicker reaction to key institutional issues. It also allows ability to access information more quickly, improved academic and administrative services, reduce unnecessary expenditures and prevent functional mistakes and failures (Bhusry and Ranjan, 2011). Likewise, knowledge management in higher education is a decent mix of scholarly yield of the scholastic association which whenever saved leads to well utilizable innovation (Devi Ramachandran et al., 2013). Moreover, According to the study of (Tan and Noor, 2013) the role of knowledge management is imperative in higher dedicational institutions for adding sustainable and beneficial sources of competitiveness to them. Hence, Knowledge management proves specially significant for the higher educational sector in terms of enhancing the scopes for better decision making processes, and providing the necessary framework by means of which KM initiatives could be implemented so that better competitiveness could be achieved (Ramakrishnan and Yasin, 2012). On top of this, implementation of knowledge management practices in a higher educational organization directly contributes towards enhancing its performance and learning outcomes (Al Ahmar et al., 2015). Further, the study of (Charles and Nawe, 2017) states that in a scenario where the major responsibility of higher educational organizations is to enhance skill and quality of students so that they can cope with the current demands of the labour market, knowledge management infrastructure serves as the supporting pillar. Therefore, adoption of knowledge management strategies has become necessary for the academic sector in terms of promoting an environment that supports innovation which in turn can reinforce the delivery of better quality education (Kumaravel and Vikraman, 2018). In addition, knowledge management serves an educational institution dually; at the individual level and at the organizational level. At the individual level, it helps in skill development of the employees. At the organizational level, it improves performance,
productivity and efficiency (Ghanbari and Dastranj, 2017). It allows educational institutions to manage knowledge assets effectively and properly, which make the educational institutions improve their performance and flourish (Yaakub et al., 2014). Further, the study of (Omogeafe and Friday, 2014) establishes knowledge management as a veritable tool that is indispensible for enabling enhancement in quality of services and processes in organizations and supporting further growth and productivity.

Thus, critical review done in context of importance of knowledge management in higher education primarily talk about its role in enhancing the service quality of the educational institutions through better management of knowledge assets which in turn makes the intuitions innovative and competitive. However, reference to the study of (Bhusry and Ranjan, 2011) adds a new dimension to our findings by presenting the imperative role of knowledge management in improving functioning of the organization at each of the hierarchical levels through the provision of scopes where acknowledgement of variables like leadership style, work quality and productivity.

**Functions of knowledge Management in Higher Education Institutions**

In this section of the study systematic review of empirical sources conducted to find out the research findings regarding the functions of knowledge management in higher education sector. To this end, It has been found that knowledge management practices serve in enhancing quality in an educational setting which in turn helps in facilitating employees even more knowledgeable (Zaki and Zubairi, 2012). (Kalkan, 2017) further shows that the higher education sector is faced with multiple challenges. In such a scenario, knowledge management system proves cardinal in improving the productivity of the organization and providing appropriate support for various aspects of teaching, learning, and administration. Knowledge management also proves imperative for the higher education sector in the context that it helps in enhancing the operational efficiency of the complex organizational setting by means of knowledge creation, retention, sharing and innovation (Hameed and Badii, 2012). Thus, the major function of Knowledge management processes is to serve as a strategic framework base on which the various factors affecting the quality of education of a particular educational institution could be ascertained (Mohamad et al., 2012). Review of the study of (Çavusoglu and Uzunboylu, 2014) further states that the function of knowledge management for an educational institution does accumulate and
successfully utilize knowledge assets so that it helps the educational institutions respond to changes and develop further. In addition to these, the major function of knowledge management infrastructure of an educational institution is to make the stakeholders aware of the value of intellectual capital. Eventually, the awareness makes them encouraged to sustain the growth of the sector (Singh et al., 2018).

Review of the study of (Kulkarni, 2014) suggests that knowledge management framework accomplishes personalized academic needs of specific higher education institutions by means of being typically tied to organizational objectives. Moreover, the framework is designed in the manner that would lead to accomplishment of specific outcomes like shared intelligence, improved performance, or higher levels of innovation. Through better management of intellectual assets, knowledge management framework is able to integrate work processes that ultimately enhance core competencies and innovativeness of the modern higher educational institutes (Mavodza and Ngulube, 2012). Further, the research of (Trivella and Dimitrios, 2015) present knowledge management as the key that functions towards making the higher educational sector more effective and active which thus improves the relationship of the sector with the society.

Hence, Knowledge management offers personalized intellectual asset management facilities to the educational institutions due to the ability of the framework to address full range of internal processes based on case specific acquisition, retention, storage, distribution, and use of knowledge (Kiran et al., 2013).

Therefore, the inferences that are drawn through systematic review in this section present that the environment in which higher educational institutes operate is very complex and extremely dynamic. In such a scenario, such a scenario implementation of knowledge management practices helps these institutions to be flexible to changes and adaptive so that they can tailor their eservices exactly as per the requirements of the society and job market. In this context, the study of (Trivella and Dimitrios, 2015) has specifically talked about the function of KM framework in higher education sectors that help them to live up to the expectations of the society as far as imparting knowledge and skills to the students and making them fit for the labour market are concerned.

**Challenges and Limitations of knowledge Management in Higher Education**

This section shall specifically discuss the challenges and limitations faced by higher educational institutions in the process
of effective implementation of knowledge management practices. In this connection the review of the study of (Duval-Couetil, 2013) indicate towards lack of absorptive capacity of the organization as the major barrier to its successful implementation in an educational institution. In defining absorptive capacity, the scholars further suggest that it is ability of an individual to exploit the external sources of knowledge. Furthermore, absorptive capacity depends, in a great deal, on the previous related knowledge which is related to the receiver of the knowledge, change in technology, lack of discussion boards, lack of resources, and lack of an appropriate system and absence of coordination have been identified as barriers to knowledge management in these institutions. However, lack of attention and appreciation and fear of being foolish have been identified as substantial knowledge-sharing barriers and lastly, lack of socialization among students and teachers also acts as a challenge to knowledge sharing. Among others challenges that the educational institutions face in the process of implementing knowledge management framework are lack of accurate awareness on the procedure that should be implemented for enabling organizational compliance with KM initiatives (Kinyata, 2014). Moreover, effective implementation of knowledge management components and reaping high performance of the educational institutions do not yield optimum results due to barriers like lack of knowledge about the processes of knowledge management, the leadership style necessary for KM initiatives, nature of participation of people within the organization, and the specific knowledge management outcomes (Samy et al., 2016). Besides, Other barriers to implementation of KM framework are equally concerned with lack of strategic thinking about the process, lack of efforts towards knowledge sharing among the organizational stakeholders and lack of awareness about barriers to critical success of knowledge management (Shafique, 2015).

To sum up, the information obtained through systematic review of the above empirical sources directed towards lack of awareness regarding knowledge management processes and their outcomes as the major barrier in the process of knowledge management implementation practices. To this end, the study of (Shafique, 2015) further shows how lack of knowledge about KM implementation also leads to lack of awareness regarding the critical success factors that help in successful implementation of knowledge management infrastructure in higher education institutions. Moreover, through the systematic review it has also been understood that paucity of
adequate information regarding implementation process of KM infrastructure also makes the higher educational sector stakeholders remain in obscurity regarding the specific method to be followed, leadership style to be employed and other such variables that might lead to successful laying of KM processes in their organization.

**Comparative Analysis of Strategies for Imparting KM in Higher Education Institutions**

In this part, discussion shall be made regarding the strategies that the higher education institutions for implementation of knowledge management. However, as implementation of KM strategies at the higher educational sector is still at a theoretical stage by and large so scholar recommendation on the matter shall be focused upon. Basically, comparative analysis of selected empirical sources shall be done in this section for the purpose in order to understand what different scholars have proposed. In this regard, Systematic review was done on the selected literary sources that make scholarly recommendations on KM implementation strategies. According to the study of (Almudallal et al., 2015) the stakeholders of the education sector have to understand about knowledge, why they need knowledge, how they aspire to utilize the knowledge gained in future and what perspective they hold about knowledge management. Basically, the scholars propose a strategy where the implementers need to understand the social phenomenon behind knowledge management. Likewise, the factors that influence the development of knowledge management framework that is most appropriate for the educational sector of a particular region. Finally, the influence of KM processes on quality of education and quality of student learning have to be assessed. Based on the information, case specific strategies need to be developed. However, the study of (Leung, 2010) specifically talks about the need to identify the critical success factors behind KM initiative implementation in particular higher education institutions. Thus, the scholar specifically pin point towards identification of factors like organizational adaptability, organizational culture, leadership style, existing goals and technical infrastructure. Review of the study of (Marouf and Agarwal, 2016) almost produce similar findings as that of (Leung, 2010) in the manner that the scholars propose identification of factors determining successful implementation of KM infrastructure in the sector. However, the factors identified by (Marouf and Agarwal, 2016) are different, and are trust, knowledge self-efficacy, perceived degree of collegiality, openness and readiness for change. Likewise,
the study of (Shamia et al., 2018) proposes identification of further KM components like processes, knowledge management leadership, people and knowledge management outcomes for enabling case specific knowledge management procedures. Again, the study of (Veer Ramjeawon and Rowley, 2017) proposes further factors like the internal organizational policies, reward mechanisms, availability of external funding, and nature of industry–academia linkages as the factors that need due recognition for developing an effective KM strategy for a particular higher educational institute. However, review of the research of (Yeh, 2016) shows that the scholar makes a more elaborate study in this context and proposes a systematic procedure for successful implementation of knowledge management in the educational sector. In this regard, the first step should be the development of a roadmap. This must be followed by estimation of documents inventories in the organization. At the final level, the present competency status of the organization needs to be estimated followed by identification of factors that add to its core competence.

Finally, the Systematic review of the strategies primarily shows that the scholars have put more focus upon individual organization based strategies instead of general strategies. Thus, as it has been understood, various internal like organizational trust and culture leadership style and technological infrastructure and external factors like availability of external funding and industry–academia linkages determine successful implementation of knowledge management in educational institutes. However, through the study findings of (Yeh, 2016) a more elaborate picture of the step by step strategy could be obtained.

Conclusion

The study utilized a systematic review to involve the effect of learning the board for quality in advanced education. In addition, the need for knowledge management was also addressed through systematic study of selected number of empirical sources. In case of learning the board is a rising idea, particularly in creating nations it has been understood that there is still a lot to learn about information the executives and its procedures. To this end, overseeing and sharing learning are fundamental for an association so as to get by in an all-around focused condition. Likewise, the result of this scrutiny has demonstrated that learning sharing and move face difficulties and issues as specific boundaries that impede the effective sharing and move of information. However, there are different elements which encourage the sharing and move of learning inside the association, and just as around the world. Notwithstanding the commitment
of various creators on knowledge sharing and move, there’s still a lot to be investigated. Thus, Learning sharing and move have been examined for the most part in created nations; considers in a similar setting can be led in creating nations. In the meantime, there are little confirmations of research with respect to learning sharing and move in the instruction part; along these lines, this area can be investigated. Further, information sharing and move crosswise over progressive dimensions in association can be investigated. In such manner, the effect of authoritative legislative issues on learning sharing and move can be uncovered. In addition, frame of mind and practices of learning sharers and collectors can be considered especially in a political domain. Moreover, the methodical survey endeavors to give the proof base concerning learning the board in instructive establishment. Finally, on the review, it has also been understood evidently that knowledge management and sharing are the most significant areas for future research especially in the quality development of higher educational institutions. Therefore, the reasons that substantiate the immense significance of knowledge management initiatives in the enhancement of core competencies of the organizations and improving organizational performance by imparting right knowledge assets that make students attuned to the skill demands of the labour market.

References

Changing Paradigm in Economics & Management System


3.

The Main Principles and Objectives of Transport and Logistic Systems

*S. Minakova
**V. Minakov
***A. Minakova

The global process of goods and passengers movement is too large the scale of the diversity and complexity of the supply chain. And transport in this process plays the leading role. However, the visible and obvious difference between the national regimes of different countries and opportunities for their citizens. The lack of a single means of solving the problems, connected with a transport complex in each state, exclusive approaches taking into account individual features not only at the macro level, but also in the addition to each separate kind of transport as a subsystem of the whole transport complex, in fact play a much more important role in the consequences, which may be as a result formed.

*Doctor of Economics Science Professor, Black Sea Scientific Research Institute of Economics, and Innovation.
**Assistant Professor, Odessa State Academy of Civil Engineering and Architecture.
*** Candidate of Economic Sciences, International University of Humanities, Odessa.
The Main Principles and Objectives of Transport and Logistic Systems

A Review of Recent Research and Publications

In recent years, in connection with the deterioration problems of an objective nature, the lack of financial resources, lack of national cargo base, and a low level of creating intellectual, information support of transport systems, questions of formation and effective functioning of national transport systems are included in the list of state priorities. Analysis of the results of Ukrainian and foreign scientists, experts in the field of transport research [1-8], only confirms the urgency and relevance of the search for adequate approaches. In the article the authors offer the basic principles of formation and main directions of efficient transport systems development with regard to world experience in Ukraine’s transport potential and present conditions and trends.

The Main Material for the Research

The processes of globalization, the feeling of «the world on a palm», paradoxically, increase the volume of transport and the demand on the commodity exchange. Only those companies, which are effective and flexible, those who are moving in the direction of changing the world, provided with the relevant technologies and use advanced commercial strategy, will exist in the market and continue to play an important role there.

The size and structure of national and world transport and logistics systems are defined by the volume and the structure of demand for their services, capability and commitment of the national and a foreign investor to finance the development and modernization of the transport system, the direction indicators and growth in related sectors, which are of material and technical base of functioning and development of transport, the possibility of transport enterprises to implement its innovative development.

The volume of demand for transport services and requirements to the level of their quality are determined by the territorial placement of the production base of the state, its structure, specialization and co-operation directions of economic relations, domestic and global, and their intensity, the macroeconomic indicators of activities of the state, business and consumer activity of the population, as well as the density of the population on a certain territory, its age structure, the distance between the settlements and places of production and consumption.

Between the needs of the world economy in the improvement of transport processes and further development of high-tech, highly integrated schemes of transportation of goods with guaranteed
preservation of and compliance with strict rhythmic supplies continue to have an impact on the development of transport in the major countries of the world. Long-term tendencies of development of world transport to continue to promote the expansion of the global network of transport communications, increase of their load, and improve the synchronization of the work of different kinds of transport.

Today the transportation of cargo and passengers is not regarded as a mechanical process, separated from man. In all countries of the program of development of transport complex of the show as a priority - the growth of the welfare of the population, directly through implementation of high quality of transport services, and indirectly - through the activation of all spheres of economic life of the state.

The analysis shows that the system of the factors most closely linked with the work of all elements of the transport system. Thus, the results of the study demonstrate strong correlation between the results of the activities of various sectors of the economy, demographic indicators and the transport system.

It is obvious, that decrease in volumes of industrial production and the fluctuations of the level of incomes of the population directly impact on the volumes of transported cargo weight, and the largest number of transported passengers. Record of such addiction in the first place is important when building a predictive indicators.

Table 1 demonstrated by the fact that the reduction of incomes of the population in 2016 led to the geometric a fall in the number of transported passengers.

<table>
<thead>
<tr>
<th>Main indicators of Ukraine development, % of the previous year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>The volume of industrial production</td>
<td>-5,2</td>
<td>-21,9</td>
<td>11,2</td>
<td>7,6</td>
</tr>
<tr>
<td>The incomes of the population</td>
<td>35,7</td>
<td>6,15</td>
<td>23,1</td>
<td>13,6</td>
</tr>
<tr>
<td>The migration level of population, per 1000 people</td>
<td>14,9</td>
<td>13,4</td>
<td>16,1</td>
<td>17,1</td>
</tr>
<tr>
<td>Transportation of passengers</td>
<td>1,4</td>
<td>-12,7</td>
<td>-6,0</td>
<td>1,9</td>
</tr>
<tr>
<td>Transportation of cargoes</td>
<td>-1,3</td>
<td>-21,9</td>
<td>8,5</td>
<td>7,4</td>
</tr>
</tbody>
</table>

**Source:** Ukraine State Committee of statistics

Decrease in volumes of industrial production - to even greater losses in the part of the carriage of goods. The interconnectedness of these processes can be represented in mathematical form, if we take into account that the mobility of the population (or factor mobility) is one of the major indicators and quality of the population life, and the level of the transport and logistics system development. By the factor
mobility is influenced by the level of the population incomes, the level of migration, the direction and pace of industry and agriculture development, systems of tourism, the number of population.

\[ K_{\text{моб.}} = \frac{\sum P}{H} \]

where \( P \) is the performance of passenger transportation volumes, millions of travels.

\( H \) - the number of the population, million people.

or, \( \text{passenger-km/pers} \)

where \( P \) is the value of passenger turnover, million passenger-km.

\( H \) - the number of the population, million people.

With the consideration of the relevant factors, the factor takes the form of the:

where \( K_{\Delta Q} \) – the effect of the production volumes;

\( K_{\Delta M} \) – amount of gain (loss) of the population as a result of migration, the migration ratio;

\( K_{\Delta H} \) – rate fluctuations population of the study area for the period;

\( K_{\Delta \Delta} \) – rate of the population incomes level change.

To determine the values of the changes factors coefficients:

Influence of economic indicators on the degree of the most effective use of the transport cargo capacity can be considered in the following form:

The functioning of the transport system, was denoted through \( \xi \) – the production process, the level of intensity of which in the moment of time \( t \) takes the form \( y_{t\xi} \), where \( \xi = 1, \ldots, \alpha \). The process of passenger and cargo transportation costs in the amount of \( c_{1\xi}, c_{2\xi}, \ldots, c_{\beta\xi} \) and provides the result of its activity in the values of \( u_{1\xi}, u_{2\xi}, \ldots, u_{\beta\xi} \). As a basis of the production process use parameters \( c_{\xi} = (c_{1j}, \ldots, c_{\beta j}), u_j = (u_{1j}, \ldots, u_{\beta j}) \), where \( (c_{\xi}, v_{\xi}) \) characterize the technological potential of the \( \xi \) – process. The whole basis of the processes may be formalized in the form of two matrices with a vector of intensity \( y_t = (y_{1t}, \ldots, y_{\alpha t}) \) – matrix incoming flow – \( A \), and results matrix – \( B \).

\[
A = ; B =
\]
In accordance with the vector of intensity at all α-processes build a linear combination of basic processes list with coefficients \( y_t = (y_{1t}, \ldots, y_{\alpha t}) \).

where the basic processes (participate with intensities \( y_t = (y_{1t}, \ldots, y_{\alpha t}) \)). The model presented in a linear form, but if we consider the entire list of acceptable component of the basic processes, will be formed extended set of:

reflecting the possibility of joint activities and interdependence of the various sectors of the economy.

Consideration of the transport system capacity in the first place as the main condition of a high quality of life of people, and only then, as a means to increase the efficiency of the country economy as a whole - is the basic tendency of the contemporary world community.

For successful implementation it is necessary to perform a number of principles, which can be summarized in the following form. The transport system must be:

- Customer-oriented, the primary reference point for the majority of strategies and programs of transport systems development of different countries. Along with the overall objectives of the safe provision, timely, high-quality, affordable transport services, the main instruments of the implementation of these tasks are of the program of development of transport corridors, axes, motorways of the sea.

- This approach creates conditions for the development of all types of transport in accordance with the target preferences in it, on the other hand, provides the filling of existing capacities and potential for the development of new ones.

- Integrated, provide the opportunity to obtain a smooth, modern, safe, reliable transport services everywhere;

- International, able to interact with the international transport and logistics system in respect of the conformity of the world’s major technical-technological, environmental, customs standards, the requirements of quality and safety;

- Intermodal, functioning as a whole transport complex with the possibility to use the facilities of any kind of transport, building a multi-component system, which meets the requests of passengers and cargo owners in advanced, efficient technologies, and reduce transport costs;

- Reliable, to ensure the safe, timely, accessible, convenient service
for all citizens;

- Intellectual, the basic meaning of this initiative is aimed at creation of common information space, which unites all kinds of transport, the control system, and the users in a single controlled circuit. The task is so global, and how difficult doable. To date, only in the USA, as the main developer of this approach, achieved tangible successes. The creation of a unified architecture intellectual transport network allows you, among other things, to control the three main areas: security (means of transport, monitoring of natural and man-made disasters), environmental protection (control and timeliness of decision-making), mobility (the collection of information in the real-time mode and informing the members of the movement).

- Innovative, creating an environment that converts the advanced technologies, concepts and ideas into new transport products, processes and systems services quickly and least expensive;

- Ecological oriented, which in addition to the use of technical and technological innovations in the field of transport and cargo handling, modeling and design in development of regional programs of development. Such an approach facilitates the most efficient use of existing infrastructure and energy resources in parallel with the development of environmental sensitive zones.

- Economic growth leads to increased pollution. This fact is confirmed by statistical data. Therefore, when choosing a sustainable path of development, it is necessary to orient on the mechanisms, which will facilitate the transformation of the economy structure in such a way as to its further development will not threaten the environment and does not reduce the quality of life of this country citizens.

- Assessment of the impact of transport on the environment it is reasonable to conduct, on the basis of two main categories:

  - Pollution of the atmosphere and the impact on climate change;
  - Noise pollution.

  - This should consistently be viewed by all types of transport, and the available transport network (ports, airports, etc.).

  - Values of indicators of air pollution and noise emissions are formed depending on the kind of transport, number of miles overcome and, to the maximum extent on the characteristics of the vehicle.
• Work on neutralization of the extremely negative influence on the people of polluting agents should be multi-dimensional. Denote only some of them:

• Minimization of the needs of the day-to-day movements, especially in long distances, primarily due to the concentrated development of industrial, commercial and business life of the so-called «sleeping» districts of the city;

• Additional measures to ensure a high quality of public transport services and enhancing the attractiveness of its use of all layers of the population;

• Development of strategic programs for the formation of public opinion in respect of the culture of walking and biking movements at small distances. The development of appropriate infrastructure for walking and cycling (promoting their use as an alternative to private car transport);

• Promoting the use of energy-efficient and environmentally friendly (pure and silent) types of vehicles as for the transportation of passengers, as well as for cargo delivery;

• Collection of payments for pollution of atmospheric air by road, which is based on the economic assessment of damage, should be at the statutory tax rate (representing the total of the damage which may be caused by fuel combustion products in the absence of vital resources, reduced in 2 times), and the penalty rate (based on the excess of actual losses on a normative);

• Maximization of the city potential is mainly due to the increase of the quality of life, attracting tourists, business partners and investors.

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*Pic. 1 The growth in the number of vehicles in the countries of the world community*
The execution of these tasks is possible only in the presence of a holistic, global approach. On the other hand, such qualitative transformation can not do without the substantial financial resources, the amount of which is rapidly declining in parallel with the growth of public debt in many, including the developed countries of the world. On the first plan are just those mechanisms, which will give an opportunity with minimum investment to get the desired result. The question consists only in the creation of acceptable conditions or, at least, a departure from the policy of bans

**Conclusions**

In the basis of functioning and development of the transport and logistics system should be based on the following trends:

- The improvement of the transport and logistics system, improving its efficiency, and to ensure reliable and uninterrupted transportation, through the quality of awareness of users of all types of transport.

- Trends of reducing the demand for certain types of transport as a result of reduction of passengers and cargoes physical movement in the direction of «virtualization» (distribution of telecommunication technology, e-Commerce etc.);

- Improving the quality of operational management by the signing of the new interdepartmental agreements - both formal and virtual - often located at the junction of the state and private persons interests, which will give an opportunity to overcome legal and industry-specific restrictions;

- The development of effective and efficient mechanisms for selection of infrastructure projects, especially related to the information infrastructure, which will create additional potential of the passengers and cargo transportation system, with minimum impact on other important economic sectors, such as land use, environmental protection and other;

- The rationalization of the project and operating systems at the macro level, by switching the traffic flows in the intermodal transshipment points (water transport, railways, maritime transport, aviation, etc.);

- Increasing the availability of transport services due to the increase in coverage to all large territories and layers of the population, through the development of the distribution network, known throughout the world as the «hub-and-spoke», at the national, regional levels and the level of individual services.
Innovative development everywhere is given a special value, expressed in the form of programs and strategies, supported by tax, subsidiary, legislative and other preferences. Leading directions of this development can be summarised in the following:

- Total informatization of transport;
- The creation of cost-effective, resource-efficient and environmentally safe vehicles;
- Formation of a multimodal logistics centers;
- Creation of terminal cargo delivery systems;
- Creation of transport and distribution systems, based on application of logistics technologies;
- The development of container and piggyback technologies.

Reference

Introduction

The relationship between the two big countries of the world, has been progressing at a tremendous pace. Both nations have witnessed their share of ups-and-downs over the years. India and Ukraine today represents World’s two largest and most dynamic economies which are emerging as new trend setters in international relations. The history of bilateral relations between India and Ukraine dates back in March 1992.

The process of dialogue initiated by the governments of the two countries at that point of time was quite helpful in identifying the common trade interests. Efforts were initiated to make the most of their economic strengths so as to further the economy relations between India and Ukraine. It was in 1992 that the India and Ukraine got involved in a full-fledged bilateral trade relation.

*Amit Kumar

*Assistant Professor, Integral University Lucknow, India.
More than 17 bilateral agreements have been signed between India and Ukraine, including agreements on Co-operation in Science and Technology, Foreign Office Consultation, Co-operation in Space Research, Avoidance of Double Taxation and Promotion and Protection of Investments.

**Bilateral Trade Between India & Ukraine**

India-Ukraine trade relations have been developing at a very fast pace. There has been a threefold increase in the India-Ukraine trade during 2003-2005 and it has exceeded US$1 billion. Ukraine imports from India have doubled and stand at US$ 3,214 million in 2006, while Ukraine exports to India have increased by 3.6 times and stands at US$ 7,369 million in 2006. The total turnover in India-Ukraine trade during 2005-2006 has exceeded US$ 1.2 billion.

![Figure 1: Indian- Ukraine Trade at a Glance (USD Thsd)](http://www.ukrstat.gov.ua/)

The above figure clearly shows that India import large amount of goods from Ukraine in past years, and after 2014 there is a sudden rise in the import of goods from Ukraine. Whereas India export very less amount of goods to Ukraine and it is almost stagnant over the period of time. The main items being imported by Ukraine from India are drugs, pharmaceutical production, Ores and minerals, tobacco products, tea, coffee, spices, silk and jute. The main items imported by India from Ukraine are chemical, equipment, machines and engines.
The agreement between Ukraine and India in the economic sphere is based on the following main documents: Agreement on Trade and Economic Cooperation convention for avoidance of Double Taxation and Prevention of Fiscal Evasion with respect to Taxes on Income and on capital.

Both the Ukrainian and Indian governments take part in the sessions of the Ukraine Indian Inter-Governmental Commission which hold the Joint Business Council Meeting of Ukraine-India. This has given a major boost to India Ukraine trade relations. After Russia, Ukraine is India’s second largest trading partner in the Commonwealth of Independent States (CIS). Ukraine is not a new member in the Indian industry as its enterprises are actively involved and form the backbone of Indian power sector and heavy industries among others.

There are such joint stock companies as ‘Ukrindustry’ that has won contracts for conducting coke battery reconstruction at the plants of metallurgy in Rourkela and Boksro. There are also Azovmash and Novokramatorskyi machine building plants that supply oxygen converter manufacturing equipment. India-Ukraine trade relations has also been successful in increasing co-operation between the two countries in technology and scientific field.

**Ukraine Trade Policy**

Ukraine is a small open economy highly interested in a favourable environment which allows easy access to external markets and ensures stable trade flows. The membership in the World Trade Organisation (WTO) has significantly contributed to the achievement of this goal, ensuring a certain level of stability and transparency of trade policy in Ukraine and in partner countries. Still, a deeper regional integration provides additional opportunities for trade liberalisation and thus economic development.

The main tenet of Ukraine’s trade policy is to gain early accession to the World Trade Organization (WTO). The Ukrainian government concentrates single-mindedly on resolving all the outstanding issues. The primary focus is to accelerate the composition and adoption of a final report on Ukraine’s trade regime and adopt all the requisite legislation for entry into the WTO. Second, remaining bilateral issues need to be resolved to complete the seven remaining bilateral negotiations, notably with the US and Moldova. Third, Ukraine aim to formulate a clear policy on agricultural subsidies and reach agreement with its WTO partners. For Ukraine, swift entry into the
WTO is far more important than the exact conditions of accession, because its membership of the WTO is the only plausible basis of its trade policy.

**India Foreign Trade Policy**

FTP 2015-20 provides a framework for increasing exports of goods and services as well as generation of employment and increasing value addition in the country, in line with the ‘Make in India’ programme.

The Policy aims to enable India to respond to the challenges of the external environment, keeping in step with a rapidly evolving international trading architecture and make trade a major contributor to the country’s economic growth and development.

FTP 2015-20 introduces two new schemes, namely ‘Merchandise Exports from India Scheme (MEIS)’ for export of specified goods to specified markets and ‘Services Exports from India Scheme (SEIS)’ for increasing exports of notified services.

Duty credit scrips issued under MEIS and SEIS and the goods imported against these scrips are fully transferable.

For grant of rewards under MEIS, the countries have been categorized into 3 Groups, whereas the rates of rewards under MEIS range from 2 per cent to 5 per cent. Under SEIS the selected Services would be rewarded at the rates of 3 per cent and 5 per cent.

Measures have been adopted to nudge procurement of capital goods from indigenous manufacturers under the EPCG scheme by reducing specific export obligation to 75 per cent of the normal export obligation.

Measures have been taken to give a boost to exports of defence and hi-tech items.

E-Commerce exports of handloom products, books/periodicals, leather footwear, toys and customised fashion garments through courier or foreign post office would also be able to get benefit of MEIS (for values up to INR 25,000).

Manufacturers, who are also status holders, will now be able to self-certify their manufactured goods in phases, as originating from India with a view to qualifying for preferential treatment under various forms of bilateral and regional trade agreements. This ‘Approved Exporter System’ will help manufacturer exporters considerably in getting fast access to international markets.
Advantages of Investing in Ukraine

Among the main advantages of investing in Ukraine are worth noting:

- 46 million consumers - one of the largest markets in Eastern Europe;
- High scientific and educational potential - powerful network of universities and research centres;
- A competitive skilled labour force - Ukraine has large number of certified professionals in the field of hi-tech;
- Strategic advantages of location - Ukraine is at the crossroads of trade routes East-West and North-South;
- Widely developed transport infrastructure - railways, ports in the Black Sea and the pan-European transport corridors
- Large number of investor success of leading international companies - Kraft Foods, Coca-Cola, Hewlett Packard, Cargill, Knauf, Yazaki-Ukraine, Raiffeisen Bank and others.
- Investment Climate is a set of economic, legal, regulatory, political and other factors that ultimately determine the investment risk and the possibility of their effective use.

Table 1

<table>
<thead>
<tr>
<th>HS Code</th>
<th>Product Description</th>
<th>Total Import Value (USD)</th>
<th>(%) of Imports</th>
<th>No. Of Shipments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1512</td>
<td>Sunflower Seed, Safflower Or Cotton Seed Oil And Their Fractions Thereof, Whether Or Not Refined, But Not Chemically Modified</td>
<td>359416486</td>
<td>66.71</td>
<td>485</td>
</tr>
<tr>
<td>1001</td>
<td>Wheat And Muslin</td>
<td>103913687</td>
<td>19.29</td>
<td>118</td>
</tr>
<tr>
<td>713</td>
<td>Dried Leguminous Vegetables, Shelled, Whether Or Not Skinned Or Split</td>
<td>21942553</td>
<td>4.07</td>
<td>208</td>
</tr>
<tr>
<td>2306</td>
<td>Oil-cake And Other Solid Residues, Whether Or Not Ground Or In The Form Of Pellets, Resulting From The Extraction Of Vegetable Fats Or Oils, Other Than Those Of Heading 2304 Or 2305</td>
<td>12272528.3</td>
<td>2.28</td>
<td>37</td>
</tr>
<tr>
<td>2814</td>
<td>Ammonia, Anhydrous Or In Aqueous Solution</td>
<td>9607152.06</td>
<td>1.78</td>
<td>1</td>
</tr>
<tr>
<td>2508</td>
<td>Other Clays (not Including Expanded Clays Of Heading 6806), And alasite, Kyanite And Sillimanite, Whether Or Not Calcined; Mullite; Chamotte Or Dinas Earths</td>
<td>6219196.4</td>
<td>1.15</td>
<td>86</td>
</tr>
<tr>
<td>H.S. Code</td>
<td>Description</td>
<td>Quantity</td>
<td>Unit Price</td>
<td>Total Price</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------------------------------------------------------------------</td>
<td>----------------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td>7214</td>
<td>Other Bars And Rods Of Iron Or Non-alloy Steel, Not Further Worked Than Forged, Hot-rolled, Hot-drawn Or Hot-extruded, But Including Those Twisted After Rolling</td>
<td>5044639.09</td>
<td>0.94</td>
<td>2</td>
</tr>
<tr>
<td>1507</td>
<td>Soya-bean Oil And Its Fractions, Whether Or Not Refined, But Not Chemically Modified</td>
<td>4247685.74</td>
<td>0.79</td>
<td>2</td>
</tr>
<tr>
<td>8511</td>
<td>Electrical Ignition Or Starting Equipment Of A Kind Used For Spark-ignition Or Compression-ignition Internal Combustion Engines (for Example, Ignition Magnetos, Magneto-dynamos, Ignition Coils, Sparking Plugs And Glow Plugs, Starter Motors); Generators (f</td>
<td>2444963.37</td>
<td>0.45</td>
<td>4</td>
</tr>
<tr>
<td>1004</td>
<td>Oats</td>
<td>1437457.26</td>
<td>0.27</td>
<td>34</td>
</tr>
<tr>
<td>Others</td>
<td>N/A</td>
<td>12216784.5</td>
<td>2.27</td>
<td>1032</td>
</tr>
</tbody>
</table>


**Figure 2: top products Indian Imported from Ukraine**

From the above data and figure it is very much clear that India total import from Ukraine consist of Sunflower Seed, Safflower Or Cotton Seed Oil, wheat and muslin. From the total import 86% of which is consist of these goods, this means that Ukraine has a big exported of sunflower seed and safflower, cotton or other food material.
### Table 2

**Top Products India Exported to Ukraine**

<table>
<thead>
<tr>
<th>HS Code</th>
<th>Product Description</th>
<th>Total Export Value (USD)</th>
<th>(%) of Exports</th>
<th>No. Of Shipments</th>
</tr>
</thead>
<tbody>
<tr>
<td>8409</td>
<td>Parts Suitable For Use Solely Or Principally With The Engines.</td>
<td>7490976.6</td>
<td>43.54</td>
<td>21</td>
</tr>
<tr>
<td>3004</td>
<td>Unsaturated Acyclic Monocarboxylic Acids, Cyclic Monocarboxylic Acids, Their Anhydrides, Halides, Peroxides And Peroxyacids; Their Halogenated, Sulphonated, Nitrated Or Nitrosated Derivatives</td>
<td>6421195</td>
<td>37.32</td>
<td>302</td>
</tr>
<tr>
<td>2101</td>
<td>Extracts, Essences And Concentrates Of Coffee, Tea Or Mate And Preparations With A Basis Of These Products Or With A Basis Of Coffee, Tea Or Mate; Roasted Chicory &amp; Other Roasted Coffee Substitutes, And Extracts, Essences And Concentrates Thereof</td>
<td>405705</td>
<td>2.36</td>
<td>4</td>
</tr>
<tr>
<td>3002</td>
<td>Human Blood; Animal Blood Prepared For Therapeutic, Prophylactic Or Diagnostic Uses; Antisera And Other Blood Fractions And Immunological Products, Whether Or Not Modified Or Obtained By Means Of Biotechnological Processes; Vaccines, Toxins, Cultures Of M</td>
<td>253865.62</td>
<td>1.48</td>
<td>7</td>
</tr>
<tr>
<td>7325</td>
<td>Other Cast Articles Of Iron Or Steel</td>
<td>224093.94</td>
<td>1.3</td>
<td>3</td>
</tr>
<tr>
<td>3003</td>
<td>Medicaments(excluding Goods Of Heading 3002,3005 Or 3006) Consisting Of Two Or More Constituents Which Have Been Mixed Together For Therapeutic Or Prophylactic Uses, Not Put Up In Measured Doses Or In Forms Or Packings For Retail Sale</td>
<td>187091.4</td>
<td>1.09</td>
<td>13</td>
</tr>
<tr>
<td>2942</td>
<td>Other Organic Compounds</td>
<td>131698.7</td>
<td>0.77</td>
<td>12</td>
</tr>
<tr>
<td>9018</td>
<td>Instruments And Appliances Used In Medical, Surgical, Dental Or Veterinary Sciences, Including Scientigraphic Apparatus, Other Electromedical Apparatus And Sight-testing Instruments</td>
<td>112054.25</td>
<td>0.65</td>
<td>16</td>
</tr>
<tr>
<td>2932</td>
<td>Heterocyclic Compounds With Oxygen Hetero-atom (s) Only</td>
<td>102937.71</td>
<td>0.6</td>
<td>3</td>
</tr>
</tbody>
</table>
From the total export to Ukraine 81% of the export goods viz, parts suitable for use solely or principally with the engines, unsaturated acyclic monocarboxylic acids, cyclic monocarboxylic acids, their anhydrides, halides, peroxides and peroxyacid. This means that if the Indian Government promote these sectors then there will be more opportunity for Indian and Ukraine to go for more trade in this sector and even Ukraine gets more of these goods in much economical prices, and at the same time Indian get more profit also in the less price, these is an option of Win-win for both the countries.

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Institutional Approach to Determining of The Cooperation Competitiveness

*Iuliia Ushkarenko*

The development of market relations in agriculture determines the structuring of the market. Demand and supply, which are the driving force of the market, ensure that every demand for goods and services finds its supply. In other words, it means that producers of goods are faced with the need to sell them, which they cannot carry out on their own. Finally, the search for one who can do it begins. As a result, the market is in demand. On the other hand, there are individuals who are good at selling. They, in turn, offer their services on the market and, accordingly, form an offer. At the moment when supply and demand meet, there is an agreement. When such agreements appear enough, a market situation is formed and then the market price of the product or service is determined.

The principles of this relationship remain unchanged. Although

*Doctor of Economics, Professor, Head of Department of Economics, and International Economic Relations Kherson State University.*
In different industries, in particular in agriculture and industry, there are specific features. Most of these features are limited to the formation of market prices both in the production of products and in services for its realization. That is, there is a redistribution of profits at every stage from production to final consumption. This means that at each link some part of the profit is left to the manufacturer, the processor, the intermediary and the seller.

In many cases, the cost of production of the manufacturer’s products is not properly calculated. Many articles are not included in the calculations. In addition, very often, in particular on farms, the cost of goods and materials purchased on the market, which have a clear market value (mainly for industrial products) are included in the cost calculation. Many items, such as costs for improving the fertility of the land, remuneration of the farmer’s family, etc., may not be included in the cost calculation. Therefore, even when pricing agricultural products, which should also occur under the formula “cost + margin” (which is the basis of future profit), the price can be formed in advance as a loss [1].

Many agricultural enterprises do not declare their profitable activity, they try to give the impression that the loss of agricultural production is an objective reality of Ukraine. This is the basis for receiving additional benefits and financial assistance from the state, which in the end creates obstacles to the formation of a stable market price for agricultural products that would ensure profitable agricultural production. Recently, there is no formation of “floor prices” below which it is impossible to fall. Added to this is a low level of economic knowledge in economics and marketing, which leads to the fact that the agricultural producer does not try to defend the price [1].

Consider further the chain of position of the intermediary or trader. This group of market agents aims to profit from the provision of their services. Therefore, when an element appears in the chain that does not clearly assert its position on the profit share, then that element receives another element of profit. The redistribution of profits occurs, starting from the intermediary and above, the producer in this case mostly only agrees with the situation. Accordingly, he is not an equal participant in the negotiations at this stage.

Similar processes have taken place all over the world. There are two ways to solve them. The first is political, the second is economic. Political is reduced to the state regulation of the agrarian sector through the administrative regulation of prices, subsidies from the
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state budget, the provision of tax benefits and the establishment of customs tariffs. In this case, agricultural producers shift the function of asserting their profit rights to the shoulders of the government. Economic, when agricultural producers are actively involved in the formation of intermediary, processing structures and the like. In practice, this means that they buy fully (or partially) a share of the trader, the processor. In this case, the profits of the trader and the processor become the profits of their owners, that is, farmers through the farming cooperative. In this case, all stakeholders are involved in the profit-sharing negotiations. The question is, where do farmers get so much money when they do not have enough even for their own production. In world practice, this issue is solved with the help of farmer marketing cooperatives.

The laws of the market are such that the greater the share of a particular market entity, the greater its impact on market pricing. Therefore, when the cooperative reaches a higher organizational level, bringing together most farmers and agricultural producers, the situation changes completely. In this case, the cooperative dictates its prices, and all the last members of the chain are forced to adjust to these prices. That is, the situation on the market is changing dramatically - the participants of the marketing chain become dependent on the cooperative. As a result, cooperatives without any complications buy a stake or completely these enterprises.

One of the main reasons for the lack of profit for agricultural producers is their poor awareness of marketing, which does not give them a complete understanding of pricing processes in the market. The other is the lack of effective pricing centers in Ukraine, including agrarian exchanges. This does not mean that there are no such structures in Ukraine. The existing structures of the domestic market do not fulfill the functions for which they were created.

Consider several features of the pricing process and ways to increase the profitability of agricultural production. One of the factors of increasing the profitability of production is the use of marketing system and involvement of producers directly in pricing in the agricultural market. The question arises as to how a particular commodity producer can influence pricing if the price is shaped by the market itself. The market is a natural mechanism, the pricing of which occurs under the influence of a whole set of factors. No market entity is able to fully master the mechanism of their action, and therefore actively influence the pricing process. On the other hand, in practice, there are methods of regulating the market that
influence the pricing process. This regulation can be done through legislation, through the introduction of customs barriers, through licensing, quotas, protectionism, etc. Such functions are performed by the state.

The question arises as to how the agricultural producer can influence the pricing process. Taking into account the situation when the market entry of the producers takes place individually, each farm looks for distribution channels individually, then under such conditions the possibility of influence of the individual producer on the pricing process is minimal. In these circumstances, they cannot affect the pricing process. There are no effective pricing centers in Ukraine that would give a complete picture of objective information in agricultural markets. In advanced market economies, the pricing process is based on the formula “basis + percentage”, where “basis” is the price formed in the exchange trades, and “percentage” is the percentage on which the price of the basis needs to be adjusted, taking into account the local conditions of the individual the producer, his economic capabilities, the transportation costs he incurs in the production process. Accordingly, the farmer communicates periodically via the Internet with exchanges informing about prices for agricultural products in different regions of the world. This price is the basis. Adding a percentage set for their area, farmers know the price of their produce [1].

In Ukraine, the lack of a basis, as well as the lack of knowledge of the pricing mechanisms in the market, leads to the fact that the agricultural producer does not know how much his products are really worth on the market and in most cases agrees with the price offered to him by the intermediary. This situation stimulates an increase in the number of intermediary structures, which, using the lack of access of agricultural companies. to the producer of information on prices on each chain of passage of goods to the end consumer, to themselves to itself that part of the profits which the producer himself could receive. Therefore, it is necessary to teach producers the basics of marketing, which will increase the profitability of their activities.

The fact that a producer enters the market by himself creates a situation where he cannot gain a significant share of the market. It is well known that the market and a firm or producer with a large share of the market can directly influence the pricing process. These processes are most characteristic of the industry. Let’s analyze what is happening in the market. Energy is virtually 100% market control by one company. All other resources consumed by agriculture, such
as machinery, fuel, fertilizers, etc., come from agriculture companies that control most of the domestic and global markets. Hence the increasing disparity in prices for industrial products consumed by the agricultural sector and agricultural products [1, p. 4].

Solution to this problem has been found by agricultural producers in almost all developed countries. Their experience can be drawn to solve problems that have arisen in the domestic market. Service cooperatives can become a panacea in such a situation. It is the creation of marketing cooperatives that will solve the problem of increasing the profitability of producers by influencing the pricing process of the agricultural market. Marketing cooperative allows you to track processes and trends in the market. Qualified specialist will determine the base price (the “basis”, which is determined abroad on exchanges). By determining the correction factor for a particular locality, it will receive a market price for the products grown by the producer. One of the goals of such a specialist will be to track the most effective marketing channels for agricultural products, as well as to search and purchase the necessary resources and services at reasonable prices for the producers.

When a large number of producers are combined, the cooperative can immediately claim a relevant market share by forming a large batch of products. The greater the cooperative’s share in the product market, the greater the opportunity to defend the interests of the producer directly. At the same time, the dictates of prices from supply and processing companies are moving into the negotiation of prices for the purchase of products by agricultural processors and prices for the resources supplied by the companies. This process ensures that the commodity producer enters the pricing process, namely the formation of prices for agricultural products. The creation of such marketing cooperatives forms the prerequisites for equitable functioning in the market, defending the interests of each participant, and thus increasing the profitability of agricultural production.

The strategic direction of development of agro-industrial production for both the developed western countries and for Ukraine is the development of agricultural cooperatives, creation of effective cooperative associations on a private basis and with high direct interest of producers and enterprises, as well as state support of priority directions of management and use of productive, resource-saving and high-tech. In order to prove the validity of this statement, let’s look at a model that explains why agricultural cooperatives are displacing vertically integrated enterprises.
The price in such a model is considered as a linear function of the aggregate supply \( p = a - Q \), where \( a \) is a positive value and \( Q \) is the aggregate supply. The cost of each farmer (whether he is a member of a cooperative or not) is given by the formula:

\[
c(q) = \frac{1}{2} q^2
\]

The marginal cost is positive and rising. Suppose, for simplicity, that all farmers are the same. There are two businesses, and farmers sell their produce through one of them. Let’s call the first of these enterprises a cooperative, and the second - an enterprise that maximizes profit. Let \( n_c \) be the number of farmers who join the cooperative, and let \( n_f = n - n_c \) be the number of farmers who supply their produce to the enterprise.

Each producer makes his own decisions about the volume of his own production. The cooperative itself does not make a profit, and its production costs for simplicity are taken to be zero. \( Q_C \) is a cooperative offer, \( Q_f = Q - Q_C \) is an enterprise profit maximizing offer. In this case, each self-managed commodity producer will be forced to solve the following problem:

\[
\max_{q} [a - (Q_f + Q_C + q] q - \frac{1}{2} q^2
\]

where \( q \) is the offer of the cooperative without this producer; \( q \) is his own suggestion.

It is likely that its maximum value \( q \) will reach at

\[
a - (Q_f + Q_C + 2q) - q = 0
\]

Then the offer of each farmer who is a member of the cooperative will be equal to:

\[
q = \frac{a - Q_f}{(n_c + 1) + c}
\]

and the cooperative offer as a whole –
The task facing a profit-maximizing enterprise (it is it who decides the production volume) is as follows:

$\max_{Q'} \left[ a - (Q^c + Q') \right] Q' - n_f \frac{1}{2} c \left( \frac{Q'}{n_f} \right)^2$

Its solution:

$Q' = \frac{a - Q^c}{2 + \frac{1}{n_f}}$

Further, the equilibrium output of the cooperative

$Q^c = a \ c (n_f + c) K,$

and accordingly the equilibrium output of the enterprise maximizing profit

$Q^f = a \ f (1 + c) K,$

where

$K = \frac{1}{n_f n_c + n_c c + 2 n_f + c + 2 a_f + c^2}$

Consequently, the output and, accordingly, the market share per farmer per cooperative will be higher provided that $n_f > 1$. The profit of each producer will be equal,

$\pi = (a - [a_f (1 + c) K + a_c (n_f + c) K] \times a(n_f + c) K - \frac{1}{2} c(a[n_f + c] K)^2$

and the profit of each farmer who supplies his produce to a profit-maximizing enterprise, respectively:
\[ \pi^f = (a - \left[ a_f (1 + c)K + a_e (n_f + c)K \right] \times (a[1 + c]K) - \frac{1}{2} c(a[1 + c]K)^2 \]

Condition is fullfilled when
\[ (2 + c\phi n_f + c)^2 > (1 + c)^2 (c + 2n_f) \]
or
\[ 2n_f^2 + a_f^2 > c + 2n_f \]

Therefore, it is likely that for all \( n_f > 1 \) the profitability of the cooperative will be higher than the profitability of the maximizing profit enterprise. However, in the model under consideration, each farmer’s costs are a function of sales volume. This is indeed the case when it comes to dairy cattle, for example. The situation is changing when it comes to agriculture. Here, most of the costs are for the period preceding the harvest, so the cost should be considered not as a function of production but as an independent variable. Therefore, the task facing agricultural producers is also changing dramatically: it is necessary to calculate not the optimum volume of production, but what quantity of produced should be sent for sale, calculating that the price, as in the previous case, is related to the sales of linear dependencies.

Add to the terms of the model one more thing: total production costs (as well as unit costs) are the same for all farmers. Then the task facing each cooperator will look like this:

\[
\max_q (a - [Q^f + Q^c - q]) q - C,
\]

where \( C \) is the total unreimbursed costs of the \( i \)-th cooperator. The maximization conditions in this case are as follows:
\[ a - Q^f - Q^c - 2q = 0 \]

then
\[ q = \frac{a - Q^f}{n_c + 1} \quad Q^c = \frac{n_c (a - Q^f)}{n_c + 1} \]
For an enterprise that maximizes profit, the optimal sales volume is:

\[ Q' = \frac{a - Q^c}{2} \]

and the equilibrium sales volumes of the cooperative and the enterprise will be respectively:

\[ Q^{c*} = \frac{a}{n_c + 2} \quad Q'^* = \frac{a}{n_c + 2} \]

Then the profit of each member of the cooperative will be equal to:

\[ \pi^c = \left( a - \frac{a(n_c + 1)}{n_c + 2} \right) \times \frac{a}{n_c + 2} - C = \frac{a^2}{n_c - 2} - \frac{a^2(n_c + 1)}{(n_c + 2)^2} - C, \]

and the profit of each supplier that maximizes the profit of the enterprise is:

\[ \pi'^f = \left( a - \frac{a(n_c + 1)}{n_c + 2} \right) \times \frac{a}{(n_c + 2)n_f} - C = \frac{a^2}{(n_c - 2)n_f} - \frac{a^2(n_c + 1)}{(n_c + 2)^2 n_f} - C, \]

Then condition is fullfilled when

\[ \frac{a^2(n_c + 2) - a^2(n_c + 1)}{(n_c + 2)^2} > \frac{a^2(n_c + 2)n_f - a^2(n_c + 1)}{(n_c + 2)^2 n_f} \]

or

\[ n_c < \frac{1 - n_f}{n_f - 1} \]

In other words, in order for the condition to be fullfilled, it is necessary that for any \( n_f > 0 \) (given that \( n_f \) and \( n_c \) are natural numbers), \( n_c \) must be less than zero. Under such conditions, the cooperative loses in competition to the enterprise that maximizes its profit. In the best case, by coordinating the actions of the members
of the cooperative, its production function becomes identical to the production function of the enterprise. However, such coordination has to do with transaction costs - the costs of negotiating and entering into agreements, collective decision making, opposition to opportunistic behavior, etc. These models do not touch on such an important aspect as profit sharing.

One of the most important tasks of the former Soviet economy was to achieve maximum economies of scale in virtually all sectors of economic activity. The result of this in a market economy was, in particular, the situation of the actual monopoly in the agricultural processing market. Providing expected future profits, experience shows, practically negates the incentives for outsiders to make long-term investments in an industry that actually freezes this.

In monopsony, the buyer, if he wants to obtain maximum profit, is obliged to purchase such quantity of goods that the marginal revenue received from its purchase is equal to its marginal cost [2, p. 518-519]. Therefore, the monopsonist purchases less goods than those purchased under conditions of perfect competition. Thus, monopsony, under other things being equal, reduces the common good.

However, another aspect of the problem of monopsony in the agricultural processing market is of interest. On the one hand, the expected future earnings of all economic entities, including the monopolist in question, are depreciated. On the other hand, the volume of the i-th crop can be represented as a function of the investments made in the past years, and the latter as a function of the profits received by the farmer in the respective years. While this approach is unlikely to take into account the many accidental factors in agriculture, the mere presence or absence of which is in many cases determined by the amount of investment made in previous years. Yes, the size of the crop of the i-th year can be represented as a static series:

$$H^i = k^i_{i-1} + k^2 y_{i-2} + k^3 y_{i-3} + ... + \sum_{n=1}^{i} k^n y_{i-n}$$

where $k < 1$, and the zero year is considered to be one whose investments do not have a significant impact on the size of the crop of the i-th year.

Then, in order to ensure at least a simple reproduction, the profits received by the farmer in the year and must be invested in the crop $(m - i)$ of the following years:
\[ y^i = k_{i+1} + k^2 y_{i+2} + k^3 y_{i+3} + \ldots + \sum_{n=1}^{i} k^n y_{i+n} \]

where \((i + m)\) is the first year in which the crop is not a function of the profit of the year and. Let us present the situation in a graphical way (Fig. 1.3).

**Fig. 1.3. Profits and investments in agricultural production**


Here, the BZ curve reflects the amount of investment that must be made from year to year \((i + 2j)\) in the crop year \((i + 2j + l)\) to ensure easy reproduction. The AW curve reflects the distribution of profits for the next year’s (1st) investment year. In other words, the profits of the year \((i - 1)\) to ensure simple reproduction must be numerically equal to the area of the triangle AWZ, and the amount of investment in the yield \((i + 2j + l)\)-ro of the year must be equal to the area of the triangle BWZ. Therefore, to achieve equilibrium in simple reproduction, investments made from the \((i - 1)\) year profits in the crop \((i + j)\)-ro year must be equal to the investments made from the profit \((i + j)\)-ro years in the crop \((i + 2j + l)\) year. Note that with simple reproduction, the area of the triangle AWZ and BWZ are equal.

In the case where the investment curve for the profit (and −1) year in the next year’s crop shifts upwards (the FS curve in the figure), the condition for extended reproduction is provided. Otherwise, when the curve shifts down (AV curve), we are dealing with a disinvestment situation.

Consequently, the agricultural processing market operates in monopsony. The sole buyer in this market has enough economic
power to distribute the profits at his discretion, but it should be noted that the profits of the monopsonist received in the $i$-th year are a function of the profits of agricultural producers obtained in the past $(1, \ldots, i-1)$ years:

\[ Y^i = \sum_{n=1}^{i-1} f(y_n) \]

Thus, given that the monopsonist expects to continue to profit from his activities in the future, the distribution should provide him with appropriate revenue streams in the coming years. However, in the conditions of a market economy, a depreciation of expected future profits arises, so it becomes possible and the situation presented in Fig. 1.4.

*Fig. 1.4. Investment in agricultural production is needed and the expected income of the monopsonist*


Curve II ‘reflects the farmers’ investment in future crop yields needed to ensure easy reproduction. YY ‘curve is the monopsonist’s expected earnings curve. In the latter case, there would be no incentive to provide for a cost-sharing of the $i$-th year that would allow at least a simple reproduction of agricultural products in the following years. The degradation of agricultural production in this case becomes inevitable.

Thus, research has shown that agricultural cooperation has a key advantage: when an agricultural cooperative operates, the degradation of the industry becomes virtually impossible. This
happens for two reasons. First, manufacturers distribute all net income among themselves, which makes sufficient investment possible in the future.

Secondly, a significant proportion of agricultural production in Ukraine is attributable to enterprises owned directly by those who work directly on the land, so their profits, as is the case in a conventional production cooperative, are partly related to the owner’s income and partly to labor costs. Owners’ earnings, which depend on labor costs, have a significant impact on their incentives. As a result, cooperative production continues to exist in conditions of high uncertainty, where entrepreneurial enterprises cannot exist.

**Literature**


In market conditions, agrarian units must take into account the requirements of effective market exchange, the purpose of which is to maximize the satisfaction of consumers’ needs. In turn, this necessitates the expansion of the boundaries of production and functional interaction of enterprises in all industries, improving the quality level of structural, organizational and technological development, the formation of a set of scientifically grounded market relations, the extension of structural links in the agro-industrial complex as a whole production and economic.

A characteristic feature of the economic development of agriculture lies in the fact that it is increasingly linked to industries and product sales. It becomes multifunctional, its industries are combined by a set of socially important goals, new kinds of economic connections are filled with content.

*Soloviov Andrii

*Professor, The Dean of Faculty of Economics and Management, Kherson State University, Kherson, Ukraine.
The proposed concept defines any form of agriculture as a system built on the interaction of natural and artificial ecosystems, as well as agricultural production structures, in this case, a system that directly produces the products of one or more industries. The main goal of the agricultural structure is to produce the final products to meet their own and public needs, to use natural resources rationally and to minimize the impact on the ecosystem. In accordance with its territorial, sectoral and organizational orientation, the agricultural production structure is designed to reconcile the sectoral and regional interests of industry and agriculture.

The development of new qualities of the agricultural production structure defines them as production systems, the peculiarities of which are due to the diversity of property and business relations, the formation of cooperative and integration relations, new parameters of concentration and specialization of production and capital, the creation of markets for resources, goods and services. At the heart of the complex structural relations of agricultural production in the modern economic system is the agricultural production structure as a production unit, and the market, as an institutional factor, connects producers and consumers, remaining the main condition for the integration of the objective function of agricultural production. As a result, groups of enterprises are formed that are structurally independent of one another, united by a common purpose, which reflects the integrative nature of economic sustainability of the agricultural production structure as a whole.

Management effectiveness of agricultural production structure involves the availability of information support on the forecast of climatic indicators, operational information on the state of agricultural land, fields, soils, phenological indicators of crops and their response to changes in external influence. All this underlies the calculations of various management technologies.

In today's information society, agriculture needs constant information from numerous external sources at any time, anywhere. Background information should be convenient for evaluating biological and production systems in order to produce knowledge about the current state of production, forecasting the results of management decisions and problem-solving scenarios. The knowledge that many years have accumulated in businesses should be used to retrieve useful information through database processing.
The main directions of influence of information processes on the agrarian economy:

- Activation of processes of market interaction on the basis of information technologies;
- Creation and development of information services market;
- Constant growth of information resources needs;
- Globalization processes in the world economy;
- Changes in organizational structures of enterprises [9].

Studies show that in the near future, in Ukraine, the use of resource-saving technologies will be increased, which will ensure the production of competitive products with minimal cost.

The organizational, economic and technological decisions that production will require should be based on a thorough analysis of the wide variety of technological, agro-climatic, economic, technical and other features of the region where the agricultural production is produced. It is impossible to carry out a deep analysis of such a set of diverse and difficult-to-measure indicators and to decide on the optimal, multi-criteria choice of the combination of technological process elements without the use of information technologies.

Market mechanisms of the economy, requirements to create the necessary conditions for the productive functioning of business entities in the agro-sphere, require an adequate business information environment that will provide information support to market mechanism entities.

The information economy influences management systems first of all by information flows, the volumes of which have increased in the last decades by tens and hundreds of times, which in turn led to the need for quick decision making in the highly competitive environment. The development of management technologies is associated with the development, implementation and use of new management tools as a set of methodological, organizational and instrumental measures. The main task of management is to increase the efficiency of the management system by increasing the professionalism and competence of managers, the speed of decision making, the ability to make non-standard decisions and implement management procedures caused by the transformation of tasks and functions of enterprise management in today’s economy. In today’s environment, the improvement of the management system should be based on efficient processes and technologies, links with information markets.
The management system of agricultural production today is far behind in comparison to other branches of the national economy in the use of information technologies. This is due to the lack of modern computer facilities, lack of preparedness or lack of specialists and appropriate software.

Methodological issues of management of production processes in the agro-industrial complex are largely resolved in the context of uncertainty due to the lack of current and forecast data on the state of agrocenosis, insufficient knowledge of biological systems, and the random nature of the processes occurring in them. Managing a system that operates under these conditions requires special attention, experience and qualifications. Developing a well-grounded set of management decisions for those cases where the outcome is not clearly defined is crucial and needs special attention. This, in turn, necessitates a detailed and in-depth analysis of complex situations. An experienced manager assesses the likelihood of future results based on economically justified decisions against the potential risks, which he then tries to reduce with the help of an available arsenal of funds.

Implementation of this sequence of actions requires stable provision of information on the features of biological and production systems, knowledge of their current state, which will allow to predict the results of implementation of management decisions. The use of information systems is one of the promising ways to improve the efficiency of management in general and the operation of the management system in particular. They help you choose the most informed decisions, tailored to the circumstances and based on the real information that has been accumulated in a particular industry. It is the volume of this information and its quality that determines the speed and optimality of the decisions taken.

The basis of management decisions in agriculture is information, traditions, experience and intuition. Increasing the weight of the first component may be the so-called infocommunication networks that provide infocommunication support (ICS) to the management process and, in combination with the rest of the factors, will allow for greater production efficiency.

Management should provide processes for the formation and movement of information flows to substantiate the requirement for the need to improve the system of information support for the process of development of management decisions. Not only should the ICS diagnose the situation, but also provide advice on changes in organization and management for best results.
It can be argued that all the activities in the first stage of computerization, which came down to the introduction of computer technology in the field of agriculture, were only the introduction to the next step - mass informatization related to network systems, the latest communications and geoinformation technologies. Processes of technological and infocommunication improvement in the industry have created preconditions for deep and systemic transformations in the sphere of management.

Recently, conditions have been created in agriculture and considerable efforts are being made to implement IT, primarily those implemented through computer software applications. These are programs for optimizing the placement of crops in crop rotation and animal feeding systems, calculating fertilizer volumes, land management and land management, developing technological maps, product quality, evaluating the economic efficiency of production and process management in industries, and more.

Over the last few decades, important theoretical and practical results have been obtained on issues such as defining forms of mapping the environment, designing knowledge bases, and more. The results of these studies are widely used in the organization of infocommunication management of agricultural enterprises. But there is no systematic generalization of experience in this field, which hinders its expansion. It is mainly this circumstance that determines the fact that the organization of ICPs of each enterprise is carried out individually. But in addition, one of the reasons for the current situation is the lack of a generally accepted concept of the essence and content of ICU. By the way, about the concept of information communications. This is a new term that characterizes the information and telecommunications infrastructure, which combines telecommunications with information, computer and radio technologies and is capable of providing information exchange of various types for providing users of local computer networks and the Internet with a wide range of services on the basis of convergence and interaction of technologies. Therefore, the infocommunication support is the implementation and practical use of a set of technical means intended for processing, transmission and / or reception of information of any kind to the end consumer (manager) for making management decision.

The most informative indicator of the development of the intellectual potential of enterprises is the share of capital investments in intangible assets (the right to use natural resources,
property, the right to commercial designations, know-how, industrial designs, plant varieties, animal breeds, software, databases). Since the infocommunication support system of agricultural production structure has its value characteristics, it is important to consider it as an integral part of intangible assets, which reflects the tendencies to form value and increase the capitalization of the enterprise, increase its competitiveness.

Currently, there is a significant underestimation of intangible assets in the structure of the balance sheet of domestic enterprises, and hence the possibility of increasing the resource potential of the enterprise due to the knowledge factor. In Ukraine there is a stable imbalance of the ratio of investments in tangible and intangible assets.

The share of investments in intangible assets has slight fluctuations within 3-6% of the total capital investment. The trend is positive, but not very progressive, given the experience of leading countries in the world, which are increasing their capitalization through intangible assets.

In general, ICDs refer to a direction whose essence lies in the development of methods, sources, and organization of information that reflects the objects they manage and characterizes their external environment. The concept of ICZ combines two independent processes: information technology and communication.

The first is based on the concept of information technology, the second - on the interaction between economic entities through a mediated message. These processes are essential for improving the efficiency of the management system.

Some authors of ICS understand the totality of a single system of classification and coding of the technical and economic situation used in automated control systems [1]. Other authors, in definitions, emphasize the means and methods of organizing and managing data [2, 6].

The convergence of information technology and communication processes has resulted in this concept. When considering ICS management in the agrosphere, the main focus is not on the processes of obtaining, processing and storing information, but on communication processes that ensure user interaction. The multidimensionality of approaches, in turn, leads to heterogeneity in the definition of problems that cover the concept under study. In the literature on the organization of management of agricultural enterprises, ICS issues are highlighted as fragmentary, depending
on which element is considered [4, 7]. In the professional literature, when the term “security” in the field of infocommunication is used frequently enough, the essence of this concept is not disclosed. Most often, the understanding of the operation of the information system or the process of creating and maintaining regulatory documentation.

The most systematic and consistent content of ICS can be defined as the organization of information flows, the processes of its collection, storage, updating, processing and transfer in order to reflect the external environment and management object, the formation of knowledge base and databases for the development of management decisions that contribute to the achievement of goals enterprises.

Summarizing the most important management points with highlighting its features in agriculture provides grounds for such conclusions.

The essence of an ICS is to obtain, accumulate, introduce, store, update, control, process and provide the management system with knowledge and data about the state of the management object, the system as a whole and its individual parts, as well as the environment in which it operates.

**Purpose of ICS:**

- To provide each employee with the opportunity to replenish information resources of the enterprise;
- Retain corporate knowledge as an integral part of the enterprise information resources;
- To ensure that employees share corporate knowledge - both indirect and retrospective.

The ICS of any large system management system is a process that takes place on a systematic basis. From the point of view of technology in this process, the following operations can be distinguished: gathering information, presenting information in a formalized form, forming databases and correcting them, storing media, accessing stored information, issuing information.

The ICS organization aims to address the question of who, where and when should participate in the implementation of the process steps and their rational interconnection. This selects the location of the stage, justifies the need to enter into the management system of information specialists or the possibility and feasibility of extending the functions and responsibilities of specialists already working in the production system.
Establishing the start and end stages of the ICS process, the number of specialists required to complete the process within the scheduled timeframe are management tasks. By characterizing ICS as a process, we mean the activity of obtaining, processing and providing information management system aimed at achieving certain goals - ensuring optimal management of agricultural production structures. From this point of view, the ICZ is a work process that ensures that information links are maintained between the management system and the managed elements of the production structure, which ensures the conditions for its sustainable development.

As a process of ICS work, it represents the unity of labor, the means of labor (means of linguistic, mathematical, software and other types of support) and the objects of labor - proper information. In order to obtain and provide the management system with the necessary composition and quality of information, they must be combined. Man in production as well as in management is an active element that produces connections with other people, the means of working with information and the actual information itself. These links are realized through certain methods and tools, such as classification, coding, systematization, unification, programming, etc.

In order for ICS to be seen as a process and as a system, a certain condition must be fulfilled: providing its elements with the necessary technical, technological, infrastructural, social, economic and other communications that will be the object of organizational activity. Components of the ICS are all communications services and elements and components of the management system, including those responsible for the collection, storage, processing and promotion of information on the management vertical. Thus, the essence of the ICS management system of agricultural production structures can be defined as a rational combination in space and time of labor, information, means of working with information, which is achieved as a result of the application of certain methods and techniques in order to provide the subjects of management with the necessary, relevant, qualitative, reliable information.

Analyzing PPIs as a process provides an opportunity to identify several related issues. First, it is a question of defining and investigating the structure of the information and communication subsystem of the management system as a whole and the structure of its individual elements. First of all, it is the structure of its information bases, which depend on the principles of system construction and composition of tasks. On the other hand, from the
peculiarities of the content and structure of the information model of the enterprise, under which we will understand the totality of information characteristic of the production structure. It is this condition that raises the question of determining the composition and structure of the infocommunication subsystem, first of all the most important issues in the organization of the ICS management system. Second, it is a question of organizing the ICS process as a whole and its individual elements. Thus, the organization of the ICS management system generally means the fulfillment of tasks such as determining and justifying the composition of the elements of the infocommunication subsystem; substantiation of the composition and structure of the information base of the management system; definition and justification of the structure of the elements of the infocommunication subsystem that ensure the implementation of the ICS process; organization of promotion of information by stages of information process (identification of sources and consumers of information, sequence of its receipt, transmission, processing and delivery to consumers, etc.); the organization of the use of labor at all stages of the process, taking into account their capabilities, interchangeability and cost; establishing various links between the elements of the ICS management system through the development of appropriate provisions, instructions and other documentation, the approval of the ICS organization with the organization of production and management.

Information support is a set of tools and methods for building an information base that defines the ways and forms of displaying the state of a control object in the form of data documents, graphs, etc.

Mathematical software consists of algorithmic software - a set of mathematical methods, models and algorithms and software - testing, diagnostics and other software that ensure the efficiency of a complex of hardware.

The technical support consists of devices of measurement, transformation, transmission, storage, processing, display, registration, agreement of information output and execution.

Organizational support is a set of tools and methods of organizing relationships, determining the order and conditions of functioning of the ICS system, the distribution of tasks and powers, the development and selection of management tasks, the choice of specific management schemes and the sequence of procedures in making management decisions, the organization of management flows and interaction of staff.
Thus, analyzing the nature, significance and patterns of development of ICS, we can draw the following conclusions:

- Convergence (merger) of information technologies and communication processes led to the emergence of new concepts - infocommunication technologies and ICS management.
- The ICS is based on two independent processes - information technology and communication.
- In today's environment, ICT is becoming an effective tool for improving enterprise management. Its main purpose is to ensure efficient use of information resources.
- ICS defines the need to create fundamentally new infrastructure, the emergence of new sectors of the information market and fundamentally new activities, the growing need for information resources.
- Communication as a complex social phenomenon can be described as a process, a communication channel, a service, a function, a system, a sphere of activity, a culture of subjective relations.
- The ICS of the agricultural production structure management system necessitates the isolation of the information subsystem in the management system, which corresponds to the use of information resources by integrating integrated databases, telecommunication, computer, software within the agrarian sector, modern IT, facilitating the formation of information systems. agrarian production structures of information management system.

It can be stated that ICS is an effective tool for organizational change, which enables the enterprise to change its structure, communications, management methods and decision-making in accordance with modern management concepts.

The current status of ICS is characterized by the absence of a common methodology for solving the problem, the individual approach to the organization of ICS of each specific management system and the lack of economic justification of approaches.

These factors, as well as the continuous improvement of the technical and software base of the ICS associated with the creation of integrated management information systems and the emergence of a large number of typical projects for the development and implementation of management systems of agricultural production structures, make solving the problems of ICS management of urgent tasks.
Increasing the independence of businesses in the context of the globalization of the economy requires the creation of effective management systems for both the industry as a whole and enterprises. With the increase of the number of tasks solved in management, in direct proportion to them the number of information flows increases, which is caused by the influence on the enterprise of a large number of different factors by nature. In changing information-rich conditions, the functioning of management structures becomes possible with the use of a systematic approach to their development and analysis.

At all stages of the management process, the manager must be aware of the goals of the enterprise and the criteria for their achievement, have information about the intermediate and final results of production, the presence of natural resource potential of the managed object, the state of production, interaction with the environment, as well as the consequences of possible options for adoption management decisions. At the same time it should be able to receive any information from different sources and to process it quickly and qualitatively.

Effective management of agriculture requires improvement and development of the financial and economic and special information base, which requires a high degree of informatization at all levels of management, which in turn is associated with the constant development of modeling tools and the improvement of computer facilities.

The use of information technologies in agro-industrial production has been receiving a lot of attention lately both in Ukraine and abroad.

In the developed countries of the world, various information systems are widely used for ICS management in agricultural production structures at all levels:

- Monitoring of the state of agricultural resources and forecasting crop yields;
- Ensuring the quality control of agricultural products;
- Operational management and optimization of production processes;
- Information, marketing systems (market conditions, forecast information);
- Information-analytical systems aimed at tracking the prerequisites of emergencies that may affect the state of production.
Agro-resource monitoring and yield forecasting system (ARMYFS), as a multifaceted information system, is able to provide information on the current status and future crop yields in certain areas on-line.

Depending on the size of the system-controlled territories, the ARMYFSs are distinguished at the local, regional and national (or transnational) levels, but they usually consist of the following three blocks:

- Obtaining information;
- Information processing and analysis;
- Dissemination of information.

ARMYFS uses information and remote sensing technologies (RSE) to obtain information, geographic information systems (GIS) are used to process and analyze information, and Internet technologies are used to disseminate information.

Remote Sensing of Earth involves receiving information about objects on the Earth’s surface, as well as processes and phenomena occurring on our planet in the absence of direct contact with objects of study, ie “from afar.” Depending on the method of location of the recording devices, the methods of RSE are divided into terrestrial, aviation and space, but they all have one thing in common: obtaining information by registering electromagnetic radiation reflected or radiated by the earth’s surface.

The advantages of RSE methods are that they receive information in a non-degradation manner, ie without any interference with the object of study. In addition, RSE methods are characterized by high visibility (the ability to simultaneously retrieve information from large areas), enabling the detection and investigation of phenomena and processes that cannot be observed from a short distance. Unlike the human eye, which detects electromagnetic radiation only in a very narrow range of wavelengths (the so-called visible range), the various sensors used in IR systems are able to detect it in many spectral ranges - visible, infrared, infrared, and infrared. significantly increases their information content and expands the range of tasks to be solved.

An important trend in the use of RSE technologies is the inventory of agricultural land and land management. First and foremost, this applies to Aeronautical RSE methods and high spatial resolution satellite imagery to create thematic plans and maps of varying scale for land use planning and land cadastre purposes.
Geographic Information System (Geographic Information System) is a modern computer technology for mapping and analysis of real-world objects and events that occur on our planet. This technology combines traditional database operations, such as querying and statistical analysis, and provides full visualization and geographic (spatial) analysis. These capabilities distinguish GIS from other information systems and provide unique opportunities for its application in solving a wide range of tasks related to the analysis and prediction of phenomena and events of the world, their possible consequences and the development of strategic decisions.

Precision Farming is an agricultural management system designed to minimize anthropogenic environmental load and increase productivity (maximize profits) by optimizing the production process. This system involves the use of many modern information technologies, including GIS and RSE, but the following technologies are essential in the implementation of precision agriculture:

- Estimation of distribution of productivity within a separate field (Crop Monitor Technology);
- Determining the exact coordinates of the location of agricultural machines and units within a single field - Global Positioning System;
- Variable Rate Technology, which involves adjusting seed rates, nutrients, plant protection products, or generally performing / failing to perform various agrotechnological operations, depending on the situation in each individual area of the field.

Theoretical and methodological approaches and organizational aspects of the application of GIS-technologies and remote sensing of the Earth (RSE) for the analysis and management of geospatial data in various spheres of economic activity are considered in the works of foreign and domestic scientists. The issues of soil fertility monitoring with the use of GIS-technologies and data of SBS are covered in the scientific works of S.A. Baluk [3], V.V. Medvedev [5], L. Yang [12], A.X. Zhu [13], L.F. Janssen [10, 11]; K. Asch [8] considered data quality analysis and evaluation approaches for geoinformation systems.

The analysis of the sources analyzed shows that the use of geoinformation systems and technologies is an urgent and insufficiently studied issue, especially regarding the different types of agro-monitoring and monitoring of the state of natural resources. Therefore, one of the most promising areas for improving the efficiency of operations and making operational rational decisions in
the management of agricultural production is the development and implementation of ICS based on modern powerful GIS technologies. This will allow for the prompt collection, processing, display, dissemination of spatially-coordinated data, integration of data and knowledge about the efficiency of operations and the current state of agricultural production using scientific and applied economic-mathematical, statistical and geographical methods and tools related to inventory, analysis, simulation modeling, forecasting, management and territorial organization of agricultural enterprises.

**Local SMAPV Enables:**

- To monitor changes in the condition of fields and crops in different sections of a single field and determine the sequence of their cultivation;
- To monitor for the prevention of emergencies (fires, flooding, hailfall);
- Control the use of technology through global positioning systems;
- Automatically generate reports for farm managers based on data collected through instrumental methods;
- Accumulate and store data to track the direction and dynamics of technological processes;
- To present the raw data in cartographic form;
- Perform multivariate analysis and visualization of the collected data, which makes it easy and fast to interpret them.

In Ukraine, some elements of SMAPV at the local level are used in the experimental farm of the corporation AGRO-UNION (Sinelnikov district of Dnipropetrovsk region).

An example of the RMSAP at the regional level is the KARS system developed by the Regional Center for the Use of Earth Sciences under the Kansas State University (USA) Data Use Program. Since 1996, this system has been providing, on a bi-weekly basis, information (called “GreenReport”®) on vegetation status in some regions of the United States, based on operational data from the SBS and historical statistics analysis. The most well-known NAVAs at the national (or transnational) levels are the FAS / PECAD system established by the USDA’s USDA and the MCYFS system to predict crop yields based on the MARS operating system since 2002.

It can be argued that in Ukraine the prerequisites for the creation and use of their own RLMPs in the interests of agriculture have been established. These include:
• Availability of own satellite satellite data and an accessible (commercially available) global market for FDI data;
• The opportunity to take advantage of the worldwide experience of creating RMSAs at different levels;
• Possibility of attracting data of agro-hydrometeorological observations for the long-term period (based on 140 meteorological stations in the system of the Ukrainian Hydrometeorological Center);
• Availability of data on the potential yield of agricultural land, stocks of useful elements in the soil in the context of individual agrophones and regions of Ukraine (in the system of “Fertility” centers of the Ministry of Agrarian Policy and Food of Ukraine).

Some Ukrainian institutions and organizations have gained some experience in predicting crop yields and working with GIS and GIS data. It is first of all the State Hydrometeorological Center of Ukraine, the State Statistics Service of Ukraine and the Center for Aerospace Research of the Earth of the Institute of Geological Sciences of the National Academy of Sciences of Ukraine.

On the basis of domestic and foreign experience of using aeronautical surveying materials and GIS technologies, the State Statistics Service of Ukraine has developed methods of using space surveying materials for the rapid production of statistical indicators of agricultural objects. One of them is the sampling method of territorial survey based on space surveys and terrestrial observations to determine the true areas of crops, their productivity, gross fees and crop losses within the territorial units. The information thus obtained can be detailed to specific farms, settlements, districts and types of crops.

Therefore, the above proves the relevance of consideration of issues related to infocommunication technologies in agricultural production, which is the key to creating a highly efficient mechanism for collecting, processing, transmitting and using information without which no system can function and effective management decisions are not made.

Sources Used:


The transition to market relations has posed many challenges, among which the development of agribusiness is an important part. The poor development of agribusiness in Ukraine is one of the reasons for the low efficiency of the reforms. It was assumed that the transfer of land to peasants and the fragmentation of large enterprises into small businesses would increase productivity, increase agricultural output and income. It was expected that the initiative and independence of private owners would facilitate this process. Due to the fact that these expectations were not fully met, there was a need for awareness of the entrepreneurial phenomenon in the field of agribusiness.

*Liudmyla Lomovskyykh
**Nataliya Yefremova
***Olena Kovaleva

The Relevance and Peculiarities of Strategic Management of the Competitiveness of Agribusiness Entities in the Production and Commercial Activities on A Marketing Basis

*Professor Head of the Department of Applied Economics, and International Economic Relations.
**Senior Lecturer at Department of Marketing, Entrepreneurship and Production Organization.
***Senior Lecturer at Department of Accounting, and Audit Kharkiv National Agrarian University, Named after V.V. Dokuchaev (Ukraine).
Economic development requires an understanding of the nature of entrepreneurship, its peculiarities of functioning, as well as the need to study the principles, methods and methods of managing the production and commercial activities of agribusiness entities.

The independence of the subjects of production and commercial activity requires them to develop their own strategies for the development, identification and accounting of market opportunities, competitive advantages, strategic risks, threats that are borne by the external environment. A well-thought-out strategic vision, ability to respond to a changing situation and the ability to translate a strategy into action ensure the agribusiness entity achieves its goals and operates well in the future.

At present, there is no such strategic management system that would meet the conditions of the modern market and would be capable of providing productivity, efficiency, dynamism, adaptability of production and commercial activity to different requirements of consumers and suppliers. This leads to crisis in the industry and instability. Particularly unsatisfactory economic status of the subjects of production and commercial activity is caused by lack of managers with deep economic knowledge and experience of strategic thinking. The acceleration of changes in the environmental and internal environments of agribusinesses, the transformation of the role of the human factor, the growth of competition, on the one hand, increase the importance of strategic management, and on the other hand, significantly complicate the problems of strategic management.

To date, the need for strategic management of the competitiveness of agribusiness entities’ production and commercial activities on marketing bases is caused by the economic development process itself, in particular one of its main goals is to increase the efficiency of agribusiness entities functioning. The use of theoretical marketing in the agrarian sector of the economy is now insufficient. As a rule, it is limited to those activities that ensure the sale of finished products of production and commercial activities of agribusinesses. The theoretical aspects of marketing are hardly used in the process of developing strategies for managing the competitiveness of agribusiness entities.

The need to adapt agribusiness entities to changing environmental conditions that have a permanent impact on its competitiveness is obvious. The issues of managing the competitiveness of agro-business entities in the modern economy, despite the fact that considerable attention has already been paid to the study of this problem in
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The scientific literature, have not been fully explored. Thus, the complexity and diversity of these problems with insufficient study in the conditions of the domestic economy determine the choice of topic and relevance of our research agribusiness, as well as the development of methods for their practical implementation.

The world economic science and practice have accumulated over ten years of experience in strategic management of the competitiveness of industrial and commercial activities of agricultural enterprises. The domestic economy, with its fundamental developments in the organization of strategic management, rarely uses them in practice, especially in the strategic management of the competitiveness of subjects of industrial and commercial activity in the field of agribusiness. Changes in economic conditions have necessitated the development of new approaches to managing the competitiveness of agro-business entities capable of taking into account environmental instability, penetration of multinational companies into the domestic markets, globalization and diversification of the economy. The analysis of the level of scientific elaboration of this problem showed that along with the theoretical elaboration of individual issues, insufficient attention is paid to the study of problems of applied use and increase of the effectiveness of strategic management of the competitiveness of industrial and commercial activity of subjects of agrarian entrepreneurship on the basis of theoretical substantiation of concrete substantiation.

The theoretical, methodological and practical issues of strategic management of the competitiveness of industrial and commercial activity of agricultural enterprises have so far lacked in fundamental systematic research. These aspects reflect the underdevelopment of the problem. Despite the publications of foreign and domestic authors on the problems of strategic management, theory of modern entrepreneurship and activity management, there is an urgent need to develop tools for strategic management of the competitiveness of production and commercial activities of agribusiness entities on the principles of marketing concepts and methods of managing management methods and methods marketing principles that allow, along with the general laws of the economy in the floor th volume into account the specific industrial and commercial activities of agribusiness is becoming increasingly urgent.

The current state of the domestic economy is characterized by a number of fundamental features that require the development of new theoretical, methodological and practical approaches to
the strategic management of the competitiveness of subjects of industrial and commercial activity in the field of agribusiness. Serious problems that agribusiness entities constantly face in the course of their production and marketing activities, as well as its specific characteristics, reinforce their lag in the implementation of modern management tools.

Strategic management has not yet been put into practice by most agribusiness entities, but without developing a science-based industry development strategy at all levels of government, it is impossible to overcome the crisis and lay the groundwork for the advancing development of the agricultural sector of the economy. Historically, strategic management stems from the concept of strategic planning that emerged in response to the growing dynamism and uncertainty of the business environment in the late 1960s - early 1970s. The gradual shift in focus from planning to strategy has enabled businesses to pay more attention to their positioning in the market relative to competitors. The concept of strategic management was based on the principle that “the future begins today.” It corresponds to the view of researcher P. Drucker, who believed that strategic planning is not about future changes, but about future decisions made today”[1].

Strategic management allows you to accumulate a set of management tools to ensure and promote the competitive advantages of agribusiness entities, which form a stable market position through the ability to respond adequately to changes in the environment, taking into account the internal resources of economic entities. Consistency and scientific validity of approaches in the field of strategy planning shapes corporate policy on the basis of a comprehensive approach to the analysis of the performance of the subjects of production and commercial activity, the choice of strategic guidelines, the implementation of strategic decisions and the regular monitoring of the quality of the processes that are performed. A holistic and systematic approach makes it possible to establish strong links between strategic plans and real actions in order to apply timely corrective actions to ensure the long-term competitiveness of business entities.

Despite numerous theoretical and practical experience in strategic planning, there is no single model for all actors, as there is no single universal method of strategic management. Each business entity is unique and specific in its own way, so the strategy development process for each business entity is individual and “meets” its needs.
In this regard, the competitiveness of each enterprise depends on its position in the market, the dynamics of its development and potential, the behavior of competitors, the characteristics of the goods or services produced by them, the state of the economy, the cultural environment and many other factors.

Globalization and technological innovation have led to the transformation of the market structure and the establishment of hypercompetition, in which assumptions of market stability are replaced by expectations of instability and change. Competition is the most important feature of a market economy, and competitiveness is one of the indicators of effective activity of the subject of production and commercial activity. Developing competition in the agricultural markets is one of the important tasks of agribusiness. It is the competition that promotes the creative potential of the individual, the desire for more efficient production and commercial activity of the subjects of agribusiness, creates the conditions for self-realization in the economy by creating new competitive goods and services. In terms of society development, competition is the struggle of the old and the new: technologies, goods, needs, principles of organization of production and commercial activity. At the present stage of development, competition is a driving force that contributes to the sustainable development of agribusinesses and enhances their competitiveness. It determines the level of development, the degree of satisfaction of needs, the efficiency of the production activity of the entity.

One of the important tasks of the subjects of production and commercial activity is the victory in competition, which should be achieved not by accident, but by a natural result of competent, clear and constant actions of the subjects of agribusiness. In the current conditions of globalization and fierce competition, the development and implementation of a clearly formulated long-term strategy for the production and commercial activity of agribusiness entities is extremely relevant.

The final recognition of the huge role of effective competitive activity of agribusiness subjects occurred in the process of restructuring of public consciousness, change of priorities. Competition and competitiveness of products, as well as the enterprises themselves, have been the subject of attention of foreign scientists for a two-hundred-year period. A little later, interest in these studies also captured domestic scientists.

The term “competition” comes from the German word konkurrenz.
It has Latin roots - concurro / concurencia, which means collision, merger. In other words, these words meant interconnectedness and interaction. Today, this term is interpreted as an economic process of interaction and struggle of business entities for the most favorable conditions of production and sale of goods, for maximum profits. So far, the domestic agricultural sector of the economy is characterized by high costs and low return on capital. In efficiency, it is inferior to foreign and a number of spheres of the national economy. The main reason for the negative situation is the slow modernization of agribusiness entities - production and commercial enterprises. This is largely due to the lack of an effective strategic management tool for these enterprises in the market transformation process that would be able to ensure their competitiveness. In today’s market economy, with the presence and operation of marketing tools as a system for strategic management of production and commercial activities of agribusiness entities, strategic competitiveness management can be an effective means of managing the activity as a whole.

Competitive strategies are usually taken at a separate level in the structure of competitive behavior of pragmatically motivated agribusiness entities. Before the competitive behavior of entrepreneurial structures takes the form of operational procedures, situational reactions and immediate actions, it is modeled at the strategic level and presented as a strategy or set of strategies for their competitive behavior.

The concept of “competitive strategy” can be thought of as a coherent system of actions aimed at achieving the strategic goals of agribusiness development. Particular attention should be paid to the influence of the external and internal environment of the agribusiness entity on achieving competitiveness in the long term economic development.

At this stage, an important condition for the realization of competition as a multilateral process of competitive relations is the management of the competitiveness of the enterprise. Managing the competitiveness of agro-business entities’ production and commercial activities involves activities aimed at forming management decisions that are aimed at counteracting various external influences to the goals of the enterprise. To date, there is no competitive methodology for managing the competitiveness of an agribusiness entity. However, the significant influence of the environment contributes to the emergence of new methods and approaches to competitiveness management, but nevertheless, each technique has certain limitations, and therefore
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the subject of production and commercial activity must adapt one or another method specifically to their conditions.

Thus, in a modern market economy, in order to carry out competitive production and commercial activity, the agribusiness entity must be oriented towards meeting the individual needs of customers-consumers. In order to ensure their own competitiveness in today's markets, business entities are forced to use competitive advantage strategies. Thus, in a market economy, the basis for the development of a business entity is the competitive advantage. They can be grouped into two groups: the advantages of high and low rank. The first includes: high reputation of the company, qualified staff, advanced marketing activities, etc.; the second is the availability of cheap labor, the availability of raw materials, but they do not have stable stability.

A market economy with a diversity of its models is a complex system of relations. In this variety of problems of managing the competitiveness of industrial and commercial activities of agricultural enterprises is among the least studied and required practice in the field of managerial decision making of a strategic nature and the realization of perspective goals of strategic management.

The experience of the last decades has shown that the effective functioning and development of agrarian business entities under new conditions is not possible without an effective strategic management process. Moreover, this situation requires the development of a general paradigm of strategic management, which would allow the transition of the industry to a sustainable development trajectory.

In the management of modern agro-industrial production there is a shift of emphasis in the direction of the priorities of competitive industrial-commercial activity of the subjects of agribusiness. Market relations in the agar sector of the economy are characterized by a variety of forms of ownership and management, orienting the subjects of production and commercial activity to meet the demand of the agro-food market and specific consumers in the organization of production and commercial activity with respect only to those types of products that will be demanded by buyers and bring The act of production and commercial activity is necessary for the further development of profit. These relationships consist in the constant desire of agribusiness entities to make managerial decisions for those who are responsible for the final results of its activities, its divisions, systematic adjustment of tasks, goals and planned programs depending on the state of the market for specific types
of commodity market. This requires a specific management system that meets market conditions and takes into account the priorities of solving operational, tactical and strategic tasks.

Although a large number of agribusiness entities are currently experiencing financial difficulties, their desire to strengthen their position in the market, predictability and stability of development in the future and to give business stability are clearly evident. This is caused by the demand of time and is dictated by the understanding that objectively necessary is the development of a scientifically sound strategy for the development and adaptation of management to the planned organization of production and commercial activity in market forms of management, which is a priority area.

Agribusiness entities seeking to remain competitive in the future should reconcile their current and future interests. It is impossible to succeed in the activity, focusing only on solving current problems. The limited time horizon of management makes it impossible, due to the growing uncertainty of external conditions, to develop an effective policy of updating manufactured products, investments, relations with consumers, suppliers, investors, ie a policy of effective sustainable development. Strategic management gives priority to the effective interaction of a business entity with the external environment and the achievement of sustainable competitive advantages on this basis.

**Features of Marketing Management are:**

- Giving priority to levers of interaction and incentives;
- Multilevel composition of the subjects of the management system;
- Use of strategic planning as the main management tool;
- Integrative role of marketing management;
- The complex nature of the decision-making process.

**The Following Functions are Implemented in the Competitiveness Management System of a Business Entity:**

- Technical (production);
- Commercial (purchase and sale);
- Accounting (accounting);
- Financial (financing);
- Administrative.

The tasks of managing the competitiveness of a business entity are the implementation of measures related to the maintenance and development of market demand for certain goods and services,
ensuring the competitive advantage of the business entity; building a management process focused on enhancing the competitiveness of the entity. The mechanism of strategic management of the competitiveness of the subject of production and commercial activity is a set of measures (study of the external and internal environment, the study of competitive advantages and other factors) aimed at solving the question of ensuring the competitiveness of the enterprise. Competitiveness reflects the orientation and mobilization of a business entity’s potential to implement a competitive strategy and create sustainable competitive advantages.

In conditions of hypercompetition, the dynamics of strategic maneuvering should be aimed at aggressive behavior towards competitors, since only such a strategy allows to improve competitive positions and increase the efficiency of entrepreneurial activity of an entity.

Globalization contributes to strengthening economic interdependence between countries and enterprises, which is reflected in the movement of goods, services, capital and human resources. Globalization also ensures that higher standards of productivity, quality, value and operational efficiency are set. As globalization opens up potential benefits for businesses, there are new risks that need to be managed. Businesses must learn to cope with reality: in the competitive environment of the 21st century only those who meet global standards are able to earn above average income.

Strategic competitiveness is achieved when the entity successfully develops and implements a value creation strategy, a comprehensive and coordinated set of actions aimed at harnessing key competencies and gaining competitive advantage. When choosing a strategy, business entities pay particular attention to available alternatives. In this sense, the strategy chosen determines the directions and tools of management and behavior in the market. An entity demonstrates how it differs from its competitors. An enterprise gains competitive advantage when it implements a strategy that creates great value for customers and its competitors are unable to duplicate that value.

Adaptation of Ukrainian agribusiness entities to the conditions of globalization, establishment of new spatial economic ties and integration into the global economic space requires the scientific community and practitioners to find new conceptual approaches and methods for optimizing economic processes aimed at improving economic forms. The formation of market relations in Ukraine determines the need to create a new model of governance using modern organizational and economic mechanisms. Against the background
of current economic processes goals, objectives and functions of management change. Changes in management have brought to the fore the development of new systems, technologies and the creation of modified organizational structures. Thus, in recent decades, a market economy has been characterized by the development of new phenomena in which the production and commercial activities of agribusiness entities are viewed in the form of continuous study and analysis of consumer needs. The main purpose of the modern economy is to meet demand through the production and distribution of products. That is, the main focus is on the consumer who is the carrier of demand. This phenomenon is called marketing, it is an effective tool and base of business activity. It is used in the process of generating, developing and making entrepreneurial decisions. In the system of business marketing takes one of the key positions.

The first principles of marketing originated precisely in agriculture. But they were widely and successfully introduced in developed countries to the industrial production in about the second half of the XX century. The basic principle of marketing is the orientation of all activity to the consumer. In 1954, P. Drucker said: “What the consumer thinks about his purchase, what he sees its value - that’s what is crucial, determines the essence of the business, its orientation and chances of success” [1].

According to a well-known specialist in marketing M. Baker, the “new discovery” of marketing - the phenomenon of the twentieth century. - was due to scientific and technological progress, which contributed to the increase of labor productivity, increase of production of goods and increase of supply, increase of living standard of the population and increase of demand for goods and services, concentration of production, emergence of new markets and increase of their sizes, formation of need in specialized channels, distribution and effective systems of promotion of goods [2].

The process of globalization of marketing is characteristic for the late 80’s - early 90’s. In particular, in 1992, an international conference on global marketing was held in Canberra, Australia, proclaiming: “Marketing is everything”, “Marketing means business”. Around the same time, marketing is emerging in Ukraine: marketing disciplines are introduced in universities, the first marketing books are printed, and the first marketers are emerging.

The American F. Kotler, a well-known marketing scientist, gave the definition of marketing as a special kind of activity, which is aimed at meeting human needs through exchange [3]. English marketing
specialist J. Steiner believed that marketing is the task of managing the strategic planning and regulation of an enterprise in order to implement profit-generating programs that will meet customer demands; a task that involves the integration of all forms of activity (including manufacturing, financial and marketing) into an updated system of actions. At the same time, in his opinion, marketing, as well as the planning system as a whole, has a number of aspects, among which philosophical is important [4]. As marketing evolved in the process of collaboration between scientists from different countries, managers, entrepreneurs operating in different socio-economic, political, legal, scientific, technological, socio-cultural contexts, and therefore was the result of the theory and practice of various scientific and practical schools, and they view it from different directions: on the one hand - as an instrument of economic activity, on the other - as a philosophy.

The modern direction of the principles of business activity tends to the marketing aspects: the ways of increasing the efficiency of the subjects of production and commercial activity of agribusiness, as well as improving the indicators of their competitiveness should be based on modern marketing approaches.

The basic idea of the marketing approach is the readiness of the business entity to engage in business in an uncontrolled market environment. It should be noted that a business entity must take into account the requirements and opportunities of the market, since these factors have a priority impact on its activities.

Marketing course of activity makes significant changes in the work of the enterprise and in its organizational structure. It puts forward a new level of demands on employees, their professional teamwork, work in the enterprise team and in the micro-environment of the enterprise. Of course, success can only be achieved by systematic work, a comprehensive approach to the application of marketing principles [5]. Production volumes, regional infrastructure, specialization, market segments, production potential, product competitiveness, distribution channels, responsiveness and promptness of adaptation to consumer requirements, business and personal qualities of the personnel are the defining features of forming a marketing department. Taking these factors into consideration, it is very important that managers have not only organizational skills, but also the functions of an entrepreneur, businessman, innovator, and their subordinates must show commitment, commitment. They should have a clear understanding of consumer interests and demand for
products, market segmentation, information on the activities of competitors, the potential of members of the organization, to track achievements, innovations, to be able to put them into practice correctly, to use them correctly in agricultural production [6].

Marketing as a type of management opens opportunities for subjects of agribusiness production and commercial activity in realizing their own competitive advantages. Achieving the highest goal of any enterprise - to earn high profits - is conducive to winning them stable competitive market positions. To do this, the business entity must constantly work to meet the needs of existing and potential customers. This can be facilitated by a thorough, in-depth analysis of solvent demand for the products of one’s own production and commercial activities. In today’s context, important changes are taking place in the agricultural sector and other sectors of the economy, which, combined with the growing scale and complexity of the activities of agribusiness entities, dictate the need to choose the marketing concept as a basis for the economic activities of all agribusiness entities, which are successful for successful and competitive advantages should be offered to the market by such a product, which with its qualitative and value characteristics would ensure the competitiveness of the economic entity.

Considering the possible ways to achieve the desired results in terms of sales of products, works and services, each business entity should choose a specific marketing concept to manage the operation of the enterprise. The concept of marketing is a system of goals, principles and methods of managing the activity of an enterprise, focused on a certain way of functioning in the market to meet the needs.

Marketing orientation of competitiveness management of production and commercial activity of an enterprise means achievement of the purpose of functioning of subjects of agribusiness by market methods; characterization of the thinking style of managerial-administrative staff, corporate culture, system of generally recognized norms and values, which are the basis for the formation of principles of strategic management of competitiveness. Similar settings can still focus on sales growth, leadership, and scale-up. Marketing orientation implies constant work on maintaining the competitiveness of the supply, and for a long period - the entire subject of production and commercial activity. Agribusiness entities that are market oriented are characterized by the fact that they wish to offer a greater number of benefits to their customers in the course of their own production and commercial activities than their
competitors. Accordingly, marketing orientation covers not only customers but also consumers.

The main elements that are included in the concept of “marketing orientation of the functioning of the subject of production and commercial activity” of agribusiness entities are the following:

- Ideological. In this case, the marketing orientation of the functioning of the enterprise is an element of the enterprise value system, the basis for the formation of the mission, goals, strategies of activity management, etc.
- Instrumental - involves the use of marketing tools in the formation of commodity, price, marketing and communication policies;
- Information - means that the subject of production and commercial activity of a reliable source of marketing information, databases, dissemination of information within the entity;
- Organizational - takes into account the high level of heads of the relevant structures;
- Process - orients processes of planning, accounting, analysis, control, stimulation on the market;
- Target - believes that the most important aspect of marketing orientation is the presence of marketing goals (gaining maximum market share, customer satisfaction, etc.).

An important feature of the marketing approach in the strategic management of the competitiveness of production and commercial activities is that external factors (economic, social, political, natural, geographical, environmental, scientific and technological) are priorities and determine the behavior of internal factors.

Despite the importance of strategic management of the competitiveness of agricultural enterprises on marketing principles, the implementation of marketing concepts in the production and commercial activities of agribusinesses is often unsuccessful.

The subjects of agribusiness production and commercial activity can be implemented through management, distribution and functional types of marketing.

Management - involves the management of production and commercial activities of agribusiness entities on the basis of comprehensive information about the market. From the point of view of the degree of development and ability to perform the basic functions, management marketing is the most perfect form. Less perfect are distribution and functional types, in particular,
distribution type of marketing is related to the organization of processes of distribution, sale, transportation, advertising of products, works and services, and functional, in turn, involves the creation of a system of organizational, technical and commercial functions sub ' agribusiness production and commercial activities related to the production and sale of agricultural products, works and services, market research, sales promotion, pricing policy.

Today, the development of market processes requires the expansion of the scope of management marketing in agribusiness, which is tasked with “conquering” the market in terms of pure competition.

Considering marketing as a market concept, it is important to emphasize the importance of using a program-based method that will increase the efficiency of managing the competitiveness of production and commercial activities of agribusiness entities. In this case, the management of the enterprise focuses on the development of integrated programs for the creation, production and sale of agricultural products, works and services in selected segments with the disclosure of the scenario of predicted market development and implementation of strategic, tactical and operational plans for agribusiness subjects. The organization of activities of agricultural enterprises on a marketing basis will help to unite the efforts of agricultural producers, enterprises of processing industry and trade not only at the stage of sale of products, but also at the stage of determining the nature and scale of its production, ways of profitable use of production capacities of enterprises, determining mutually beneficial conditions of production, taking into account the maximum satisfaction of the needs of end consumers [7].

Marketing methodology as a business philosophy carries the theoretical potential which, provided sufficient completeness and scientific study can give a stimulating impulse to activate management in the field of agriculture, and its tools can give impetus to the formation of methodologically correct entrepreneurial decisions. Only an effective system of marketing management, acting on the principles of a comprehensive approach, is able to ensure a stable position of agricultural enterprises and their long-term effective activity, and, accordingly, profit in the market.

The role of marketing is constantly growing and ultimately the marketing style of management must become dominant in the field of agribusiness. It is necessary that in the sphere of agrarian production marketing principles of management become the driving force of promotion of domestic goods with the possibility of entering the world
markets. As you embark on this journey, you need to understand all the difficulties, as the need for a marketing style of management is only beginning to be realized by the vast majority of practitioners. Therefore, learning and applying the marketing style of management directly in practice in production is an important and promising direction for improving the activities of agricultural enterprises.

The development of the economy is objectively accompanied by the increasing importance of theoretical and practical problems of organizing and managing the competitiveness of agricultural production and commercial activity. The development of market forms of economic management by the Ukrainian agrarian economy calls for the objective necessity of introducing new forms and methods of management at the level of the main economic unit. Thus, to date, the need for strategic management of the competitiveness of industrial and commercial activity of agricultural enterprises is caused by the process of economic development, in particular, one of its main goals - to increase the efficiency of functioning of agribusinesses [8].

At the present stage, the logical continuation of the development of the theory of strategic management of the competitiveness of production and commercial activity of agribusiness entities is to include it in the context of modern marketing approaches that are most relevant to the realities of transition to market principles of management.

Marketing concept of strategic management of the competitiveness of the agribusiness entity is a set of purposeful and fundamental principles of managing the production and commercial activities of agribusiness entities, focused on the production and sale of agricultural products, works and services, depending on the characteristics of consumer demand and market. Implementation of procedures for strategic management of the competitiveness of industrial and commercial activities of agricultural enterprises will be more effective if applied at all stages of development and implementation of the strategy of a complex of modern marketing aspects.

References
Formation of Organizational and Economic Relations in the Process of Functioning of Regional Transport and Logistics Systems

*Nazarova L.V.

В Украине, как и в других странах, транспорт является одной из крупнейших системообразующих базовых отраслей, имеющей тесные связи со всеми отраслями экономики и социальной сферы. В стране создана и в целом устойчиво функционирует современная транспортная система, являющаяся важнейшей составной частью производственной и социальной инфраструктуры, обеспечивающей потребности национальной экономики и населения в транспортных услугах, территориальную целостность, экономическую и геополитическую безопасность страны.

Динамическое функционирование и развитие организаций приводит к необходимости переосмысления подходов к

*Professor Department of Economics and Management, Nikolaev National University, Named after V.A. Sukhomlinsky*
управлению, отмечает процедурное представление процесса, позволяющего разрабатывать, оптимизировать и реализовывать сложные динамические последовательности развития событий, охватывающих все виды и формы организации. Постепенное развитие этого подхода опирается на постоянно растущую необходимость выделения и представления, позиционирования и взаимодействия составляющих процесса при их описании и использовании в обычных, программируемых процедурах. Это связано с усложнением систем управления организацией, выполнением требований формализации и прозрачности процессов, повсеместной сборкой, адаптацией и внедрением программных разработок, реализованных на логико-процедурной основе.

Несмотря на сложность описания процессов, а в многом именно благодаря ему, ключевым аспектом моделирования становится необходимость углубления системного и комплексного подходов к представлению взаимодействия процессов функционирования организации. Особое значение это имеет для управления транспортно-логистической организацией, охватывающей все сферы ее деятельности, и, в силу этого, призвано обеспечивать гибкость, модульность, возможность изменений, исследований и корректировок процедур развития любых процессов [1]. Под полным жизненным циклом процесса понимается период времени, в течение которого процесс проходит последовательные этапы своего развития с момента возникновения необходимости в его создании до момента его завершения, включая составление документации, выполнение обязательств по процессу, а также ликвидацию опасных остаточных последствий. Жизненный цикл реализации процесса определен периодом времени с момента начала реализации нового процесса, полезного использования, включая создание документации по фактическому ходу проекта, старению, полного прекращения его использования [1].

Нами выделены основные стадии процесса формирования региональных транспортно-логистических систем (ТЛС):

- планирование: предварительный анализ и спецификация проекта, создание модели ТЛС, имитация и анализ полученной модели;
- внедрение документирования процесса, собственно выполнение работ;
- мониторинг и контроль результатов;
- корректирующее действие: изменение, оптимизация и
перепроектирование;

- завершение и утилизация.

При сопоставлении жизненных циклов многократно реализованного процесса и разового проекта отметим необходимость увеличения продолжительности стадии планирования, с целью повышения эффективности их реализации.

Характеристика систем календарно-сетевого планирования, не реализующая в своем методическом обеспечении адекватные настройки системы для конкретного пользователя, представляет собой один из примеров необходимости применения процедурного подхода и актуализирует задачу его разработки. Данные процедуры позволяют определять не только наполнение моделей (организационная структура, состав и календаре работ и ресурсов, состав и характеристика связей), но и разграничение доступа и возможностей пользователей, последовательность внесения данных, последовательность и частоту внесения изменений, единые форматы предоставления информации, другие параметры. Это особенно актуально для крупных проектов ТЛС, где подобный ресурс используется большим количеством сотрудников для получения самых разных сведений о проекте [2]. Так, в сфере управления, научных исследований и научно-технических разработок ТЛС входные и выходные параметры определены недостаточно хорошо, структура происходящих процессов характеризуется разнообразием, наличием большого количества циклов, соблюдением различных условий и т.д. В подобных ситуациях особую роль приобретает разработка подхода к построению и организации процессов, что позволяет не только оптимально организовывать деятельность предприятий, но и с большой долей вероятности предотвращать незначительные и маловероятные изменения в ходе процессов; предусматривает организационную возможность снизить или ликвидировать негативные последствия в протекании транспортных процессов. Мы видим решение в обосновании и применении процедурного подхода, основными положениями которого являются:

- установление матричной взаимосвязи процедур и процессов организации;
- выделение базовых процедур, являющихся основой для разработки разнообразных процедурных конструкций;
- обеспечение и целенаправленное использование
преимущества количества и разнообразия процедур над количеством и разнообразием процессов;
• организация начала жизненного цикла процедур до начала осуществления жизненного цикла процесса/проекта и продолжение его после окончания жизненного цикла процесса/проекта;
• постановка процедуры как основы для организации и проведения контроля;
• реализация процедурного моделирования в формате ограничений безопасного/экономического протекания процесса.

Классификация процедур отражает и определяется следующими параметрами:
• функциональным назначением состава элементов, входящих в данные процедуры;
• наличием множества допустимых вариантов взаимодействия, отражающие ограничения совместной реализации элементов;
• сложностью сочетания и порядка функционирования последовательности структурных элементов.

На основе параметров нами определено содержание единой совокупности процедурных классификаций, возможные связи между ее элементами. Основные классификации процедур отражены в табл. 1.

Таблица 1
Основные классификации процедур организации

<table>
<thead>
<tr>
<th>Критерий классификации</th>
<th>Основание для классификации</th>
<th>Выделяемые виды процедур</th>
</tr>
</thead>
<tbody>
<tr>
<td>Сложность сообщения и порядка функционирования последовательности структурных элементов</td>
<td>По сложности компоновки</td>
<td>- простые процедуры (инструкции), представляющие собой поток последовательных безусловных действий;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- циклические процедуры;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- процедуры с условием (ветвичные процедуры)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- сложные комбинированные процедуры, включающие различные комбинации структурных элементов.</td>
</tr>
</tbody>
</table>
Представленный документ содержит следующие тексты:

Наличие множества допустимых вариантов взаимодействия, отражающих ограничения совместной реализации элементов.

По степени концентрации общих положений:
- базовые, концептуально отражающие основное содержание;
- локальные, конкретизирующие применение базовых для данного вида деятельности или объекта.

По степени уникальности:
- уникальные;
- типовые

Функциональное назначение состава элементов, входящих в данные процедуры:
- обеспечиваемые фазу исследования (сбор, сравнение, анализ, обработку, синтез и оценку информации);
- обеспечивающие фазу воздействия (синтез, перекомпоновку, изменение информации, разграничение доступа);
- относящиеся к обоим фазам и обеспечивающие закрепление и оформление (регистрация, присвоение учетных меток, предоставление, дублирование) информации.

Процедуры синтеза являются ключевой позицией разработки и реализации всех видов процедур. Это предполагает необходимость приоритетной ориентации на них всего процедурного подхода. Выделение значения процедур синтеза (установление связей) обусловлено тем, что с их помощью происходит установление различных типов связей между объектами, определяется субординация объектов, определяется направление управляющего воздействия, направление потоков информации. Необходимым условием полного описания механизма реализации процедурного подхода является выделение и раскрытие влияния на состав и применение процедур особенностей этапов процесса (группы процедур, наиболее характерные для основных этапов процессов, отражены в табл. 2.).

Таблица 2.

<table>
<thead>
<tr>
<th>Группы процедур, наиболее характерных для основных этапов процессов</th>
</tr>
</thead>
<tbody>
<tr>
<td>Процедуры</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>№</td>
</tr>
<tr>
<td>----</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
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<td>6</td>
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<tr>
<td>7</td>
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<tr>
<td>8</td>
</tr>
<tr>
<td>9</td>
</tr>
<tr>
<td>10</td>
</tr>
<tr>
<td>11</td>
</tr>
</tbody>
</table>

Несмотря на общность рассматриваемого механизма построения процедурных моделей для различных транспортно-логистических процессов, можно выделить некоторые особенности моделирования, отражающие преимущества в использовании того или иного набора процедур и связей между ними, зависящие от ряда факторов, которые должны учитываться при организации ТЛС. Здесь следует применить механизм последовательно-параллельной и обратной связи (цикличности) в процедурах. Наличие всех возможных связей, в том числе обратной связи, не всегда обязательно и экономически или организационно оправдано и зависит от различных факторов, но теоретически данная комбинация связей может быть осуществлена в полном объеме. С целью исследования и оценки формирования особенностей состава и применения процедур на различных этапах процесса формирования ТЛС могут быть рассмотрены различные модели процедурной организации процесса, выделены макропроцедуры, обеспечивающие межпроцессное взаимодействие, должны быть изучены факторы, определяющие функциональный состав конкретного этапа процесса создания ТЛС, влияние организационной структуры [3].

В сложившейся ситуации и в условиях жесткой конкуренции отечественных производителей необходимо изыскивать новые способы повышения конкурентоспособности как предприятий,
так и выпускаемой ими продукции. Одним из таких способов, наряду с маркетинговой деятельностью, является использование логистических подходов к управлению распределением продукции. Следует отметить, что немаловажную роль играет величина логистических затрат при осуществлении процесса товародвижения, особенно в регионах нашей страны. Сегодня диапазон расходов организаций, участвующих в распределении продукции в Причерноморском регионе, достаточно широк и составляет от 30 до 70% от себестоимости продукции, производимой предприятиями [4].

Решение проблем должно осуществляться за счет оптимизации и рационализации процессов сбыта и зависит, прежде всего, как от деятельности изготовителя конечной готовой продукции, так и от состояния посреднической среды конкретного товарного рынка. При этом наряду с ценовым фактором на процессы распределения существенное влияет и географическое размещение субъектов рынка. Поэтому для решения проблем распределения продукции необходимо совместное использование маркетингового и логистического инструментария. Логистическая система распределения продукции (ЛСРП) - это система управления перемещением конечной продукции от источника к потребителю, включающая в себя логистические технологии, информационные системы и логистическую инфраструктуру. При этом под логистическими технологиями понимается рациональное выполнение следующих технологических процедур и операций, таких как погрузочно-разгрузочные работы, транспортировка и складирование продукции, хранение запасов, комплектование заказов, формирование транспортных партий и грузовых единиц. Информационное обеспечение состоит из информационных систем и технологий. Логистическая инфраструктура состоит из транспортного хозяйства (транспортные средства, их ремонт, обслуживание и профилактика), складского хозяйства (терминалы разного назначения, подъемно-транспортное, ваговимирних и склад), торговой сети (супермаркеты, гипермаркеты, универсальные и специализированные магазины, торговое оборудование). В ЛСРП выделяется центральное звено - субъект управления, осуществляющий принятие управленческих решений посредством выбора наиболее оптимального варианта функционирования системы. В качестве объекта управления рассматриваются материальные, финансовые и сервисные потоки. В транспортном комплексе накоплен целый ряд
проблем, которые требуют срочного решения. К их числу, на наш взгляд, относятся: существование ограничений для роста объемов транзитных грузовых перевозок, обусловленных дефицитом современных типов подвижного состава, отсутствием современных транспортно-логистических центров, наличием ведомственных, технологических, организационно-правовых барьеров при приеме и передаче транзитных грузов во время портовых, таможенных и пограничных процедур; неразвитость рынка услуг на транспорте, несовершенство форм и методов государственного регулирования.

Следует отметить, что в целом отрасль обеспечивает потребности экономики в транспортных услугах. Вместе с тем решение вопросов дальнейшего развития инфраструктуры и основных средств транспортного комплекса требует инвестиционной поддержки со стороны государства и частного сектора [5].

Для Украины в прошлом вертикально интегрированная модель организации территорий была экономически оправданной, что было обусловлено технологической последовательностью производства. Сегодня вертикально интегрированные регионы страны не отличаются конкурентоспособностью в мировой экономике, не являются производителями новых технологий и инноваций. Более перспективной в современных условиях становится сетевая модель территориально-экономической организации, характеризующаяся гибкой специализацией и способностью к инновациям, базирующейся на мобилизации ресурсов всей сети с применением кластерного подхода. На наш взгляд, необходимо развивать транспортный кластер во взаимодействии с созданием других кластеров по принципу «территориально-производственно-транспортный» кластер. Необходимо выработать новую идеологию формирования и перспективного развития национальной транспортно-коммуникационной инфраструктуры, как концептуально и технологически взаимосвязанной системы различных ее магистральных и узловых элементов, рассматриваемых как целостный объект государственного регулирования.

Особый интерес в условиях современного этапа развития рынка транспортных услуг в Украине представляет, на наш взгляд, формирование интегрированных транспортно-распределительных систем в региональном и межрегиональном разрезах, обеспечивающих координированное взаимодействие
регионов в составе единого экономического пространства страны. Их функционирование основано на применении современных логистических технологий организации грузо- и товародвижения, к которым относятся контейнерные и контрейлерные транспортно-технологические системы, логистические технологии «just in time» (точно в срок) и «от двери к двери»; технологии организации транспортно-распределительного процесса через сеть грузовых терминалов, на которых происходит накопление и переработка грузов, обслуживание товарных потоков и доставка товара конечному потребителю [6].

Проблема развития грузоперерабатывающих терминалов, потребность в которых в настоящее время резко возросла, в частности мультимodalных терминальных комплексов, на государственном уровне в Украине была поставлена сравнительно недавно. По имеющимся оценкам, существующая база для осуществления перевозок мелкооптовых грузов и контейнеров в междугородном сообщении удовлетворяет сегодня не более чем 30% потребности [6]. Одновременно происходит быстрое увеличение объемов контейнерных перевозок, которые за десять последних лет увеличились более чем в 3 раза. Развитие терминалов является необходимым условием формирования в стране современной транспортной инфраструктуры. Изучив зарубежный опыт по созданию терминальных комплексов, можно утверждать, что стоит принять собственную программу создания системы транспортно-экспедиционного обслуживания территории (страны, городской агломерации, региона), основанной на терминальных технологиях и логистических принципах организации и управления системой грузо- и товародвижения [6]. Реализация этой программы должна осуществляться в несколько этапов.

На первом этапе необходимо проведение комплекса перединвестиционных и предпроектных исследований и разработок, формирования инновационной системы, а также создание необходимой правовой базы для стимулирования реализации программы.

На втором этапе должна быть реализована серия пилотных проектов терминальной системы, должно начаться строительство новых и реконструкция существующих терминалов и других объектов транспортно-экспедиционной инфраструктуры, финансируемых вновь созданными в рамках программы инвестиционными структурами с участием иностранных инвесторов. Одновременно
должны развернуться работы по развитию специализированных систем связи и информационных систем.

На третьем этапе стоит развернуть сооружение терминалов различного назначения, в основном, за счет средств коммерческих структур и постепенное объединение объектов терминальной системы в единый транспортно-логистический комплекс.

С точки зрения мирового опыта и современных тенденций развития глобального рынка логистических услуг Украина находится на начальном этапе формирования и консолидации отрасли, существенно уступая западным странам, как по качеству, так и по комплексности услуг, предоставляемых национальными транспортно-логистическими компаниями [6].

В данный момент в Украине качественный логистический сервис в сфере хранения, по сути, отсутствует. Однако сегмент складских и дистрибьюторских услуг развивается высокими темпами. По оценкам специалистов, прогнозируемый рост рынка складских услуг составляет 25-30% [7].

По нашим расчетам потребность Причерноморского региона Украины в складских помещениях в 2019г. составит 6,2 млн. кв.м (табл. 3). Соотношение предложения и спроса в регионе составляет 0,84. Фактически мы имеем 5,2 млн.кв.м складских помещений торговых предприятий, из которых 2% - склады класса A (современные профессиональные склады), 13% - склады класса B (полупрофессиональные склады) и более 85% - неприспособленные склады класса C.

Таблица 3

Расчет потребности и соотношение предложения и спроса в складских помещениях по Причерноморском регионе Украины по данным 2019г.

<table>
<thead>
<tr>
<th>Потребность в складских площадях, тыс. кв.м</th>
<th>Фактическое наличие полезных площадей складских помещений предприятий торговли, тыс. кв.м</th>
<th>Абсолютное отклонение предложения над спросом</th>
<th>Соотношение предложения и спроса</th>
</tr>
</thead>
<tbody>
<tr>
<td>Причерноморский регион</td>
<td>6269,60</td>
<td>5273,20</td>
<td>-996,40</td>
</tr>
<tr>
<td>в т.ч. области</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Одесская</td>
<td>916,84</td>
<td>437,1</td>
<td>-479,74</td>
</tr>
<tr>
<td>Херсонская</td>
<td>410,00</td>
<td>193,80</td>
<td>-216,20</td>
</tr>
</tbody>
</table>
Подобные объекты не соответствуют международным требованиям и не могут обеспечить необходимые условия предоставления комплекса современных логистических услуг.

Изменение форм собственности и структурных преобразований на транспорте неизбежно вызвало необходимость использования рыночных механизмов. Это требует разработки механизмов сочетания государственного и рыночного управления транспортом в регионе, где, на наш взгляд, особое место должны занимать логистика и кластер, как организационно-экономические методы, позволяющие оптимизировать поточные процессы в отрасли и повысить уровень конкурентоспособности регионов и страны в целом. Исследования в сфере логистики [8] позволяют отметить, что основной тенденцией развития макрологистических систем является регионализация и интеграция, проявляется как на уровне одной страны, так и в международном масштабе.

Анализ управления транспортным комплексом страны показывает, что структурные подразделения центральных и местных государственных органов в сфере транспорта не охвачены или слабо охвачены логистическими преобразованиями. По этой причине целесообразно создать Департамент логистики и координации транспортных потоков. Транспортно-логистические системы необходимо формировать в транспортных узлах, учитывая транспортную стратегию и концепцию развития транспортно-дорожного комплекса Украины на среднесрочный период и до 2030 года (рис. 1).

**Рис. 1 Организационно-функциональная структура транспортно-логистической системы**

- Национальная транспортно-логистическая система
- Глобальные рынки
- Региональные рынки
- Региональные транспортно-логистические узлы (РТЛУ)
- Региональные транспортно-логистические центры (ТЭЛ)
- Торгово-экономические коридоры (ТЭК)
- Стратегические оси территориального развития
- Железнодорожный
- Автомобильный
- Воздушный
- Водный
- Центр подготовки грузов
- Центр оценки качества грузов
- Центр обработки и консолидации грузов
- Импортные, национальные и экспортные узлы
- Коммуникационные коридоры: существующие, формируемые
Основной акцент необходимо делать на дифференциацию транспортных узлов с соответствующим разграничением выполняемых ими функций, а также зон влияния (зон обслуживания) мультимодальные транспортные узлы международного, государственного и регионального (межрегионального) уровней.

Представляется правомерным и обоснованным создание в загальносітьових транспортных узлах мультимодальных транспортно-логистических центров и формирование на их основе региональных и межрегиональных транспортно-логистических систем. Такие региональные транспортно-логистические системы в настоящее время формируются в транспортных узлах Причерноморского региона.

На интегральной парадигме логистики основано формирование региональных и макрологистических транспортно-распределительных систем. Создание логистических центров (ЛЦ) является единственным подходом к модели эффективных региональных транспортно-логистических систем, успешно подтвержденных в странах Запада. Формирование и развитие оптимальной системы (сети) ЛЦ на территории Украины будет играть важную роль в экономическом росте регионов. Существующие ЛЦ довольно разнообразны. Принято рассматривать два типа ЛЦ в зависимости от уровня функционирования - это логистические центры фирм (или микро-ЛЦ) и территориальные, также называемые региональными или макрологистическими центрами.

Учитывая специфику функционирования, предлагается следующая классификация транспортно-логистических центров:
- по функции распределения - международный, региональный, оптовый, сбытовой, транзитный; по функции транспортировки - транспортный терминал, унимодальный терминал, интермодальный терминал, мультимодальный терминал и др.;
- по видам транспорта;
- по объектно-функциональным признакам - одноотраслевой, межотраслевой; по преимуществу единичной функции - грузовой (навалочных грузов, контейнерных грузов, насыпных товаров, не упакованных или упакованных в контейнеры), пассажирский; по видам оказываемых услуг - с частичным и комплексным транспортно-логистическим обслуживанием; по видам управления сопутствующими потоками в процессе движения товаров - информационно-аналитический, финансовый, сервисный, ЛЦ трудовых ресурсов; во реализованных логистических функциях - материально-технического обеспечения, производственный, потранспортний,
распределительный, консалтинговый; с сочетанием нескольких функций - «сквозной» ЛЦ, «грузовые деревни» [8]. На наш взгляд, функционирующие ЛЦ могут совместить в себе несколько классификационных признаков, определяющих масштаб и специфику деятельности. Многофункциональные ЛЦ призваны управлять совокупностью всех потоковых процессов, возникающих в рамках логистической системы, а также между логистической системой и внешней средой.

Учитывая необходимость и значимость эффективного управления товарными потоками и принимая во внимание вышеприведенные классификационные признаки, по нашему мнению, в роли интегратора и координатора всех социально-экономических процессов, протекающих в системе межрегионального товарообмена, должен выступать многофункциональный межрегиональный логистический центр.

Концепция логистического управления формированием и развитием региональных транспортно-логистических систем направлена на интеграцию участников системы грузо- и товародвижения на основе установления между ними взаимовыгодных партнерских отношений при одновременном обеспечении их заинтересованности в достижении конечной цели функционирования системы - максимальном удовлетворении запросов потребительского рынка в товарах и услугах при минимизации совокупных затрат.

В последнее десятилетие в социально-экономическом развитии регионов Украины наблюдаются следующие тенденции: неравномерность и значительная дифференциация социально-экономического развития регионов; рост объема торговли опережает экономическое развитие; расширение объемов, географии и видов перевозок, в частности, контейнерных перевозок; увеличение взаимной торговли между странами СНГ и дальнего зарубежья; нарастание проблем с пропускной способностью в транспортных коридорах; низкая конкурентоспособность регионов [8].

Существуют следующие проблемы:
- несовершенство системы терминально-логистических комплексов. Создание логистических комплексов носит случайный характер. Как следствие - они практически не влияют на качество транспортных услуг;
- ограниченный перечень услуг транспортно-логистического комплекса, узкий круг клиентов, отсутствие их выхода на
магистральные линии транспортных коридоров, а иногда и на железнодорожную сеть;
- отсутствие у чиновников понимания сути и значения логистических процессов.

Существующие программы экономического развития в регионах Украины не в полной мере учитывают зависимость территориальных особенностей от движения товаров и возможности использования логистических решений в управлении товарными потоками. Отсутствие эффективной логистической инфраструктуры увеличивает отраслевые, территориальные и социальные диспропорции в регионе. Применение логистического подхода при разработке региональных программ экономического развития позволит достичь пропорционального экономического и социального развития районов с различным уровнем промышленного потенциала. Проблемы эффективного управления движением товаров на микро- и макроуровне становятся все более значимыми для всех хозяйствующих экономических субъектов. Системное и грамотное управление товарными потоками на взаимовыгодных для товаропроизводителей, посредников, организаций сферы услуг и социальной сферы условиях позволит увеличить инвестиционную привлекательность, повысить конкурентные преимущества, улучшить показатели финансово-хозяйственной деятельности, создать дополнительные рабочие места, сформировать единое информационное пространство, упростить процесс поиска потенциальных клиентов и поставщиков, сократить временные разрывы на всех стадиях движения потоков ресурсов и готовой продукции, а также сопутствующих им потоков информации, финансовых средств и сервисных потоков. В этой связи проблемы формирования и системного регулирования движения товаров в пространстве и во времени на региональном уровне, путем создания логистических систем, являются актуальными и приобретают большую значимость как в научно-теоретическом, так и в практическом отношениях.

Исследованию сущности логистических центров, проектам их создания и функционирования в экономической литературе уделено достаточное внимание. Обобщая различные трактовки понятия логистики с позиции их содержания, можно сделать следующие выводы. Во-первых, основу большинства определений логистики движения товаров составляет материальный поток, его движение от поставщика материально-технических ресурсов
до потребителя, или внутри производства при изготовлении промежуточного и конечного продукта, следовательно, речь идет о процессе движения товаров. Во-вторых, материальный поток в различных определениях является предметом управления, планирования, организации, контроля и координации, следовательно, речь идет об управлении процессом движения товаров. В-третьих, в некоторых трактовках присутствует термин «система», что подразумевает объединение в единое целое функций логистики на основе определенных принципов и заданных отношений, следовательно, управления процессом движения товаров рассматривается в виде системы. Обобщая определение материального потока, можно сделать вывод о том, что «поток» в общем виде имеет два основных признака: во-первых, он должен предусматривать движение; во-вторых, он должен иметь предмет движения. В свою очередь, материальный поток, объединяющий предприятия и организации, не существует сам по себе, он сопровождается целым рядом технологических процессов, связанных с транспортировкой, складированием и хранением запасов материальных ресурсов, реализацией промежуточной и конечной готовой продукции [9].

Основной предпосылкой возможности применения логистического метода организации товародвижения является организационно-экономическое единство участников товародвижения. Модель логистической организации товародвижения представлена на рис. 2. Производство, оптовая и розничная торговля, транспорт начинают координировать и совместно планировать свои действия.

Рис. 2. Логистический подход к управлению материальными потоками в системе товародвижения

Новый объект управления - сквозной материальный поток
Учитывая вышеприведенное региональная транспортная политика, на наш взгляд, должна быть направлена прежде всего на:

модернизацию и развитие транспортной инфраструктуры. Это означает комплексное развитие транспорта, внедрение прогрессивных технологий и транспортно-логистического сервиса, соответствующего международным стандартам. Первочередные меры - модернизация и строительство крупных портовых комплексов, терминалов и логистических транспортно-распределительных центров в мультимодальных транспортных узлах, расположенных в зоне притяжения к международным транспортным коридорам;

создание организационно-экономических, финансовых и нормативно-правовых механизмов для привлечения крупных инвестиций, необходимых для формирования опорного каркаса транспортной сети.

Отмеченные региональные аспекты и проблемы развития транспортного комплекса требуют теоретического проработки вопросов формирования транспортно-логистического кластера. Все это выдвигает необходимость создания на территории страны сети региональных транспортно-логистических систем и кластеров с последующей трансформацией их в единую интегрированную государственную транспортно-логистическую систему.

Система товародвижения определяется большим количеством элементов. Структура товарных потоков включает разнообразные формы деятельности: субъекты производственно-хозяйственной деятельности, оптовую, розничную торговлю, а также торговлю на биржах, ярмарках, выставках, аукционах через посредников, действующих на рынке.

Крупные промышленные предприятия, имеющие мощные сбытовые сети и оптовая торговля может стать основой построения региональной системы распределения товаров, так как общим является наличие во всех программах такой составляющей как создание логистических центров, без которых решение указанных проблем, на новой научно-производственной и организационно экономической основе невозможно.

сфере перемещения товаров в страны присущи следующие тенденции:

- увеличение объема грузовых потоков по всем направлениям транспортных коридоров, при неполном использовании их
потенциала с учетом мировых интеграционных тенденций в сфере транспорта и логистики;

- отечественный бизнес работает без учета мирового опыта в этой сфере, в результате чего происходит постоянное увеличение в себестоимости продукции транспортных составляющих и снижение их конкурентоспособности;

- не в достаточном уровне уделяется внимание созданию логистической системы товародвижения с участием транспортного комплекса страны.

Организационные методы государственной поддержки процессов товародвижения должны охватывать решения задач и координационные функции, выполняемые органами исполнительной власти, структурирование этих функций, реализацию их на государственно-программной основе.

Отметим, что основными задачами государственных структур на региональном уровне являются:

- разработка и реализация научно-технической политики развития процессов товародвижения и товаропроводящей сети;

- координация процессов товародвижения и деятельности субъектов товарных рынков по организации и осуществлению товаровождения.

Резюмируя теоретические и научно-практические базы формирования транспортно-логистических систем в Украине, можно отметить, что транспортно-логистический система может формироваться не только в границах отдельно взятого региона, но и на базе наиболее развитых и приоритетных направлений по всему пути следования международного транспортного потока. Основными причинами, препятствующими эффективному развитию ТЛС в Украине являются отсутствие отношений сотрудничества между конкурентами в сфере научных исследований, образования, маркетинга; необразованность бизнеса властями преимуществах связей, сетевого сотрудничества и государственно-частного партнерства; неразвитость партнерских отношений с местными органами государственного управления; отсутствие некоммерческой организации, объединяющих субъекты ТЛС в регионе.

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Changing Paradigm in Economics & Management System

9.

Formation of the Concept of Governance of Detailed Tourism in Ukraine in the Minds of Decentralization

*Трохимець О.І.
**Шелеметьєва Т.В.

Серед основних проблем управління розвитком туризму в Україні можна виділити наступні: відсутність дієвих каналів і важелів взаємодії виробників туристичних послуг з органами влади, що регламентують і регулюють їх діяльність; недосконалість чинного законодавства; брак професійних кадрів для роботи в туристичній галузі; низька ефективність державної підтримки розвитку внутрішнього і в'їзного туризму та ін. Недостатня готовність органів влади вирішувати зазначені проблеми, на наш погляд, зіграла першорядне значення при переході від частково-децентралізованої системи управління розвитком туризму до децентралізованої з формуванням саморегулюючих структур, а саме внутрішнього самоврядування.

*Трохимець О.І.доктор економічних наук, професор, професор кафедри національної економіки маркетингу та міжнародних економічних відносин.
**кандидат економічних наук, доцент, доцент кафедри туристичного, готельного та ресторального бізнесу Національного університету «Запорізька політехніка».
Тому вкрай необхідно є розробка та реалізація цілісної концепції управління розвитком туризму в умовах децентралізації (рис. 1).

Зазначимо, що децентралізація означає такий спосіб визначення і розмежування завдань і функцій, при якому більшість з них передається з рівня центральних органів на рівень нижче і стає власними завданнями і повноваженнями органів нижчого рівня [1, с. 124].

У сучасних дослідженнях з адміністративного права децентралізацію визначають, як такий спосіб організації публічної влади в державі, при якому

Рис. 1 – Концепція управління розвитком туризму Приазовського туристичного району в умовах децентралізації

адміністративно-територіальні одиниці або інші територіальні створення мають право самостійно вирішувати питання місцевого значення та реалізовувати власні завдання в межах, встановлених законодавством і під відповідальність уповноважених органів і посадових осіб, а втручання в їх діяльність може відбуватися виключно з метою нагляду за законністю в передбачених законом випадках і відповідних формах. Так, особливістю таких визначень є новий підхід до розподілу і реалізації владних і інших адміністративних функцій [1, с. 125].

Проявом цього в рамках підсистеми внутрішнього управління в туристичній галузі виступає поява професійних організацій – спілок або асоціацій. На наш погляд, необхідно розмежовувати 2 види організацій.

Перший вид – це організації, для яких туристична сфера є одним з напрямків діяльності, але не основним. Це дозволяє даній організації бути потужним інструментом укаріїнського бізнесу для захисту своїх інтересів і створення системи взаємодії з державою. Другий вид – це організації, для яких туристична діяльність є основною. Прикладом громадської організації, що спеціалізується на туризмі, на українському ринку є створена Національна туристична організація (НТО). Вона має на меті зняття всіх зобов’язань перед урядом, працювати як фірма і здійснювати функції контролю і управління за ринком туристичних послуг.

Національна туристична організація (НТО) була створена в Україні у 2016 році для консолідації бізнесу туристичного сектора України, її робота спрямована на приведення сектору туризму
до найбільш збалансованої і стійкої моделі розвитку. Мета НТО – створити постійно діючу мережу-платформу об'єднання регіональних, міських і галузевих туристичних організацій для підвищення якості національного туристичного продукту, розвитку системи професійних знань і підготовки фахівців, а також всього комплексу маркетингу туристичного бренду України на внутрішньому і глобальному ринку. Головна мета цього об'єднання – консолідувати і об'єднати туристичну галузь.

Крім того, створено регіональні туристичні асоціації в Києві, Одесі, Львові, Дніпрі та Закарпатті. У Вінницькій області планують створити власну Асоціацію розвитку туризму, роботу якої спрямовують на залучення в регіон туристів, зокрема іноземних, протягом цього року. Дуже важливо, щоб Вінниця була успішною і привабливою для міжнародного і внутрішнього туризму. Асоціація дозволить Вінниччині бути представлена на міжнародних туристичних виставках. Передбачається, що створення Асоціації сприятиме консолідації зусиль туристичного бізнесу для розвитку інфраструктури та сфери послуг, які можуть зацікавити іноземних громадян [2].


Прикладом громадських організацій є Всеукраїнська громадська організація – Туристична Асоціація України – створена в квітні 1998 році на підставі законів України «Про туризм» і «Про об'єднання громадян». Засновниками цього професійного об'єднання є трудові колективи провідних підприємств туристичної галузі нашої держави.

Головна мета Асоціації – об'єднання зусиль працівників туристичної та суміжних галузей для спільних дій по захисту своїх законних прав, задоволенню професійних і соціальних інтересів, сприяння розвитку туризму в Україні, у тому числі збереження й захисту культурної спадщини України. Асоціація відкрита для тих, хто підтримує її мету та визнає Статут. Виходячи з цього, в
Асоціації передбачено колективне та індивідуальне членство.

Асоціація діє за територіальним принципом. Основою Асоціації є регіональні осередки, що створюються в областях, містах за наявності понад трьох колективних членів Асоціації. Індивідуальні члени входять до регіональних осередків за місцем роботи чи проживання. Нині ТАУ об’єднує понад 350 провідних туристичних підприємств, що репрезентують практично всі регіони України [3].

В Україні створена також Громадська спілка «Асоціація індустрії гостинності України» (рис. 2).

Рис. 2 – Асоціація індустрії гостинності України (складено авторами за даними [4])

Асоціація індустрії гостинності об’єднує представників бізнесу, влади, наукової спільноти та місцевих громад у единої інформаційній простір для обміну знаннями та досвідом, реалізації спільних проектів, проведення досліджень, доступу до інновацій та створення додаткових можливостей для зростання та розвитку [4].

На наш погляд, альтернативою серед структур саморегулювання в підсистемі внутрішнього управління в туристичній галузі може стати Приазовська Асоціація туризму, яка є об’єднанням Приазовського туристичного району (рис. 3).

Рис. 3 – Мета та завдання Приазовської Асоціації туризму (запропоновано авторами)

До складу Приазовського туристичного району входять Херсонська та Запорізька області. Площа району – 55,7 тис. км2 або 9,2 % загальної території України. В районі проживає 2978,1 тис. населення, більша частина якого (70,3%) мешкає у містах. Найбільшим містом Приазовського туристичного району є Запоріжжя. Запорізька область входить в першу десятку провідних областей за обсягами реалізованих послуг і кількістю ліцензіатів, що працюють на території України. Динаміка основних показників туристичної діяльності в межах області є типовою для України. На території області зосереджено значний туристичний потенціал, професійне і обґрунтоване використання якого створить умови для підвищення ефективності сфері туризму як в межах області, так і країни в цілому, особливо в умовах нестабільності економічного та політичного середовищ. Запоріжжя є одним з найбільших адміністративних, індустріальних і культурних центрів півдня
України. Місто має значний туристичний потенціал, зумовлений географічним розташуванням, особливостями історичного розвитку, національно-культурним різноманіттям, специфічною архітектурою міста, природними об’єктами, наявністю потенційно брендових туристичних продуктів, унікальним поєднанням у межах міста урбанізованих та індустріалізованих майданчиків із заповідними територіями [5].

У Запорізькій області на державному обліку перебуває 8315 пам’яток, з них 6563 – пам’ятки археології, 1700 – історії, 32 – монументального мистецтва, 20 – науки і техніки; 12 об’єктів культурної спадщини регіону (3 пам’ятки історії і 9 – археології) занесено до Державного реєстру нерухомих пам’яток України національного значення. Найбільш туристично привабливими є заповідники. Забезпечення певного мінімуму культурних послуг для всіх верств населення, збереження народних мистецьких традицій, етнокультурного різноманіття здійснюється потужним культурним потенціалом галузі області: 5 театрів, філармонія, 2 вищих навчальних заклади І-ІІ рівнів акредитації, 66 шкіл естетичного виховання, 16 кінотеатрів, 510 бібліотек, 412 установ культури клубного типу [6].

Курортним містом області є Бердянськ. За радянських часів він мав статус курорту загальносоюзного значення. Нині на Бердянській косі та в місті знаходяться санаторії, десятки пансионатів, будинків відпочинку. Передумови досягнення стратегічних цілей розвитку туризму у місті Бердянськ розглянуто нами у розділі 3 дослідження. Чимало цікавих об’єктів соціально-культурної спадщини Приазовського туристичного району знаходиться в Херсонській області, зокрема, в її центрі – м. Херсон. Херсонська область, зокрема, м. Каховка, стало в роки незалежності України місцем проведення гучного і найвідомішого в країні пісенного фестивалю під відкритим небом «Таврійські ігри», що влаштовується кожної весни на невеликому майданчику, розташованому на набережній водосховища. Каховка також відома своїми монументами та пам’ятниками – «Легендарна тачанка», «Дівчина в шинелі» тощо. Курортним центром області є м. Генічеськ, через яке проходить шлях на найдовший (майже 100 км) пляж Азовського моря, розташований на Арабатській Стрілці (рис. 4)[7].
Рис. 4 – Соціально-культурний потенціал території Приазовського туристичного району

Саме на Херсонщині розташовані: єдина в Європі природна пустеля — Олешківські піски; найбільший у світі рукотворний ліс — 100 тис. га; унікальні горні ландшафти посеред степу «Станіславські кручі». В області 12 курортних населених пунктів, понад 450 км морської берегової лінії, з них 200 км обладнаних піщаних пляжів; Місто Скадовськ — курорт державного значення — центр дитячого оздоровлення та відпочинку; найдовша піщана коса в світі — Арабатська стрілка; понад 70 родовищ цілющих бальнеологічних ресурсів (мінеральних і термальних вод, лікувальних грязей, рошит соляних озер) серед яких унікальне Лемурійське озеро, лікувальна грязь якого пройшла клінічні випробування, сертифікована і допущена для використання в якості лікувального та косметичного продукту [8].


В області активно розвивається водний туризм, сільський зелений, винний, екологічний, історико-культурний, гастрonomicій, подіївий. Туристичні пропозиції задовольняють попит на атмосферні тури на будь-який смак та для будь-якої вікової категорії, і в будь яку пору року. Це і кайтінг, і яхтінг, байдарки, прогулянки на квадро циклах, рибалка, полювання, театр під відкритим небом, відвідування «долини тюльпанів», подорожування козацькими шляхами та багато інших туристичних атракцій.

Більше 1000 об’єктів відпочинку, оздоровлення та розміщення надають послуги гостям Таврійського краю (з них 49 дитячих, 60 садиб зеленого туризму, 51 готельний комплекс. Загальний ліжковий фонд понад 100 тис. місць). В аеропорту «Херсон» регулярно здійснюються рейси Стамбул-Херсон-Стамбул (авіакомпанії «Turkish Airlines»), Херсон-Київ («Міжнародні
авіалінії України», компанією «Браво» — міжнародні чартерні рейси у напрямку Хургади, Шарм-Ель-Шейх(Єгипет), Анталії, Даламан (Туреччина), Любліну (Польща). За яскравими враженнями та неповторними емоціями в область приїжджає понад 3,5 млн. гостей.

Сьогодні Херсонщина є безсумнівно однією з найпривабливіших територій для відпочинку в Україні з інфраструктурою та індустрією гостинності, які активно розвиваються та інвестуються. У життя втілюються різноманітні інфраструктурні проекти, що сприяють подальшому розвитку туризму на території області, зокрема: будівництво яхт-клубів, дельфінаріїв, аквапарків, готельно-апартаментних комплексів, кінно-спортивних клубів, бальнеологічних центрів, відновлення регулярних пасажирських перевезень та екскурсій по Дніпропетрівську, тощо. Херсонщина — унікальна територія для туризму, відпочинку та рекреації, яка має достатньо переваг для формування та розвитку потужного курортно-туристичного комплексу. Область має широкий вихід до Дніпровської водної магістралі, і це єдина з областей України, яка має вихід одночасно до 2 теплих морів – Чорного і Азовського. [8].

Динаміка основних показників туристичної діяльності Приазовського туристичного регіону наведено у таблицях 1-3.

### Таблиця 1

<table>
<thead>
<tr>
<th>Рік</th>
<th>Запорізька область</th>
<th>Приріст, %</th>
<th>Херсонська область</th>
<th>Приріст, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>166</td>
<td>0</td>
<td>82</td>
<td>0</td>
</tr>
<tr>
<td>2015</td>
<td>140</td>
<td>-15,6</td>
<td>53</td>
<td>-35,3</td>
</tr>
<tr>
<td>2016</td>
<td>161</td>
<td>+15,0</td>
<td>72</td>
<td>+35,8</td>
</tr>
<tr>
<td>2017</td>
<td>160</td>
<td>-0,6</td>
<td>67</td>
<td>-6,9</td>
</tr>
<tr>
<td>2018</td>
<td>188</td>
<td>+17,5</td>
<td>80</td>
<td>+19,5</td>
</tr>
</tbody>
</table>

*У загальній кількості враховані юридичні особи та фізичні особи-підприємці

### Таблиця 2

Динаміка кількість туристів, обслугованих туроператорами та турагентами у Приазовському туристичному районі, од. (складено за даними Держкомстату та Головного управління статистики Запорізької та Херсонської областей)

<table>
<thead>
<tr>
<th>Рік</th>
<th>Запорізька область</th>
<th>Приріст, %</th>
<th>Херсонська область</th>
<th>Приріст, %</th>
</tr>
</thead>
</table>
## Таблиця 3

Динамика кількості засобів розміщення у Приазовському туристичному районі, од. (складено за даними Держкомстата)

<table>
<thead>
<tr>
<th>Рік</th>
<th>Запорізька область</th>
<th>Херсонська область</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Кількість колективних засобів розміщення, усього</td>
<td>У тому числі</td>
</tr>
<tr>
<td></td>
<td>Кількість колективних засобів розміщення</td>
<td>інші засоби розміщення</td>
</tr>
<tr>
<td>2011</td>
<td>312</td>
<td>116</td>
</tr>
<tr>
<td>2012</td>
<td>315</td>
<td>89</td>
</tr>
<tr>
<td>2013</td>
<td>358</td>
<td>126</td>
</tr>
<tr>
<td>2014</td>
<td>355</td>
<td>125</td>
</tr>
<tr>
<td>2015</td>
<td>311</td>
<td>86</td>
</tr>
<tr>
<td>2016</td>
<td>376</td>
<td>114</td>
</tr>
<tr>
<td>2017</td>
<td>374</td>
<td>131</td>
</tr>
<tr>
<td>2018</td>
<td>123</td>
<td>15</td>
</tr>
</tbody>
</table>

Як бачимо Приазовський туристичний район має всі передумови для формування та розвитку потужного курортно-туристичного комплексу. Але потрібна підтримка з боку органів місцевого самоврядування муніципальних утворень, які в умовах децентралізації можуть самостійно визначати форми підтримки туристичної галузі та її розвитку, в тому числі – встановлювати пільги з оплати комунальних послуг та орендної плати туристичним об’єднанням.

Метою створення Приазовської Асоціації туризму – є об’єднання зусиль представників туристичного сектора, до складу якого вони входять, для опрацювання юридичних підстав діяльності туристичних агентств та регіональних туроператорів, та збереження вже сформованої мережі Приазовських туроператорів і агентств. В іншому випадку вона може бути витіснена з місцевого ринку експансією і подальшою монополізацією крупнішими
фірмами. Основний принцип Асоціації – рівні права для всіх. Ця організація може стати найбільшим союзом в туристичному секторі Приазовського туристичного району. Членство в Асоціації має бути показником професіоналізму суб’єктів туристичної діяльності.

Основними принципами при реалізації запропонованої концепції мають виступати: багатофункціональність; мобільність і стійкість; державна законність; орієнтація на цінності; системність; мотивація; інтеграція; партнерство.

Таким чином, максимальна ефективна функціонування туризму досягнуть ті туристичні райони, які спільними зусиллями регіонального співтовариства, державної влади і підприємств індустрії гостинності зможуть створити найбільш сприятливі умови для туристів з урахуванням інтересів місцевих громад.

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10. Methods for Solving the Problem of the River Excurtion of the River Southern Bug

* Marushchak Irina Anatolyevna

Formulation of the problem

This paper is devoted to the consideration of the problem of shallowing the Southern Bug River, as well as the analysis of methods for solving this problem. The main sources of fresh water on the territory of Ukraine are the flows of the Dnieper, Dniester, Southern Bug, Siversky Donets, Danube rivers with tributaries, as well as small rivers on the northern coast of the Black and Azov seas. Environmentalists have been talking about the poor condition of the surface waters of Ukraine for a long time. Rivers and lakes have long been filled with sewage, industrial waste, and agricultural fertilizers. Experts say that clean water arteries in Ukraine no longer remain.

*Graduate Student, National University of Shipbuilding, name of Admiral Makarov, Nikolaev, Ukraine.
One of the main rivers of Ukraine - the Southern Bug River is also currently in danger. Due to the summer drought and the long absence of heavy rainfall, the water in the river turns into standing water, which leads to a lot of fish and the quality of water deteriorates.

According to experts, the Southern Bug River is crumbling literally every year. In some places in the area of the Migey rapids, the river has decreased so that it is already possible to ford, whereas earlier, 20 years ago, it was impossible to do so because of the strong current.

In some places of the river, the appearance of blue algae was observed, which indicates the beginning of an irreversible destructive river.

The shallowing of the river (water shortage) is a very dangerous hydrological phenomenon, as a result of which navigation worsens, electricity generation at hydroelectric power plants decreases (figures directly depend on the volume of water accumulated in reservoirs), problems arise with the water supply of agriculture, crop yields decrease, living conditions deteriorate and human health, there is a risk of fire. [4]

Analysis of recent research and publications. The problem of shallowing rivers also exists in several European countries. For example, due to the strong heat in 2015 and the lack of rain, some German rivers became shallow. Thus, the water level in the Elbe in the Wittenberg region is only 87 centimeters. In some places, pitfalls were exposed. The movement of large vessels on the river suspended. During the summer months in France, Spain and Poland precipitation fell five times less than the multiyear average. The largest rivers became shallow. In Romania, the water level in the Danube fell to five meters - dozens of cargo ships can not leave the port. And in Germany, passenger navigation on the Elbe did not begin at all. [1]

The European farmers are in a desperate situation - their crops are destroyed by the scorching sun. Hectares of corn, wheat and rape are scorched. Farmers are afraid that in winter there will be nothing to feed the animals - there is no grass to prepare hay. [3]

Also, due to the severe drought of 2015, the rivers in Belarus were shallowing.

In Poland, due to the heat that caused a sharp drop in the water level, electricity supply is limited. As a result, the largest steel complex in the country has partially suspended its work. This happened for the first time in the last few decades.

By analyzing this problem in other countries, we see that the
problem is widespread in countries and therefore each country has an individual solution according to the indicators of each country. [6]

The purpose and objectives of the study. Analysis of the causes of the shallowing of the Southern Bug River and consideration of methods for solving the problem. To achieve the goal, the following tasks were set:

1. Consider the problems of shallowing the Southern Bug River.
2. To analyze methods for solving the problem of shallowing the river.

Presentation of the main material. Among the major rivers of Ukraine, the Southern Bug is the fourth river in terms of water content. In addition, its basin is completely located on the territory of our state, that is, the channel of both the river itself and its tributaries do not border with other countries and do not originate in the territory of any of them. For this reason, it is advisable to save the river basin as one of the types.

On the bed of the Southern Bug itself, such energy complexes as the Ladyzhynskaya SDPP and the South-Ukrainian NPP, the Tashlyk pumped storage plant and the Alexandria hydropower station as components of the hydropower complex on the Southern Bug were built.

Its functioning is associated with significant amounts of water consumption, which is not so much in the basin of this, albeit a large river.

The Southern Bug is located in the south-west of Ukraine, on the territory of the Khmelnytsky, Vinnytsia, Kirovograd (in the latter borders on Odessa) and Nikolaev regions. It originates from a swamp on the watershed between the rivers Zbruch and Sluch close to Kholodets that Khmelnicchine, laying its more than 800-km channel along the Podolsk and Dnieper hills and the Black Sea lowland, falling into the Bug estuary of the Black Sea.

In the upper course, which is considered to be a section of the Southern Bug from the source to the city of Vinnitsa, the channel lies among the marshy valley up to 1.5 km wide, where it is lost among the thickets of higher aquatic vegetation. Here its width does not exceed 10–15 m, the depth is no more than 2.5 m, the flow is barely noticeable. The tributaries that flow into the river here are also marshy. In many places ponds are built on them.

Such a character of the river preserves the tributary Ikva. Here it turns to the east from the northeast direction, forming a significant
knee. Such changes in the direction of the channel are due to the composition of the rocks that are being eroded by the river.

In a number of places it crosses rocks, forming waterfalls, rapids, which vary in stretches with a calm flow. So, merging with the tributary Vovk, the Southern Bug forms a significant stretch more than 3 km long, and just below this place, near the town of Starokostyantinov, its banks considerably increase, and granite performances appear on them and in the channel.

Rocky shores accompany the channel either from one or from both sides, thanks to which the river flows in a number of places, as if in a canyon, where granite rocks form rapids and rapids. Passing the next stone ridge, the river again erodes soft rocks, forming a wide bed and a marshy floodplain, as is observed in the area from the mouth of the river. Zgar to the mouth of the river. Gums.

From the mouth of the latter, the Southern Bug turns southward from the south and retains this direction to the mouth of the River tributary.

The reservoir is navigable. Used for recreation. The middle course of the Southern Bug receives its largest tributaries: Sob, Savranka, Kodima, Sinyukha.

The latter has longer tributaries than itself (Big Vys, Gorny Tikich, Rotten Tikich, Yatran, Umanka, Black Tashlyk). They are different in their hydrological features, eroding the mountain and soft rocks, where marshy floodplains appear. The waters of most of them are used for water supply, fish farming, and even for generating electricity (some of them have dams). The South-Ukrainian energy complex, which also uses the waters of the Southern Bug to cool its units, was built on the same site.

According to the latest research indicators of the state for the summer of 2017, the river level dropped to a critical level, which leads to a deterioration in the work of enterprises dependent on water resources of the Southern Bug.

The interdepartmental commission at the South-Bug basin management of water resources (BUVR) held an extraordinary meeting, which was held in Pervomaisk. The meeting analyzed the current water situation in the basin of the Southern Bug River. It was noted that in early July a low water discharge in the river was recorded at water points, while periods of low water usually fall from August to September. The reasons for the low flow of the river in 2017 were a lack of precipitation and high air temperature. The average water consumption in the Southern Bug today corresponds to the
lowest figures for the entire period of long-term observations. For example, at Aleksandrovka gauging station, the average monthly consumption for July was only 20.1 m$^3$/s at a rate of 60.6 m$^3$/s.

Filling of reservoirs at the expense of natural flow practically does not occur, but the gradual drawdown of water to ensure environmental costs in the downstream is performed continuously. As of July 12, Ladychinskoe, Pervomayskoye and other reservoirs worked below the levels of the normal retaining level. An extremely difficult situation, according to experts from the BUVR, has developed on the Aleksandrovsky reservoir. In accordance with the established regimes of operation of the reservoirs, on June 4, in order to ensure the sanitary-ecological flow rate of 17 m$^3$/s, the Alexander reservoir began to discharge water, and today its volume has already been driven by 1 m 22 cm to the level of 14.78 m with the permitted level of 14, 6 m. At the same time, the water inflow into the reservoir decreased to 10.8 m$^3$/s.\[5\]

**State of the Southern Bug River in June 2017:**

In January, in the mouth waters of Yu. Bug and Ingul at all observation stations a decrease in salinity was recorded, which was 0.91 - 3.31 g / dm$^3$. Among biogenic elements, nitrogen excess of nitrite 05.01 was observed at st. 66, 67, 68 and amounted to 50, 25, 28 µg / dm$^3$ (MPC = 20 µg / dm$^3$).

Phenols, petroleum products and detergents were not detected.

The content of dissolved oxygen in January was sufficient and amounted to 14.66 - 21.82 mg / dm$^3$ (MPC = 4.00 mg / dm$^3$), which corresponded to 103 - 151% of saturation.

In the mouth waters of the rivers Yu. Bug and Ingul in February, the salinity ranged from 0.88 to 2.28 / dm$^3$. The oil content exceeding the MPC was not observed. For the entire observation period, the content of phenols and synthetic surfactants were not detected.

Among biogenic elements, a slight excess of nitrite nitrogen was observed in all regions of 13.02 and 22.02 and ranged from 29–22 µg / dm$^3$ (MAC = 20 µg / dm$^3$).

The content of soluble oxygen in the areas of observation of Nikolaev increased significantly and was (at MAC = 6.00 mg / dm$^3$): - Ingul Embankment - 17.09 - 25.75 mg / dm$^3$ (120 - 187% of saturation), - Varvarovsky Bridge - 14.92 - 21.26 mg / dm$^3$ (105 - 152% saturation), - seaport - 17.71 - 25.05 mg / dm$^3$ (125 - 179% saturation).

In the mouth waters of the river. Yu. Bug and Ingul in March, the salinity was close to the level of February and ranged from 0.95
to 2.95 g / dm3.

The content of petroleum products and phenols, exceeding the MPC, was not observed.

The maximum concentration of synthetic surfactants was recorded on March 21, 1717 in the area of the Ingul embankment and was 120 µg / dm3 (MAC = 100 µg / dm3).

Among the biogenic elements, nitrite nitrogen was exceeded in all areas and ranged from 20–33 µg / dm3 (MAC = 20 µg / dm3).

The content of dissolved oxygen in the observation areas of the city of Nikolaev was sufficient and amounted to (at MAC = 6.00 mg / dm3):

<table>
<thead>
<tr>
<th>№</th>
<th>Observation area</th>
<th>Dissolved oxygen content</th>
<th>Saturation percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ingul Embankment</td>
<td>13.40 – 17.29 mg / dm3</td>
<td>109 – 127 %</td>
</tr>
<tr>
<td>2</td>
<td>Varvarovsky Bridge</td>
<td>13.13 – 20.23 mg / dm3</td>
<td>107 – 149 %</td>
</tr>
<tr>
<td>3</td>
<td>Sea port</td>
<td>12.25 – 20.59 mg / dm3</td>
<td>101 – 151 %</td>
</tr>
</tbody>
</table>

In April, in the estuarial waters of Yu. Bug and Ingul, salinity was recorded in the range of 0.72 - 2.62 g / dm3. In the third decade of the month, an increased content of phenols (1.6 - 2.4 µg / dm3) was noted, with MPC = 1 µg / dm3.

The content of petroleum products exceeding the MPC was not observed. Excess concentration of MAC of ammonium nitrogen was recorded on 04/19/17 in all areas of observation and ranged from 560 to 810 µg / dm3 (MAC = 390 µg / dm3). The concentration of nitrite nitrogen in the first and second decades of the month ranged from 20 to 28 µg / dm3 with MPC = 20 µg / dm3.

The content of dissolved oxygen in the areas of observation of Nikolaev was sufficient and amounted to (MPC = 6.00 mg / dm3):

<table>
<thead>
<tr>
<th>№</th>
<th>Observation area</th>
<th>Dissolved oxygen content</th>
<th>Saturation percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ingul Embankment</td>
<td>10.90 – 13.16 mg / dm3</td>
<td>96 – 118 %</td>
</tr>
<tr>
<td>2</td>
<td>Varvarovsky Bridge</td>
<td>11.19 – 12.69 mg / dm3</td>
<td>97 – 114 %</td>
</tr>
<tr>
<td>3</td>
<td>Sea port</td>
<td>9.42 – 13.97 mg / dm3</td>
<td>84 – 126 %</td>
</tr>
</tbody>
</table>

In May, in the mouth waters of Yu. Bug and Ingul, the salinity value was significantly higher than in April and varied from 1.14 - 2.62 g / dm3.
Among biogenic elements, an excess of MPC of nitrite nitrogen was observed in all observational areas and ranged from 20 to 28 µg / dm³ (MAC = 20 µg / dm³). In May, an increased content of phenols (1.0-1.8 µg / dm³) was noted, with MPC = 1 µg / dm³. The content of petroleum products, surfactants, exceeding the MPC, was not observed.

The content of soluble oxygen in the areas of observation of the city of Nikolaev was (MPC = 6.00 mg / dm³):

<table>
<thead>
<tr>
<th>№</th>
<th>Observation area</th>
<th>Dissolved oxygen content</th>
<th>Saturation percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ingul Embankment</td>
<td>8.34 – 9.07 mg / dm³</td>
<td>85 – 98 %</td>
</tr>
<tr>
<td>2</td>
<td>Varvarovsky Bridge</td>
<td>7.76 – 9.37 mg / dm³</td>
<td>77 – 101 %</td>
</tr>
<tr>
<td>3</td>
<td>Sea port</td>
<td>8.96 – 10.83 mg / dm³</td>
<td>92 – 110 %</td>
</tr>
</tbody>
</table>

**Consequences of Shallowing Rivers:**
- The death of the fish;
- The limited water resources of economic sectors - utilities, agriculture, energy and fish farming;
- Reduced drinking water quality;
- Restriction of river navigation;
- The blooming of water and algae.

Ways to solve the problem of shallowing the Southern Bug River. In order to save the river from the adverse effects of climatic factors and human mismanagement and indifference, a nationwide systemic approach to the complex of existing challenges and urgent tasks and prospects seems necessary.

**There are Basic Methods for Solving this Problem:**
- Water purification;
- Control of water intake by enterprises;
- Planting trees to restore the river;
- Artificial filling of the river with water;
- The settlement of the river fish.

**Research Results and Discussion**

Having considered the state of the river and the methods for solving the shallowing, it can be concluded that the existing methods of solving the most suitable will be the control of water intake by enterprises and the artificial filling of the river with water. [2]
This method was chosen because there are large enterprises along the river for which water is essential for work (Yuzhnouinskaya NPP, Tashlyskaya PSP, etc.). For these enterprises it is necessary to create rules for water intake.

The method of artificially filling the river is necessary in order to increase the volume of the river now, since according to the latest indicators the water level is critically low. This problem is very urgent and requires an integrated approach to the solution.

Findings. The shallowing problem of the Southern Bug River is considered. Analyzed indicators of the state of the river and ways to solve the problem of shallowing rivers. This problem is relevant in most countries. The condition of the Southern Bug River has deteriorated significantly over the past year. Enterprises along the river aggravate the shallowing situation. Of the existing methods selected the most suitable for this situation.

**Literature:**

Possibilities of Integrative Interaction Between the Public and Private Sectors in the Agricultural Sector

*Shashkova Nina

Consolidating strategic strengths in the areas of budget planning, government forecasting and programming requires an integrated foundation. There are a number of factors that are not known to the Centers for Managing the State Forecasting and Strategic Planning System due to the difficulty of predicting them. As a rule, the active elements of this system are better informed about unknown center parameters: corruption mechanisms of allocation of budgetary funds by directions of implementation of targeted programs or family relations in the spheres of state, regional and local administrative decisions. Informal relations in the system of state programming and budget financing force to give out individual strategic priorities for the national ones. Only the fact of the social order, whose presence determines the priority of

* D.Sc., Prof, Department of Economic and Management, Kherson State University.
the budgetary solution, can solve this problem. The complexity of implementing innovative public administration methods is driven by the high degree of alienation of a large part of economic entities from public development goals.

First of all, this is facilitated by the conditions of individualization, economic fragmentation and deep differentiation of strategic advantages of business entities. Every strategic alternative to “public goals” should have a relevant social order on the surface of the “public goals” response. If in the field of public planning, the public strategic alternative is not responsive or has a new set of public preference rules, then this alternative should be adjusted in the direction of reduced public funding. An appropriate mechanism is proposed to “integrate state and public strategic guidelines into the public planning system”.

State planning is an element of a complex forecasting system of justification of strategic tasks of economic development. Given that this system in Ukraine is not sufficiently formed even at the theoretical level, it is difficult to imagine the effective implementation of its purposeful function in relation to the development of the agricultural sector. We believe that the most difficult task for public planning in Ukraine is the complexity of reaching a consensus between public, private and governmental development goals. How to incorporate the goals of development of the whole society in the market model of economy and to associate private interest with public utility? And what exactly to consider as a driving force for socio-economic development is profit, commercial profit (essentially an ambiguous factor in view of the consequences of agrarian reforms) or social needs (which express the position of the majority of Ukrainian citizens on material and social discomfort; in 2019). for example, did the deterioration of the financial position of the villagers be noted by 48.7% of the respondents, as opposed to 2011 (39.0%), the improvement was noted by only 3% of the respondents \(^1\)? In the light of the ideological crisis of capitalism, the same dilemma was also discussed at the World Economic Forum in Davos (January 2019) \(^2\), where its participants recognized that it was time to reconsider the indisputable capitalist traditions in order to halt the economic recession. For example, for over thirty years, applicants for the status of economically developed countries - the USA, UK, Germany, Australia, Canada, France, Sweden - have been trying to put into practice national forecasting elements of the planned consolidation of strategic preferences of the business layer, government and the
changing paradigm in economics & management system

Through the efforts of the organizers of the international foresight project with the support of UNIDO (United Nations Industrial Development Organization), the idea of joint strategic planning was to be spread (also in the countries of Central, Eastern Europe and the CIS (Azerbaijan, Albania, Belarus, Hungary, Poland, Russia, Romania, Slovakia, Turkey, Ukraine, Croatia, Czech Republic). However, the continued introduction of “foresight” even in countries such as the United Kingdom and Germany has demonstrated the inability of its methods to consolidate business and public initiative[^3].

Several successful programs, such as the Small Business Research Initiative (SBRI) in the United Kingdom, have helped small and medium-sized enterprises to expand their access to research and procurement from industry ministries, they eventually failed to form a monolithic government - business society association. SBRI also helps businesses to grow - particularly of interest to ambitious small and medium-sized enterprises. They can get funding of up to £100,000 or more to test an idea and up to £1 million or more to develop a prototype. Businesses report average annual sales growth of more than 30% after taking part in SBRI. The problem of creating a national forecasting system in Russia has also been discussed for a long time (seeing the country as a leading institute of strategic targeting).

Discussions are also held with the participation of the Institute for Economic Forecasting of the Russian Academy of Sciences in the context of the need to introduce an independent expert system for assessing the quality of predictive and analytical developments, but the positions of specific institutional and organizational changes are not expressed. In Japan, in the strategic planning system, the problem of the interconnection of interests of government bodies, scientific institutions and business representatives is solved most perfectly. Here, in preparation of the seventh national forecast, 36% of experts from private firms, 37% - from universities, 15% from state organizations and 12% from non-profit organizations were registered[^4].

It can be said that the successful experience of Japanese national forecasting is a policy of concerted implementation of the “five C”: communications, concentration on long-term prediction, coordination, consensus, system of arrangements (communication, concentration on the long term, coordination, consensus, commitment - eng.) . In Ukraine, the implementation of “foresight” began even earlier than the implementation of the Law “On State Forecasting
Possibilities of Integrative Interaction Between....

and Development of Economic and Social Development Programs of Ukraine”, adopted in 2000. This was facilitated in 1997 by the British Council’s proliferation of technological foresight programs. Of course, the main counteraction to “joint forecasting” is, as now, the lack of humanistic interaction in the unity of “government - business society” and, as other researchers point out, the low efficiency of the state apparatus and poor interagency and intra - agency coordination.

Foresight can be defined as a planned attempt to broaden the limits of perception and raise awareness of emerging issues and situations. It aims to support strategic thinking and decision-making by creating a spectrum of possible ways of expanding the future [5]. Therefore, the Forsyth methodology will allow to substantiate and anticipate the development of modern corporate relations in Ukraine, taking into account the peculiarities of the world market and plans for the development of the national economy, which will enable the implementation of a policy of reaching a consensus between the government, the population and the corporation. There are three stages of foresight development: the first stage (technological foresight) is characterized by the use of foresight to develop the prospects of scientific and technological sphere; the second stage (market-oriented foresight) - mainly for the development of business structures; the third stage (socio-economic foresight) - to solve socially significant problems and problems.

Within the current stage of development, foresight takes into account changes in different spheres of activity: economy, science and technology, social, social relations. It is based on the involvement of public authorities, business and civil society institutions, representatives of the scientific community, which provides for communication of participants; long-term concentration, coordination; consent, that is, the coherence of the work of public administration, entrepreneurship, representatives of civil society and the scientific community seeking consensus. In other words, the public nature of management is at the heart of foresight technology.

In Ukraine, the practice of using foresight research in the system of forming the model of state regulation of the corporate sector is absent. There is also no institutional structure that would allow the use of the Foresight methodology in the direction of reconciling public, state and corporate relations.

It is advisable to create a State Foresight Center, which aims to organize in Ukraine a set of measures to develop and implement
technologies for scientific prediction of corporate development and regulation, using the Foresight methodology as a tool of national strategic national planning and promoting international cooperation [6].

At the present stage of development in Ukraine there are many paradoxes, contradictions and problems. The low-tech, commodity economy of the previous period, which lost more than 20% of GDP, 18% of the population, with the withdrawal of much of the heavy industry of the East, the gas shelf and the tourist complex of the Crimea out of control of Ukraine, will no longer be able to meet the needs of society. Under these conditions, the country has decided on the European vector of its social development. But what structure and character of the new economy can sustain such development? The answer to this question should be given to the state in the near future.

The issue of improving the process of integration of public landmarks in the state forecasting system with the establishment of relevant global strategic planning criteria in the agricultural sector is being updated. The purpose of the work is to build an algorithm for integrating the process of forecasting and planning in the agricultural sector, aimed at reconciling the objective functions of strategic interests of the active elements of the system. The implementation of the previously proposed model of coordination of macro and microeconomic forecasting and planning systems requires the creation of a public center for forecasting and planning initiatives. The center plans to develop scenarios of economic and social development for the short and long term based on a predictive analysis of social guidelines and their integration into the system of state programming goals. Therefore, in the structure of the center’s forecasting system, the system of choice of alternatives to goals and their optimization with respect to the parameters of uncertainty and risk will be the initial information procedure. The operation of a forecasting system in the mode of selection of acceptable alternatives implies the logical organization of data in the form of a set of criteria and constraints.

In fact, the combination of systems of formulation of development goals has marked the expansion of the set of target requirements, and hence the system of formation of options for achieving them. However, the problem of deciding on the choice of the optimal alternative is significantly complicated by the presence of many factors influencing the strategic goal of development, most of which can only be described by qualitative indicators. Therefore, the most effective in identifying alternatives to development scenarios is the use of decision-making
Possibilities of Integrative Interaction Between...

methods based on expert judgment and fuzzy logic.

The model of the structure of the system of choice of an alternative, taking into account the criteria of advantages and limitations, is carried out by building a multi-level hierarchy, in which the highest element is the decision-making goal (programmatic goal), other levels are factors of its achievement. This algorithm can be presented as a description of the procedure for the formal solution of the task of integrating the process of forecasting and planning in the agricultural sector. The organizational system is represented by the local priorities of the active elements: “agribusiness”, “rural population”, “food security parameters” and “international development vector”. Information that expresses the strategic priorities for the development of active elements is a multitude of alternatives. It is understood that all subjective priorities in the integrated forecasting system will seek the least differentiation of their strategic orientations. Many benefits, for example, will be revealed by such local priorities as increasing the employment of rural population, increasing jobs, reducing migration, improving the standard of living of rural populations, and developing social infrastructure.

Many advantages are such local priorities as: maximizing profits in the long run, the ability to actively attract investment, rapid return on capital, opportunities for concentration, diversification of production and processing of agricultural products, favorable credit conditions, accelerating the formation of land markets, development of cooperative associations, development of cooperative associations access to markets, limiting the scope of intermediation, monopolizing the market with processing and supply units, etc. In the short term - the period of implementation of the targeted programs - the local priorities of the active elements of the integrated forecasting and planning system in the agricultural sector should be summarized. Further, according to the principle of open control, it is envisaged to maximize the target function of the active elements of the system due to the high reliability of information used by the center in the planning procedures. In order to handle unstructured solutions, it is advisable to develop an information system with the ability to aggregate external and internal parameters of the problem area and to develop forecasts based on expert-analytical analysis and search for an adequate model. It is proposed to develop an integrated system of support for forecasting and planning decisions in the agricultural sector as a basis for integrating the financial forecasting systems of agricultural enterprises. The Corporate Center for Management
of the Consolidated Financial Forecasting System in the Agrarian Sector proposes to recognize the Agrarian Center for the Integration of Forecasting Information and Planning and Analytical Interests.

It is determined that the integrated forecasting and planning system is a system of aggregation of sets of goal variants and forecasting and planning decisions with the possibility of analyzing the environment of risk situation generation. Accordingly, it is proposed to consider the financial forecasting system:

- As part of the system for managing the prospective development of the agricultural sector, which integrates such conceptual knowledge bases as an optimized system of integrated financial indicators and expert decision-making system;
- As a means of realizing strategic strategic partnership between business entities, public administration and society. In order to create an extensive system of consolidated strategic planning, it is necessary to combine financial forecasting systems of business entities in a common precedent knowledge base. The integrated common financial forecasting system will be the initial part of the expert system of support for strategic and current financial decision-making, containing heuristic rules (and rules for generating “new rules”) and simulation decisions on the analysis of possible environmental risks, investment project management conditions, directions and priorities of state programming in the agrarian sector, targeted priorities of economic entities regarding the positions of sustainability of financial growth, strategic nansovoho planning, improving the system of budgeting.

The basis of expert knowledge representation in the system of financial forecasting will be formed by a precedent block of tasks. Here, the end user simultaneously modifies the system of rules in the frames of the precedent database, and acts as the consumer of the processed information through the knowledge base of intellectual analysis, the database management system and the knowledge base management system. Thus, the systematization of user requirements formulates a problematic orientation to the precedent library database, which in case of slot mismatch to a specific precedent, develops a new format of rules in frames.

Each slot has a code that characterizes the precedent by integral metrics. Here, in the financial forecasting system and its expert system, aggregated financial performance is not a quantitative expression of the absolute or relative correlation of financial position indicators. In the data mining system, qualitative and quantitative
indicators of existing precedents are correlated: financial indicators combine with external risk factors and form the subject area for the forecast and planned decision. The space of implementation of forecast-planning decisions forms the target functions of strategic interests and models of their maximization due to feedback in the knowledge base of the precedent block of tasks in the integrated financial forecasting system, where each new slot is responsible for formalizing a new local priority.

Summarizing the local priorities should be the basis for the formation of program-targeted components of the annual agricultural development programs in the short term. In the medium term, taking into account the alternatives that came with the new slots should modify the target priorities in the agricultural development plans for the current period, in the long term - strategic priorities for more than 5 years.

Each precedent in the area of implementation of forecast and planning decisions by indicators of business planning, current and operational financial planning, investment forecasting, strategic financial planning, forecasting areas of financial risk, embodying many advantages and local priorities, is tested by a global optimum criterion the aggregate benefits of social development goals.

The decision process begins with a new project, filling the problematic slot of the dynamic subject area: in this case, selecting the sector of project formation and analyzing the resource potential of providing an aggregate goal, the block of which is a combination of objective and subjective assessment tools. A multidimensional database of objective assessment direction is a frame structure of relationships between aggregated financial planning indicators, combined by hierarchical links by territorial and sectoral distribution, by type of ownership, type of economic activity, etc. (implies the possibility of creating new rules of identification on other grounds). In fact, drawing up a financial plan without a predictable justification for the terms of its implementation is a static operational calculation of the movement of financial resources of the enterprise and the corresponding financial relations. Often, financial forecasting refers to the process of developing a forecast model of financial activity of an enterprise based on past observations (extrapolation of values of a certain variable into the future).

This prediction depicts the projection of past behavior of the system into the future, leaving beyond the model the most significant characteristics of probabilistic innocence. Therefore, the resources
of the intelligent forecasting system should be directed not only to the accumulation of extrapolation information, in this case - in the indicators of the fact of the last year and the plan of the current year of the financial plan, but also to the formation of a multidimensional conceptual database - the basics of imitative information aggregation. This project tracks the nonprofit component of a financial plan, an entity’s cash flow plan, or an investment project.

Therefore, absolute and relative quantitative financial indicators are transformed into new qualitative characteristics, adjusted by the probabilistic weight of factors in the integral estimation (in the system of recognition of patterns of imitation aggregation), and serve as the informational foundation of the subject area of search for a solution.

The space for finding solutions is based on simulated modeling of formalized goals, which should determine the directions of state development planning. The set of development goals in the global database forms the principles of calculating the global optimum criterion. In turn, the business entity is the recipient of expert-analytical information on the assessment and forecasting of multifactor risk in the financial plan, business plan, investment project reproduced in the system. Finally, aggregated financial strategic benefits form a conceptual forecasting model in the state strategic planning system in the agricultural sector.

It is important that strategic advantages only then determine the vector of planning decisions, when the maximum number of participants of the integrated forecasting process, impersonal in the part of individual commercial interest, will be registered in the recognition base. We believe that the proposed system of financial forecasting ensures its functioning and development only as part of an integrated system of state forecasting and strategic planning, the institutional structure of which will be a transparent infocommunication entity.

We are also convinced that only compatible state, private and scientific support for information communication processes in the designated system can restore and put into practice complex integrated multifactor risk prediction methods. To this end, conceptual schemes for the development of specialized intellectual information systems aimed at integrating strategic orientation processes in the agricultural sector are proposed.

These organizational decisions are launching several new strategic planning directions: first, it is government support for
consolidated multifactor financial risk forecasts in the agricultural sector; secondly, it is a direction for integrating private, scientific and business efforts to jointly control the implementation of agreed forecast and planning decisions. We have repeatedly encountered the problem of objective interpretation of subjective expert judgment and agrees with the complexity of incorporating the results of expert judgment into the system of forecasting and planning decisions. First, according to the principle of information aging, peer review is a momentary exploration of a deterministic nature, whereas the fuzzy nature of environmental uncertainty requires a dynamic approach.

Secondly, it is noted that the high theoretical preparedness of the expert as a knowledge engineer is inversely proportional to his practical experience and vice versa. That is why it is important to form the basis of dynamic a posteriori knowledge with the help of artificial intelligence tools, for example, formalization in fuzzy information systems of fuzzy knowledge about the development and consequences of any software solution. After all, static heuristic knowledge cannot be the basis for building neural networks, real-time imitation financial models and in the context of different spaces of an integrated control system. Such a dynamic resource of knowledge can serve the diversity of strategic advantages of potential participants in the state planning system in the agricultural sector, which should actually cover the interests of all economic entities engaged in the field of production, processing, sale and maintenance of agriculture. This resource is a vast array of dynamic expertise that can generate enough rules in the library of precedents of the intelligent decision-making system. In the future, such a knowledge base should become the basis of a dynamic system of forecast scenario generation not only in the agricultural sector, but also in the scale of socio-economic development projects of the country.

The essence of infocommunication integration is the consolidation of transactions (incoming messages) of the participants of the integrated forecasting system in order to optimize them by the method of data mining and transfer to knowledge management systems. The reverse direction of the forecasting support system provides participants with access to knowledge bases that are formed by standardized and alternative case scenarios, based on transactional information. Standardized precedent knowledge bases contain a system of cross-actualization of financial potential management parameters, external and internal environment parameters, which are formed by a relational database.
The relational calculation of multifactor external risk can be assigned for such objects of forecasting as an investment project, a projected investment background, a projected business plan implementation background. It is only on the basis of strategic partnerships between business entities, public authorities and society that such a transparent infocommunication can be built as an integrated financial forecasting system. As part of the system for managing the prospective development of the agrarian sector, it should embody a set of integrated financial decisions in the structure of consolidated macro and microeconomic forecasting. As a common precedent knowledge base, it should aggregate the financial benefits of the state strategic planning system in the agricultural sector.

And it is typical that its development will be facilitated only by the growing number of participants in the integrated forecasting process, impersonal in the part of individual commercial interest.

In order to consolidate macro and microeconomic forecasting systems, it is necessary to create centers of integration of forecasting and information interests of the state (public administration sector) and economic entities represented by non-financial and financial institutional sectors of the economy. An appropriate coordination network of infocommunication services should be built on the consolidation of transactions of the participants of the integrated forecasting system, optimization by the method of data mining and transfer to the knowledge base management systems. The reverse direction of the forecasting support system will provide participants with access to knowledge bases that are formed by standardized and alternative case scenarios based on transactional information. However, we must admit that today, in order to realize this concept, there is a lack of a major ideological basis for reaching a consensus between public, private and governmental development goals. In fact, this should ensure the unity and orderliness of overall and local strategic advantages.

The events of the last twenty years indicate that the virtual economy has absorbed not only the sphere of financial markets but also as much of the objective reality as national agriculture. The input conditions for the formation of financial growth potential in this system, in terms of increased credit resources, foreign direct investment or increased financial support for agricultural production do not form the basis for expanded industry reproduction and socio-economic recovery. An evolution took place here, financial schemes in the agrarian sector gradually reached the level of autonomous
Possibilities of Integrative Interaction Between....

existence, formed the outer circle of pure capital movement and no longer contribute to the physical development of the industry. They operate successfully in the created corruption environment of non-transparent spending of budget funds in the framework of procurement interventions, new national projects and competitive confidential distribution of assistance and grants.

These financial schemes have long created no material growth in the agricultural sector, create additional jobs, do not promote the development of social infrastructure in the countryside, and are directed in the opposite direction to ensure food independence in the country. Thanks to such processes, society has deeply distorted its attitude to work in the countryside as ungrateful and treacherous. In the orientations to prestigious spheres of earnings that do not require physical and mental load, the educational role of labor and labor discipline is forgotten, and with them the need for public oversight of the activities of power institutions is deliberately instilled. An important task for a wide range of scientists is to convince society that work and social struggle against informal methods of government is the basis of state formation and the foundation for the formation of the newest state planning system for agricultural development.

Reconciling perennial antagonists - plan and market - can only be through consolidated systematic involvement of public institutions, public authorities, the business layer, the scientific environment in the processes of macroeconomic forecasting and planning. We believe that it is from this point of view that such pressing issues as the optimization of state regulation of the economy, institutional transformations, strategic consolidating interaction between the state and society can receive new problem-oriented solutions in different facets of the debate controversy.

However, we have to admit that, to realize this concept, today there is a lack of a major ideological basis for reaching a consensus between public, private and governmental development goals. This is precisely what should ensure predictive and planned unity and orderly overall and local strategic advantages.

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Unit for Science and Technology Analysis and Indicators National Institute of Science and Technology Policy, MEXT, Available at: https://www.nistep.go.jp/wp/wp-content/uploads/NISTEP-RM274-SummaryE.pdf


Among the large number of theories of post-industrial society today, the concept of creative economy is one of the dominant ones. In the context of globalization, creativity has become a source of competitive advantage and a driving force for progress. The concept of “creativity” was widely used in the 1950s. Till present days, the subject of creativity has been the object of research of psychologists, philosophers, sociologists, culture experts, educators, and economists. The greatest experience in the development of theories of creativity has been accumulated in psychology, where the main focus is on the discovery of the psychic patterns and mechanisms of the creative process. At the same time, the majority of foreign experts in psychology believe that the result of creativity is a new product that is endowed with novelty and corresponds to the context in which it is presented [1].
Recently, issues of creativity have become a subject of interest for economists, as they are related to finding a source of competitive advantage. Florida R. and Tinagli I. \cite{2} determine that creativity is the driving force for economic growth. The ability to compete in a global economy goes beyond the trade by goods and services, capital flows and investment. The term “creative economy” was first introduced by J. Hawkins in 2000. Today, there are a variety of approaches to the interpretation of this concept in the economic literature.

J. Hawkins himself defined the creative economy as a system of specific socio-economic relations between the economy and the creative approach to its development and improvement, which leads to the emergence of a new creative sector of the post-industrial economy, based on the intensive use of creative and intellectual resources. Ukrainian researchers V.M. Chorna, M.V. Bredikhin \cite{2} consider the creative economy new direction of research and practical activity oriented to the articulated connection of creative innovations and economic activity of subjects. Another approach was proposed by I.N. Dubina, defining this concept as a sector of national and world economy, in which products and services related to creative activity (production and development of new and potentially significant ideas) are produced, distributed and consumed \cite{3}.

Analysis of these definitions, as well as others (Fig. 1), shows that the concept of “creative economy” is interpreted from three positions: as a sector of the world economy, as a new concept or direction of research, and as a certain system of specific socioeconomic relations.

\textbf{Figure 1. Approaches to the interpretation of the concept of “creative economy”}\textsuperscript{[3-10]}

Taking in consideration the research, creative economy can be
interpreted as a concept of post-industrial economy, the mechanism of functioning of which is a system of specific socioeconomic relations regarding the production, distribution and consumption of goods based on the use as factors of production of intellectual capital, creative potential and talent to generate original ideas that create an innovative product (product or service endowed with economic value) or new solutions of high quality to meet the needs of society are accepted.

The concept of “creative economy” in the scientific literature is often identified with other concepts of post-industrial society - “innovative economy”, “information economy”, “knowledge economy”, etc.

In defining the concept of “innovation economy” the following interpretation is the most commonly encountered: “It is an economy of society based on knowledge, innovation, positive perception of new ideas, machines, systems and technologies, readiness for their practical implementation in various fields of human activity” [11]. There is an opportunity to use creativity to create innovation, but in an innovative economy, scientific and technological development can be not only the result of creativity, but also acquired in the relevant patent market. The term “knowledge economy” was included in the scientific turnover with the development of high-tech goods and service sectors, the widespread availability of ICT and higher education in the second half of the twentieth century. Factors of production in this economy are knowledge, intellectual capital, as well as structural capital (consumer capital and organizational capital) [12]. The main goods for knowledge economy is knowledge itself.

Thus, the creative economy, the knowledge economy and the innovation economy are components of each other, and each of them is part of the concept of a new economy, which can be interpreted as a high-tech economy, which requires from the business entities continuous innovation in the context of globalization. At the same time, the concept of “impression economy” is distinguished within the creative economy, which unites separate spheres and industries (tourism, restaurant business, museum and exhibition, etc.). The term “digital economy” appeared relatively recently, in 1995 [13]. This concept is associated with the intensive development of information and communication technologies, the beginning of the process of informatization of the second generation, which is the basis for the formation of VI technological paradigm. The main factor of production here is information.

The correlation of the various components of the New Economy
is presented in Figure 2. The creative economy is based on the functioning of the creative industries. The combination of the concepts of “culture” and “industry” came at a time when new technical means were available to allow the duplication of works of art, photography, reproduction, recording, etc. On the one hand, the industry made the work accessible to a wide range of people, on the other, it was drawn to mass consumption and commercial exploitation.

Figure 2. The correlation of the new economy, the creative economy, the knowledge economy, the innovation economy, the impression economy, the digital economy.

Today, the global market for creative goods and services is actively developing. The last major UNCTAD survey, covering the period of 2002 to 2015, shows the significant potential of the global creative goods and services market. The global creative goods market more than doubled from $208 billion up to $509 billion during this period. Among the developed countries, the leading exporters of creative goods are the USA, France, Italy, the United Kingdom and Germany. In the EU, more than 7 million people are employed in the creative sector.

The European region is defined by the rather stable development of trade in creative goods. This trade is generally supported and encouraged by supranational and national authorities. “The Creative Europe” program is being implemented in the EU and a number of creative and cultural related initiatives are underway. In particular, for the period of 2015-2018, the Work Plan for Culture was implemented, which was adopted in December 2014 by the
Ministers of Culture of the EU Member States. This document identifies the main priorities of European cooperation in the field of cultural policy: the achievement of an inclusive and accessible culture; promotion of cultural heritage; supporting the flourishing of the cultural and creative sectors; promoting cultural diversity in the EU’s external relations. An important part of the implementation of the Work Plan was the maintenance of cultural statistics that would enable the statistics to be compared between countries. In order to coordinate activities in the field of creative economies, the post of coordinator of the European Commission on the interaction of creative industries in the EU was created.

The term “creative industries” has appeared in use relatively recently. In 1994, the term was used in the Creative Nation Report, which was produced in Australia. This term became more widespread in 1997, when policy makers from the UK’s Department of Culture, Media and Sport established a creative industry working group.

The UK is one of the first countries in the world to choose a creative economy. T. Blair’s policy course aimed to bring together a broad range of activities, based on three fundamental components: creativity (personal talents); intellectual production and ownership; digital technologies that help to produce and distribute a creative product. In the context of the democratization of the cultural sphere, the politics of the creative industries is a manifestation of the principle of diversity as a principle of policy that correlates with international principles of understanding culture as a free space of expression.

It is important to note that the definition of the term “creative industries”, which has since been expanded. Until recently, they referred to purely non-economic or mostly non-economic concepts, and now they are considered as potentially commercial activities.

Therefore, the use of the term “creative industries” is different in different countries of the world. That is why one of the problematic issues in the comparative analysis of creative industries in the world is different approaches to their classification.

UNESCO has defined the creative industries as industries that aim to “create, produce and commercialize artistic (creative) content that is intangible and cultural in nature. Such content is usually protected by intellectual property rights and may take the form of a product or service.” The British Department of Culture, Media and Sport defines the creative industries as “those industries that
originate from individual creativity, skill and talent, and which have the potential for wealth and job creation through the producing and use of intellectual property” [19].

The Ministry of Economy of Germany defines cultural and creative industries as including all cultural and creative enterprises that are market-oriented and engaged in the creation, production and/or distribution of cultural/creative goods and services through the media [20].

Today the most widely used classification of creative industries is developed by UNCTAD, because it is on the basis of grouping indicators and analyzing global data on the development of the market of creative goods and services.

Different approaches to the classification of creative industries are presented in table 1.

Table 1.
Approaches to the classification of creative industries

<table>
<thead>
<tr>
<th>Approach UNCTAD</th>
<th>British Approach</th>
<th>German approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Categories of creative goods:</td>
<td>UK DCMS model:</td>
<td>The submarkets of the cultural and creative industries:</td>
</tr>
<tr>
<td>(Art crafts);</td>
<td>Architecture;</td>
<td>Music industry</td>
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<tr>
<td>(Audiovisuals);</td>
<td>Advertising;</td>
<td>Book market</td>
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<tr>
<td>Design;</td>
<td>The art and antiques market;</td>
<td>Art market</td>
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<tr>
<td>(Digital fabrication);</td>
<td>Crafts;</td>
<td>Film industry</td>
</tr>
<tr>
<td>(New media);</td>
<td>Design;</td>
<td>Performing arts market</td>
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<tr>
<td>(Performing arts);</td>
<td>Fashion;</td>
<td>Design industry</td>
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<tr>
<td>(Publishing);</td>
<td>Cinema;</td>
<td>Architecture market</td>
</tr>
<tr>
<td>(Visual arts).</td>
<td>Music;</td>
<td>Press market</td>
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<tr>
<td>Creative services according to EBOPS 2002</td>
<td>Performing Arts;</td>
<td>Advertising market</td>
</tr>
<tr>
<td>278 Advertising, market research, and public opinion polling</td>
<td>The area of entertainment and recreation;</td>
<td>Software and games industry</td>
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<tr>
<td>279 Research and development</td>
<td>Publishing;</td>
<td>Others</td>
</tr>
<tr>
<td>280 Architectural, engineering, and other technical services.</td>
<td>Television;</td>
<td></td>
</tr>
<tr>
<td>287 Personal, cultural, and recreational services.</td>
<td>Radio;</td>
<td></td>
</tr>
<tr>
<td>288 Audiovisual and related services.</td>
<td>Creating software.</td>
<td></td>
</tr>
<tr>
<td>289 Other personal, cultural, and recreational services</td>
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</table>

Source: created by author based on [17, 19, 20].
As mentioned earlier, one of the leaders in the global creative development movement is the United Kingdom, where the industry is grasping new market niches and sectors. While in the UK, in 2011, the creative economy employed almost 1.56 million people, or 5.2% of total employment, in 2018 it involved about 2 million people directly in the industry and 3.4 million people in related sectors in creative positions.

Employment dynamics in the creative industries and some related sectors in the UK is presented in Figure 2.

*Figure 2. - Employment dynamics in the creative industries and related sectors of the UK, thousand.*

Thus, in the employment sector, the creative industries showed 30.6% growth. (Fig 3).

*Fig 3 - Employment in creative industries *

* Data are indexed to 2011 = 100 to show growth in jobs since 2011
In the UK creative sector, 33% of employees are self-employed. Freelancers make up a large proportion of self-employed workers in the creative industries.

An analysis of sub-sector employments shows that the largest number are IT employees (36%); 15% are employed in the music and visual arts; 12% are in the cinema, video, television and photography; in advertising and marketing and publishing - 10% each. (Fig. 4).

When analyzing the number of enterprises working in the field of creative industries, their stable growth over the years is noticeable. In 2017, the number of businesses in the UK creative industries amounted to 289.7 thousand. Compared to the previous year, the growth was almost 2%.

The creative industries bring in more than £ 101bn in GDP. Between 2010 and 2017, the contribution of creative industries to the country’s GDP increased by 53%. (Table 2)

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<td>31,5</td>
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In the structure of GDP, the share of creative industries is 5.5%.
The new framework program “Create UK - a strategy for the development of the sector by 2020” sets even more ambitious goals. Exports of creative products and services are planned to increase to £ 31bn, with the sector’s weight lifted from 10% to 15% in terms of foreign investment inflows. The British are also looking to gain a foothold in the top five countries with the best digital infrastructure.

Another example of the EU creative economies is Germany. Today, Germany is one of the most highly developed European countries where the cultural and creative industries form 3.1% of gross domestic product, generate more than EUR 100 billion in value added and provide jobs for more than 1 million people. For example, in 2017 there were about 254,000 creative industries in Germany, representing 7.7% of all registered enterprises. During 2017, the revenues of these enterprises totaled EUR 158.6 billion, thereby generating a gross value added of EUR 102.4 billion [20]. This amount of gross value added is comparable to the gross value added created in the medical and automotive industries of Germany and far exceeds the gross value added generated by chemical, energy and financial services companies.

From our point of view, it is interesting to study the internal structure of Germany’s cultural and creative industries in the context of submarkets.

Table 3

<table>
<thead>
<tr>
<th>Name of submarket</th>
<th>Number of enterprises</th>
<th>Revenue (EUR mln.)</th>
<th>Gross value added (EUR mln.)</th>
<th>Number of permanent employees (persons)</th>
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</thead>
<tbody>
<tr>
<td>Music industry</td>
<td>14197</td>
<td>8858</td>
<td>6822</td>
<td>51667</td>
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<tr>
<td>Book market</td>
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<td>13572</td>
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<tr>
<td>Art market</td>
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<td>2151</td>
<td>1442</td>
<td>17997</td>
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<tr>
<td>Film industry</td>
<td>19013</td>
<td>9523</td>
<td>8057</td>
<td>60989</td>
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<tr>
<td>Broadcasting industry</td>
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<td>Advertising market</td>
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The figures presented indicate that the largest number of enterprises operate in the design industry (12.9% of the total number of enterprises in the cultural and creative industries of Germany), the largest revenue and value added are software and games enterprises (21.44% and 27.23% accordingly). Also it is in this field where the largest number of persons are employed, making more than a third of all employees of the cultural and creative industries. Overall, it should be noted that among the submarkets of the cultural and creative industries of Germany in 2017, the smallest volume is demonstrated by the art industry, the most powerful are the advertising submarket and submarket of software and games.

Since the beginning of the 21st century, the creative industries have been one of the priorities of economic development in the developed countries of Europe, America and Southeast Asia. The experience and success of world leaders in this field leads to the active actions of other countries in the direction of the development of creative economy and creative industries. Production in the cultural and creative industries is the basis not only for individual creative realization, the establishment of a creative entrepreneurship institute in society, but also for the endorsement of the principles of sustainability, which are reflected in the International Standard ISO 26000 and correspond the Sustainable Development Goals 2030.

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13.

Social Food Safety Indicators of the Country

*Lesia Sheludko
**Maksim Zelensky
***Volodimir Limar

Concerns over food security were reflected in the Hot Springs Conference on Food and Agriculture held in 1943, and since then the problem has undergone a number of changes. [1] The concept of “safe, adequate, and an adequate supply of food for all”, which was subsequently adopted internationally. The next step was the creation of bilateral agencies by donor countries, such as the United States and Canada, in the 1950s, with the result that their agricultural surpluses would be sent abroad in need of the country. Until the 1960s, there were rumors that food aid was indeed about achieving self-sufficiency, and thus the concept of Food for Development was born, and in 1963, as its institutional expression, the World Food Program (WFP). However, the era of food scarcity was coming to an end, and the food crisis of 1972-74 marked the

* Candidate, Associate Professor, Department of Sciences (Economics).
** Is a Ph.D. Kharkiv, National Agrarian University, Them. V.V. Dokuchaev.
***Is a Ph.D. Kharkiv, National Agrarian University, Them. V.V. Dokuchaev.
beginning of fluctuations in food supplies and prices. To counter this, insurance schemes were created to guarantee access to food, and this led to improved coordination between donor organizations and improved monitoring of the situation on the ground in the host countries.

The problem of food security really came to the fore in the 1970s, and at the 1974 World Food Conference in Rome for the first time it was clearly stated that this problem applies to all mankind. [2]

As far back as the 1970s, the whole problem of food security was largely seen as a supply problem resulting from a series of food crises and major famine outbreaks. Emphasis was placed on making food available, as well as trying to ensure price stability both nationally and internationally by increasing food production and using surplus food. The green revolution of the 1980s began to bear fruit, and the level of food production actually increased. However, the problem of hunger did not go away, and it was at this point that it became clear that the main reason was not so much the supply of food but the purchasing power of specific social groups. The definition of food security now covers the economic as well as physical aspects of food.

The problem of food security concerns almost all aspects of the functioning of the state: from defense and emergency preparedness to long-term development prospects. But most importantly, it is related to the quality of life of the population. By the dry numbers and charts, without exaggeration, the fate of millions is hidden. A healthy and varied diet is health and therefore everyone’s happiness and longevity. Affordability is an opportunity to spend not only on food but also on meeting other needs: clothing, medicine, recreation, education. This is an increase in the purchasing power of families, and therefore an increase in the demand for non-food products.

According to the draft Law of Ukraine “On Food Security of Ukraine” [3] one of the basic principles of formation of food security is the physical and economic availability of quality and safe food for all categories of population in the amount necessary for an active and healthy life. The same draft law states that the economic availability of foodstuffs is a stable opportunity for all social and demographic groups of the population to acquire basic foodstuffs in prices, volumes, assortment and appropriate quality needed to ensure sound nutrition. The possibility of acquisition plays a key position in this formulation and is determined by the purchasing power, namely the income of the population.
Research of material welfare, standard of living of rural population are devoted to scientific works of P.P. Borschevsky, V.V. Vitvitsky, V.C. Diesperova, MK Orlaty, P.T. Block [4].

Market reform in Ukraine is unfolding in the face of a deep socio-economic crisis. Therefore, the market transformation must be accompanied by anti-crisis, stabilization measures. Macroeconomic stabilization involves three key points - first, the “curbing” of inflation, secondly, the cessation of the decline in production and the beginning of its recovery and, third, the overcoming of the crisis in the sphere of work. These points are logically related: the “curbing” of inflation is the most important condition for large-scale investments and overcoming of negative phenomena in the social sphere; Investment is, above all, the most important condition for stopping the decline in production and beginning its recovery, that is, the exit from the deep crisis. However, stopping the decline in production and “curbing” inflation is not possible without overcoming negative, crisis phenomena in the sphere of social and labor relations [5].

According to V. Diecperov, the practice of economic reforms has not acquired any social orientation before this time. The defining point of the labor factor and the employee’s interest were openly ignored. Most people are deprived of the opportunity to play any even-numbered role in the organization of production. The share of wages in national income has become too small, and there is no effective incentive for labor efficiency. The absence of a humane attitude towards the needs of the mass of workers causes people’s disillusionment, their passive position in the economic life. Without decisive activation of human factor reserves, it is difficult to rely on the rapid overcoming of a systemic crisis [6, p. 62-67].

As A. Kolot points out, from whatever angle of view the state of the social and labor sphere is considered - whether from the point of view of the scale and depth of poverty, or the formation of the middle class, or the social protection of workers and the level of their vitality the problem was and remains the one related to the achievement of the socially acceptable level, structure and differentiation of income of employees [7].

The well-being of peasants should be considered through the prism of two key problems: a decent wage in agricultural production; demographic situation and unemployment in rural areas [8, p. 32].

One of the most urgent problems associated with reforming the economy and building a socially-oriented market economy system is the development of the social sphere of the country, in particular, the
enhancement of the material well-being of rural residents. The crisis phenomena that accompany the transformation processes in the economy have caused significant losses. The wages of rural workers are the lowest compared to other sectors of the economy and account for less than half of the average wage in the country. In addition, the level of real wages, despite some positive shifts in the economy that has been going on for the last years, continues to decline.\(^9\)

Scientist A.D. Chykurkova notes that nedotsinka value cotsialno-economic policy pocylyuye loss lyudckoho capital leads to what zamict Sustainable formation Medium klacu as ocovy cotsialnoyi and economic ctabilnocti cucpilctva vidbuvayetcya stratification by level of income, increasingly more chactka nacelennya falls into the category cotsialno vulnerable.\(^10\)

Accordingly, scientist V. Lagutin believes that the reform of the payment of the work of a stabilization type is a set of events carried out on the state equilibrium in order to maintain the optimal relation between the value of the wage and restructuring and reduction of production.\(^11\)

As a socio-economic category, wages represent a fixed part of the income of citizens in the structure of the national income of the country. As you know, citizens pay income tax on their income. According to this indicator, the income of the population can be analyzed.\(^12, 13\)

The rich experience of the market developed countries proves that one of the main factors of material motivation is the level of wages. It is he who determines the possibilities of a full-fledged reproduction of the workforce and, consequently, the power of motivation to work. The decline in the level of wage labor has led the economy of the United States, Britain and other developed countries to a state of crises and depression.\(^14\)

According to IV Fedulova, a determining factor in the economic availability of food is the level of economic and social development of the country’s society. It depends on the ability of different segments of the population to consume the necessary volume and range of food, buying them at market prices, producing in their own farms and so on. In Ukraine, there is a constant deepening of the differentiation of population incomes, since the difference between the marginal groups with the lowest and the highest income levels is quite significant. Increasing the affordability of food should be based, first of all, on the growth of household incomes, above all the poorest sectors and reasonable retail prices for food, as well as a
strong program of budgetary targeted support \cite{15}.

As V.I. Boreyko, a decent assessment of labor capital, which is determined by the income level of the working population, is a prerequisite for the successful and dynamic socio-economic development of any country. However, the increase in income of the population of Ukraine during 2000–2008, when gross domestic product grew in the country, was not sufficient for most families to be able to accumulate sufficient amounts of financial reserves. This led to a decrease in the standard of living of Ukrainians in the financial and economic crisis of 2008–2009 and in subsequent years and deepened the stratification in income of different segments of the population \cite{16}.

According to N.M. Chornobay, among the indicators that determine the level of material well-being of the population, including rural, can be allocated total resources of households \cite{17}.

Income and expenditure of the population is one of the most important indicators of the welfare of the society, the level of social and economic development and food security of the state, which include wages, income and mixed income, property income (received), social assistance and transfers \cite{18}.

The income of the population consists not only of wages, but also includes other types of payments: social benefits, pensions, scholarships, income from property, securities, participation in shares, income of the enterprise. Therefore, another aspect of this problem is the determination of the share of remuneration in population income. However, this indicator is also low.

Forming remuneration on the basis of the cost of labor, with objectively increasing demands of workers and their ability to meet, requires the wage to be determined as a determining component of the total income of the population and the most important element of production costs \cite{19}.

A direct consequence of the low level of wages was that wages ceased to be reliable, labor-based, a source of labor reproduction, and productive labor was not seen as a vital need. To address this issue, we considered the growth rates of nominal and real wages, while comparing the rates of price changes.

If we compare the real and the nominal wages, it can be noted that the level of the first during the whole analyzed period is slightly lower. Although the index of real wages in recent years tends to increase, the purchasing power of wages is still far from meeting
international standards. The same situation is observed in Kharkiv region: the rate of growth of real wages over the last three years did not exceed the rate of growth of nominal wages. That is why it should be emphasized that stimulating the growth of real wages will contribute to the introduction in our country, according to the experience of foreign countries with advanced economics, of the practice of additional payment of labor in predetermined amounts of labor for the production of certain amounts.

According to A.D. Chikurkov, low level of remuneration (labor prices) in the agricultural sector is explained by a number of reasons. As evidenced by the secondary practice, agrarian policy in the state has never had a social orientation. In the holdings, there was a surplus of manpower, a certain number of jobs were created artificially, that is, they were actually superfluous. Socially-owned enterprises took on the function of social protection (guaranteeing a minimum level of earnings while limiting their growth by the state) [21].

The mechanism of stimulation of efficient work was not formed either. Individual workers ‘and subdivisions’ gains on labor productivity growth, savings on material costs were absorbed into the overall costs, which spread countervailing trends. Managers also did not want to create conditions for wage raises, as long as the employee or subdivision could receive more wages than the managers [22].

The income of the population consists not only of wages, but also includes other types of payments: social benefits, pensions, scholarships, income from property, securities, participation in shares, income of the enterprise. Therefore, another aspect of this problem is the determination of the share of remuneration in population income. However, this indicator is also low. According to the chart of the structure of the aggregate resources of rural and urban households of Ukraine, the share of remuneration in the total incomes of rural population is much lower than that of the urban ones - 39.4 and 58.6% respectively. At the same time, income from the sale of agricultural products, pensions, scholarships, subsidies, financial assistance from relatives and the value of consumed goods obtained from a private subsidiary are higher in rural areas, which indicates the development of natural private peasant households dominated by people of retirement age (Fig. 1).

The function of self-sufficiency of peasant families with food remains to this day essential for these farms, especially in the face of a sharp decline in the solvency of the rural population. Moreover,
in order to compensate for the decline in production income in the public sector, a significant number of peasants have to increase the productivity of their personal peasant farms \[23\].

**Fig. 1. Structure of total resources of urban and rural households (beginning of 2017), %**

![Chart showing structure of total resources of urban and rural households](chart)

**Source: constructed according to the State Committee of Statistics of Ukraine**

Revenues from the sale of agricultural products over the past five years have decreased and fluctuated within 10% of total aggregate resources. Entrepreneurship income in general plays a very small role. Their share in the amount of cash receipts practically does not increase and is on average 3-5% \[24\]. This indicates the low entrepreneurial activity of the rural population. Considering the structure of incomes of civilians and residents, we find a big discrepancy: the share of remuneration in the structure of incomes is much lower in rural residents than in urban households.

Salaries, incomes of citizens are a concentrated expression of efficiency of economy and social policy of the state. The existing concept of low wages has led to the inevitable destruction of labor potential, its degradation. The depletion of the labor force, which actually occurred in 1990-1999 and 2014-2017, and the consequent sharp decrease in real wages, led to the fact that wages could not provide the hired worker with conditions for a normal working life or \[25\].

The rich experience of market-driven countries proves that one of the main factors for food security is the level of wages. It determines the availability of food for the population and, consequently, the possibility of full reproduction of the workforce. The decline in the level of wage labor has led the economy of the United States, Britain and other developed countries to a state of crises and depression. But
analysis of the economic policy of our country and some countries poctradyancko ho proctoru cvidchyt that they vlactyvi identical error: level cerednomicyachnoyi nominal wages in the Patriotic Economics significantly poctupayetcya rynkovorozvynutym yevropeyckym countries, and its Increase of vidbuvayetcya very slow pace, and in recent years even decreases.

The above data show that Ukraine in terms of average wage is critically different from all EU countries. Thus, in 2017 the average monthly wage in USD equaled 266 in Ukraine, compared to USD 289 in 2014. USA.

Remuneration, as a major source of shared income for most citizens, must match the cost of labor, that is, it is sufficient to meet the diverse needs of workers at the level that the country’s economy can provide at this time.

A direct consequence of the low level of wages was that wages ceased to be reliable, labor-based, a source of labor reproduction, and productive labor was not seen as a vital need. Stimulating the growth of real wages will contribute to the introduction in our country, according to the experience of foreign countries with advanced economics, the practice of additional wages in a predetermined amount for the growth of real labor productivity.

The aforementioned reasons and the analysis of the level of wages confirm the fact that in the conditions of market transformations the price of labor must be determined depending on the demand and
supply in the labor market. This will allow the wage labor to return to its true content as an economical category, which will serve as a source of reproduction for workers and in accordance with the conditions of production.

For the purpose of quantitative estimation of the main tendency of change of remuneration in the economy of Ukraine, we use analytical equalization of the dynamic series by means of the third-order parabola (Fig. 3).

**Fig. 3. Dynamics of the average monthly wage in the branches of the national economy of Ukraine (smart money unit)**

![Graph showing dynamics of average monthly wage](image)

The economic content of the equations obtained can be interpreted as follows: in 1990, the equalized indicator for Ukraine as a whole and in the agricultural economy was 279.02 d. a penny. units. The initial rate of decline for these indicators was 83.91 d. a penny. units accordingly. The average acceleration of the change in the annual levels of the average monthly wage is 7,521 dm. a penny. units.

Another indicator that affects the economic availability of products is catastrophic delays and non-payment of wages to employees. The peak wage arrears in Ukraine reached their peak value in 1999 and amounted to UAH 6,518.6 million. To date, there is an active policy in the country regarding the reduction of wage arrears, but now it stands at UAH 2368 million, which is the highest level of arrears over the last 5 years (Figure 4).
To summarize, it should be noted that the result of ineffective policies has had a significant impact on the level of real wages, which has fallen several times, that is, it has effectively lost its basic functions - reproductive and stimulating. At the same time, negative trends persist: wages in the structure of both monetary and aggregate incomes are kept low, its share fluctuates within 50% of incomes; the share of social transfers is increasing, which causes an increase in the burden on the state budget, and in the population - the maintenance of dependence moods, the shift of responsibility for their own welfare on the shoulders of the state. This necessitates a significant improvement in the structure of the population’s income, which should become one of the priorities of the state income policy.

Consumption of different products is conditioned in the specific situation of a certain country both by the formed needs of the nation, as well as by the possibilities of consumers and production. To date, the cheapest food is dominated by the cheapest food such as bread and potatoes. If we compare the actual consumption with the physiological norms, it can be seen that the consumption of fruits, vegetables and melons, meat is much less than the norm. Consumption of foodstuffs by the population of Ukraine and Kharkiv region in the years 1990-2018 decreased by milk and dairy products more than 1.5 times, meat and meat products - 1.3 - 1.7 times, fruit and berries by 1, 4 times. To reach the level of consumption pledged in the consumer budget, a gradual increase in salaries and pensions
will require a certain number of years.

Peasant labor remains the lowest paid compared to other sectors of the economy. The level of remuneration at any particular time depends not on the will and wishes of the people and not on the subjective decisions of the state bodies, but rather due to objective factors, the main of which is the size of the labor cost. For each group of workers, the cost of labor is known to be lower and higher. The lower level is the so-called subsistence minimum, which defines the poverty line - the minimum possible cost of living. The policy of steady increase of wages means increase of solvent demand of the population, increase of production. The conditions for the transition to such a policy are: stop the reduction of real wages; introduction of its post-indexation at low thresholds of the consumer price index; changing the role of the minimum wage in determining the level and dynamics of the wage as a whole; order of introduction and gradual approximation of the minimum wage to the subsistence minimum or exceeding it [26].

Having made a deep analysis of the socio-economic state of remuneration both in Ukraine as a whole and directly in the Kharkiv region, in particular in the Ukrainian economy, we want to emphasize that the overcoming of the country should be directed to the development of the country. As Ukraine gained independence, the country found itself in a difficult economic and socio-political crisis, which greatly affected all the processes of people's lives - significantly reduced their employment rates, increased their living standards, and increased their living standards. All this has left its mark on the demographic situation in the country. A key feature of the decline of rural territories is the low level of income of the local population and the demographic situation that is eroding.

Recently, the general economic crisis in all regions of Ukraine has led to a sharp deterioration of the demographic situation. In addition to the purely economic and environmental factors, the reasons for this are the unsystematic approach to managing the future behavior of the organizational systems of the regions; the absence of harmonization in material production and the spiritual sphere [27].

In the last 15 years, when there were no wars, armed conflicts, major epidemics, or global natural disasters on the territory of Ukraine, its population decreased by almost 4.5 million people. This is almost as much as the Nazis destroyed in Ukraine during the last war [28]. Currently, the population of the country is just under
45 million, and by 2050, according to scientists, the population will decrease to 34.8 million.\textsuperscript{[29]}

If we consider urbanization from the point of view of Ukraine, the record for Ukraine was recorded in 1992 - 52.2 million inhabitants, but starting next year it is gradually decreasing. As of January 1, 2018, the population of Ukraine is 42.4 million, which is almost 200 thousand people less than in 2017 (Fig. 5). With regard to the population living in rural areas, the situation is as follows: since 1913 the proportion of the rural population in the total available population has been steadily decreasing, as in 1913 it was 80.7%, then in 1981 37.5%, since 1991 the situation has stabilized somewhat and the share of the rural population fluctuates within 32.8 -32.2%. As of January 1, 2018, the rural population is 30.7% of the total population.

\textbf{Fig. 5. Dynamics of existing population and ratio of urban population to total available population in Ukraine, %}

![Graph showing population dynamics](image)

\textbf{Source: constructed according to the State Committee of Statistics of Ukraine}

The main constituents of population decline are definitely low birth rates and high mortality rates. The current state of birth is such that only half of what is needed to reproduce the population is provided, that is, to replace the generation of parents with the same number of generations of children.

Since 1990, the number of births per 1,000 population has begun to decline rapidly. Thus, if in 1985 this figure was 15, then on January 1, 2018 it was - 9 births. This situation is primarily due to the economic crisis, a sharp decline in incomes of the general population, uncertainty about the future. In addition, there is a significant gap
between low living standards and high European standards. The extremely negative impact on the birth rate was caused by the destruction of the pre-school and out-of-school education system, the poor reproductive health of the population, and especially of women, many of whom work in harmful conditions.

An analysis of the mortality rate and trends shows that the transition period has significantly exacerbated this indicator. The integral impact of the increase in mortality and birth rates has led to a significant natural decline in population. In recent years, only in 1990 the natural increase was 0.5, and in 1995 the natural decrease of the population was already 5.8, and this trend has been constantly increasing. To date, the natural population decline in Ukraine is 14 per 1,000 population. The main components of the irreversible demographic loss are the high mortality rates of children up to 1 year of age and men of working age. This is the highest in Europe.

Despite the fact that the demographic situation in Ukraine is extremely painful, the urban processes in the world offer very great potential for growth in agricultural production. Ukraine has a very strong production potential and can supply the growing demand in the world for food. The physical availability of food is shaped by its production and supply organization.

The initial area where food resources are formed is agriculture. Global demand for food and agriculture will increase as it is driven primarily by demographic processes and increased demand for food and feed. The projected increase in food consumption will be linked to a further change in its structure, driven by the pace of economic growth, urbanization and the development of the biofuels market. Consumption of bread and bakery products is expected, but grain production will increase in view of feed and biofuel needs. Consumption of animal products (milk, meat, eggs), as well as vegetable oil and sugar is quite predictable. This can have a significant impact on the availability of food and therefore on food security in countries around the world.

The main constituents of reducing the population are low birth rates and high death rates. The birth state is such that only half of the population is needed to reproduce the population, that is, to replace the generation of parents with the same number of generations of children.

More than a 30% reduction in the total birth rate, on the one hand, reflects global trends in demographic change, and on the other, is a consequence of a deep crisis that has affected all sides of social life, including the whole population. A significant decrease in
fertility affected almost all age groups of women, in the last years even younger (up to 20 years), where the birth rate has increased steadily until recently \[30\].

Even the concepts and programs adopted by the Government of Ukraine in recent years have been incomplete by the government of Ukraine and do not have a significant impact on the demographic situation. An analysis of the level and trends of population mortality makes it possible to see that the transition period significantly exacerbated this indicator.

The integral impact of death rates and birth rates has led to a significant reduction in natural population size. An analysis over the last 15 years showed that only in 1986 the natural increase was 0.7%, and in 1990 the natural decline of the population had already become -1.4%, and this trend has steadily increased. To date, the natural population decline in Kharkiv Oblast will be 7.6 per 1,000 population.

As A.N. Borodina, its age structure, which is now composed of active, passive and potential part, has a significant influence on the qualitative socio-demographic characteristics of the population. In her estimation, the active part is people of working age \[31\].

The Decree of the Cabinet of Ministers of Ukraine of October 8, 2004 approved the Concept of Demographic Development for 2005-2015. In this Concept, the main indicators of the demographic situation in Ukraine were projected on scientific grounds, which show that the total birth rate will increase from 1.2 in 2003 to 1.4 in 2015. Significantly increase external migration. –24.2 thousand in 2003 to + 47.8 thousand. population in 2015 The total population in 2015 will be 44 458 thousand. \[32\].

Considering the problem of exacerbation of the demographic crisis, we can say that its solution requires a comprehensive approach, first of all, at the level of the state. A necessary prerequisite for a dramatic change in the demographic situation in the opposite direction to which the country has been going for 15 years can only be a fundamentally new course of socio-economic policy, which will in the shortest possible time promote the welfare and welfare of the population. These steps alone in changing the economic situation will be able to provide an accurate birth rate and decrease in the death rate \[33, 34\].

Overcoming of the formed critical situation in the Ukrainian village is possible only at a radical change of approaches to its revival. In the development strategy, it is necessary to put a new approach
to the countryside, considering it not only as a sphere of agricultural production, but also as a socio-territorial approach that performs a wide range of the above functions. A view of the village as a multifunctional socio-territorial focus of society means that there must be decent living conditions in every city, as equated with the local ones.

**Conclusions**

Having carried out a deep analysis of the socio-economic state of population incomes and wages in Ukraine, in particular in the rural economy, we would like to point out that the incomes of the population are so small that the overcoming of the country’s development. As Ukraine gained independence, the country found itself in a difficult economic and socio-political crisis, which greatly affected all the processes of people’s lives - significantly reduced their employment rates, increased their living standards, and increased their living standards. The state should help increase the level of economic independence of the population by increasing labor income and income from entrepreneurial activity. Therefore, it is necessary to ensure a significant increase in remuneration based on improving the quality of the workforce, the accumulation of human capital and its effective use in the production process. It is also necessary to create favorable economic, organizational and legal conditions for the development of entrepreneurial activity, improving its efficiency and removing it from the shadow economy. As the problem of economic affordability of food is very acute in Ukraine, and the increase in the welfare of the population is hampered by a number of subjective and objective reasons, this topic is problematic and urgent, which in turn necessitates the expansion of research in this direction.

**References**


In the current conditions of transformation of the market economy of Ukraine, the level of development of food industry enterprises is determined by the achieved level of competitive potential, which is connected with the presence of sectors of the economy that have high technologies, developed transport infrastructure, the availability of cheap labour, etc. [1, p. 207]. Today, the potential of most domestic enterprises can be attributed to the first level of competitive potential.

Unlike other economic categories, the competitive potential of an enterprise has several features. First, it can only be detected and evaluated if there is a mandatory presence of real or potential competitors. Second, the competitive potential of the enterprise depends on the productivity of the use of resources involved in the...
production process. Third, the level of competitive potential of the enterprise depends on the level of competitiveness of its components, as well as on the overall competitiveness of the industry and the country [2, p. 283].

It is necessary to strengthen certain components of the enterprise’s potential, which will be able to provide a real reflection of the situation in the macro and microenvironment to obtain the results of assessing the level of competitive advantage. Many approaches are applied to the research of the competitive potential of the food industry enterprises, however, researchers are often limited to only some of them, characterizing their individual aspects [3, p. 142]. We believe that the most important area of research should be the integrated use of methods and approaches that will identify the sources and factors of the competitive potential of food industry enterprises as an economic entity in the context of institutional changes in the Ukrainian economy. The main scientific and methodological approaches on which the study is based are presented in Table 1.

**Table 1**

*Scientific and methodological approaches to the research of the competitive potential of food industry enterprises*

<table>
<thead>
<tr>
<th>Approach</th>
<th>Characteristics</th>
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<tr>
<td>Complex</td>
<td>It is based on the description of internal and inter-system interactions of the object and gives the possibility of theoretical generalization of technical, technological, economic, organizational, social, ecological components of competitive potential of sustainability of food industry enterprises development, as well as interconnection and interplay of these components. It will allow substantiating strategic directions of increase of stability of reproductive processes and the concept of formation of competitive potential of the food industry.</td>
</tr>
<tr>
<td>System</td>
<td>Involves: first, the consideration of the object of study as a hierarchical system; second, determining the composition, structure and organization of system elements, identifying the main links between them; third, the identification of external links of the system, its functions and role among other systems. The use of this approach to the competitive potential of sustainable development of food industry means the need to study it, on the one hand, as a whole set of constituent elements, and on the other, as part of a component of a higher order system.</td>
</tr>
<tr>
<td>Functional</td>
<td>The essence of which is the need to analyse the functional structure of the object of study, because the performance of the object of its functions determines the structure of the system, and therefore its stability. Consideration should be given to the sustainability of the economic system, bearing in mind the purpose of the system and the resources available to achieve it.</td>
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### Continuation of the table 1

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<td><strong>Integration</strong></td>
<td>Aims at exploring and strengthening the interconnections between individual elements of the economic system, between levels of management vertically and between subjects of management horizontally. This approach to the research of the competitive potential of the food industry enterprises implies the deepening of the cooperation of the management entities, as well as the coordination of interactions between the components of the economic system.</td>
</tr>
<tr>
<td><strong>Reproductive</strong></td>
<td>Focused on the constant renewal of the properties of the economic system and, most importantly, sustainability. The type of reproduction and the quality of the reproduction processes largely determine the sustainability of the food industry. It is the proportions and quality of reproductive processes in the economic system, as well as its adaptability and capacity for development that determine the trajectory of economic development.</td>
</tr>
<tr>
<td><strong>Normative</strong></td>
<td>is the need to apply standards for all elements of the economic system, including the target subsystem (indicators of quality and resource intensity of production, organizational and technical level of production, social development of the team, environmental protection), which provides other subsystems. These standards must meet the requirements of complexity, efficiency, validity, promising application.</td>
</tr>
<tr>
<td><strong>Dynamic</strong></td>
<td>when applied, the object of study is considered in dialectical development, taking into account the influence on it of internal and external influences. A dynamic approach to research the competitive potential of the food industry reveals specific conditions and forms of its development, the sequence of their transitions from one historically necessary stage to another. At the same time, based on the study of cause and effect relationships and subordination, a retrospective analysis of the behavior of the object, including trends, relationships, interactions and patterns of its development, is conducted.</td>
</tr>
<tr>
<td><strong>Quantitative</strong></td>
<td>The essence of which lies in the transition from qualitative estimates to quantitative ones through calculations, economic-mathematical and statistical methods of research, expert scoring. A quantitative approach to the research of the competitive potential of food processing enterprises is realized by establishing dependencies between technical and organizational and socio-economic indicators, using mechanisms of action of the laws of supply and demand, laws of scale and economy of time, the law of the relationship of costs in the fields of production and consumption and other fundamental economic laws.</td>
</tr>
<tr>
<td><strong>Institutional</strong></td>
<td>Based on the identification of generic features, qualitative characteristics and functions of structural elements of the economic system. Each of them has specific, only inherent properties and performs clearly marked functions in the system. This approach is based on administrative methods based on the system of legislative acts of the country and the region, regulatory and methodological documents of the company, plans, programs, tasks and operational management.</td>
</tr>
</tbody>
</table>

Source: adapted by the author [1, p. 209].

Having analysed the methodological approaches, they concluded that to ensure the effective development of the competitive potential of food enterprises it is possible when applying a systematic approach, which provides for the complexity of the research and is most effective. The importance of systematic research is due to the
lack of systematic nature in making and implementing large-scale economic decisions.

In our view, forecasting should be an important part of research as one of the methods of scientific prediction. A specific form of forecasting may be the method of forecasting scenarios. Based on the study of the state and tendencies of the development of the enterprises of the food industry now it is legitimate to propose several possible scenarios of development in the future [3, p. 144]. This will take into account the possible variability of factors that influence the development of the object of study. Among the alternative forecast scenarios for the development of food industry enterprises, the most promising option will be identified, contributing to the formation of a strategy for its sustainable development.

In our opinion, a rather complete system of indicators of competitive potential of the enterprise, which will reflect the internal state of the enterprise and the degree of adequacy of its actions to the conditions of the market functioning, was presented by M.S. Yashin [4, p. 106]: indicators characterizing the capabilities of the enterprise, taking into account the specificity of the market situation and the impact of the state; indicators characterizing the financial and economic potential of the enterprise; organizational potential of the enterprise; production and technological potential of the enterprise; indicators that characterize the effectiveness of living labor. Of course, the presented nomenclature of indicators of competitive potential of the enterprise is not perfect and when applied to any particular enterprise, this nomenclature can be changed: supplemented by other indicators, or some indicators may be omitted.

Assessment of competitive potential of the enterprise M.S. Yashin recommends performing the method of rating based on the use of correlation and regression analysis, as well as the method of cluster analysis [4, p. 109]. The method of determination of the level of real competitive potential of the enterprise within the framework of the approach from the point of view of the quality of products is offered by S.V. Tsvetkov [5, p. 17]:

$$C^R_P = \frac{\sum_{j=1}^{n} j_h g_1}{\sum_{j=1}^{n} j_h g_1}$$

where CPR – is the integral coefficient of real competitive...
potential of the enterprise;

jni – the index of competitiveness of the i-th product by consumer parameters;

jej – the index of competitiveness of the i-th product by economic parameters;

gi – sales volume of the i-th product, UAH. (i = 1,2,3 ... n).

The coefficient of potential of a competitive enterprise (CEP) is determined by the formula:

$$C_E^P = \frac{\sum_{i=1}^{n} K_i}{n}$$

where $K_i$ – is the assessment of the i-th ability of an enterprise to provide competitive potential in terms of available resources;

$n$ – the number of “capabilities” of the enterprise.

where $C_{ij}$ – is a point estimate of the i-th ability on the j-th resource;

$m$ - number of resources.

Tsvetkov offers to evaluate the competitive potential of the enterprise in terms of the ratio between real and potential competitiveness:

$$K_i = \frac{\sum_{j=1}^{m} \tilde{N}_j}{m}$$

where CPU – is the capacity utilization factor of a competitive enterprise/

The disadvantage of this methodology, in our opinion, is its isolation, isolation of the competitive potential of the enterprise from the situation on the market, from other enterprises producing similar products. It does not take into account the organizational and social potential of the enterprise, does not evaluate the actions of the external environment (state policy, features of the market).

Circumstances and conditions that determine the competitiveness of an enterprise, it is commonly called the factors of competitive potential. Factors that differentiate a food business from other
businesses are called competitive advantage. The set of production and economic competitive advantages determines the competitive position of the food enterprise.

The paper proposes a scientific and methodological approach to the system of competitive potential research with the use of multidimensional statistics for a detailed assessment of the economic efficiency of food businesses, which consists of two main stages.

The first stage involves the systematization of the input data and the grouping of food enterprises by the level of competitive potential. The activity of food business operators in each case is characterized by a number of groups of internal and external economic and economic factors. In order to analyze and evaluate the competitive advantages and competitive potential, the initial data on the main economic indicators of the activity of each competing business entity are presented in Table 2.

Table 2
The main economic indicators of food companies

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Year of research</th>
<th>Competitive food businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>I group for as an indicator</td>
<td>1</td>
<td>a111</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>a121</td>
</tr>
<tr>
<td></td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>a1N1</td>
</tr>
<tr>
<td>II group for as an indicator</td>
<td>1</td>
<td>a211</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>a221</td>
</tr>
<tr>
<td></td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>a2N1</td>
</tr>
<tr>
<td>III group for as an indicator</td>
<td>1</td>
<td>a311</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>a321</td>
</tr>
<tr>
<td></td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>a3N1</td>
</tr>
<tr>
<td>........</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>J-a group for as an indicator</td>
<td>1</td>
<td>aJ11</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>aJ21</td>
</tr>
</tbody>
</table>
In the table 2 economic indicators of food business activity in the general case are indicated by the coefficients of the form aJ, aN, aI, where the first index J denotes the number of the group of indicators (j = 1,2, ..., J), the second index N denotes the number of the study year (n = 1,2, ..., N), the third index I denotes the food business number (i = 1,2, ..., I).

The result of the competitive potential indicator is a comparison of the performance of competing business entities with the performance of a conditional reference food business that has extreme values or the best results in individual or all comparative economic indicators.

In this approach, the basis for comparing and determining the competitive potential of a food business is not the subjective assumptions of experts, but the highest results from the totality of economic indicators of competing entities formed in real market competition.

The Paternne method allows to determine the level of competitive potential of the respective entity by comparing among themselves the indicators of the reference food enterprise with the indicators of each competing entity [6, p. 263]. The level of competitive potential for each economic indicator in accordance with the standard is calculated by the formulae:

From the elements of values similarity Cjni – table 3 is formed table about competitive potential for each economic indicator (factor).

**Table 3**

*Factors of competitive advantage and levels of competitive potential of food companies*

<table>
<thead>
<tr>
<th>Factors (economic indicators)</th>
<th>Year of research</th>
<th>Competitive food businesses</th>
<th></th>
<th>i-competitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>I group</td>
<td>1</td>
<td>c111</td>
<td>c112</td>
<td>c113</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>c121</td>
<td>c122</td>
<td>c123</td>
</tr>
<tr>
<td></td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>N</td>
<td>c1N1</td>
<td>c1N2</td>
<td>c1N3</td>
<td>...</td>
</tr>
<tr>
<td>II group</td>
<td>1</td>
<td>c211</td>
<td>c212</td>
<td>c213</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>c221</td>
<td>c222</td>
<td>c223</td>
</tr>
</tbody>
</table>
The following is determined by the integral index of competitive (K) potential of CNKi for each i-th competing food enterprise according to the n-th year of studies by the formula:

A food enterprise that has the maximum value of integrated competitive potential and will have the highest level of competitive potential with respect to other competing entities in the nth year of the study: . The total integral index of competitive potential (\( \cdot \)) is defined as the average of the sum of the integral indicators by years of researches for each food enterprise:

Subsequently, (X) food companies are grouped according to the level of competitive potential (Pcp) into five groups \([7, p. 164]\) (value ranges from 0 to 1) according to the reference enterprise (CNK max and ):

- **Group 1** - a high level of competitive potential: 0.8 ≤ Pcp ≤ 1;
- **Group 2** - a significant level of competitive potential: 0.6 ≤ Pcp <0.8;
- **Group 3** - the average level of competitive potential: 0.4 ≤ Pcp <0.6;
- **Group 4** - low level of competitive potential: 0.2 ≤ Pcp <0.4;
- **Group 5** - enterprise uncompetitive: 0 ≤ Pcp <0.2.

Based on the calculated integral indicators and the grouping of food enterprises by the level of competitive potential, a table 4 is formed.
Table 4

The level of competitive potential food industry enterprises

<table>
<thead>
<tr>
<th>Rank</th>
<th>Competitors</th>
<th>The total value of competitive potential</th>
<th>Relative to the reference value of competitive potential (Pcp)</th>
<th>The level of competitive potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>C11</td>
<td>...</td>
<td>N 1</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>C12</td>
<td>...</td>
<td>N 2</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>C13</td>
<td>...</td>
<td>N 3</td>
</tr>
<tr>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>X</td>
<td>K(I)</td>
<td>C1K</td>
<td>...</td>
<td>CNK Pcp1K Pcp2K PcpNK</td>
</tr>
</tbody>
</table>

Source: made up of materials [6].

At the second stage of comparative assessment of competitive potential and confirmation of the reliability of the results obtained in the first stage, statistical standardization of indicators of all research enterprises is carried out according to the system of formulas (8) [8, p. 21] and determines the overall assessment of the potential of individual food companies by standardized values of the main economic indicators:

- where – the arithmetic mean of the group of economic indicator of competitive potential;
- \( a_i \) – the economic indicator of the group for each food enterprise;
- \( s \) – is the standard deviation of the economic indicator group;
- \( b \) – is a constant (determined by a panel of experts).

These calculations are necessary for the transformation of all economic indicators from life size to coefficients (single plane of calculations), which will allow to determine the total competitive potential of each enterprise independently of each other [9]. The above methodology for determining the competitive potential provides an objective and reliable assessment of the economic efficiency of development, both as an individual enterprise and a comparative analysis of the regional potential of the food industry as a whole.

Assessment of competitive potential should result in the allocation of enterprises with the highest economic indicators of production in order to create on their basis an optimization model of production costs to stabilize or increase the competitive potential of food enterprises in a particular region [10]. For this purpose, in
the subsequent studies, the Cobb-Douglas correlation analysis and production function are systematically used [11].

Scientific and methodological approach and stages of using statistical and economic methods are aimed at objective analysis of patterns of development and assessment of production potential of food industry enterprises by the main economic indicators and creation of an optimization model with the purpose of developing managerial decisions to increase the efficiency of production potential of an individual enterprise and implementation of management strategy. development of food enterprises at the regional level.

List of References

- Tsvetkov S.V. Increasing competitiveness as an enterprise development strategy in a market environment (for example, the enterprise of the building materials industry): author. diss. for the competition of science degrees of cand. econom. sciences: special. 08.00.05 “Economy and Management of the National Economy” (Industry) / S.V. Tsvetkov. – Belgorod, 1998. – 20 p.