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# **СОДЕРЖАНИЕ**

## **МАТЕМАТИКА**

*Пашаева Х.Т.*

ФОРМИРОВАНИЕ ДЕКЛАРАТИВНЫХ ЗНАНИЙ  
ЭКСПЕРТНОЙ СИСТЕМЫ ..... 3

## **ПСИХОЛОГИЧЕСКИЕ НАУКИ**

*Бобровникова Н.С.*

МЕТОДИЧЕСКИЕ МАТЕРИАЛЫ ДЛЯ РАЗРАБОТКИ  
ПРОГРАММ ПРОФИЛАКТИКИ ПОДРОСТКОВОГО  
БУЛЛИНГА ..... 7

## **ТЕХНИЧЕСКИЕ НАУКИ**

*Потапов М.А.* КОМПЬЮТЕРНОЕ

МОДЕЛИРОВАНИЯ СИНХРОННОГО  
ГЕНЕРАТОРА  
ЭНЕРГОСБЕРЕГАЮЩЕГО ЭЛЕКТРОПРИВОДА МОТОР  
КОЛЕСА КАРЬЕРНОГО САМОСВАЛА ..... 12

## **ЭКОНОМИЧЕСКИЕ НАУКИ**

*Hryshchuk N.*

AGRICULTURAL MANAGEMENT IN COMPETITIVE  
CONDITIONS: REALITIES AND PROSPECTS ..... 21

## AGRICULTURAL MANAGEMENT IN COMPETITIVE CONDITIONS: REALITIES AND PROSPECTS

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**Abstract.** This publication focuses on fundamental research by many domestic and foreign scientists. Their scientific approaches and vision of the definitions of competition and competitiveness. The separate thoughts of the luminaries of economic science are covered. The problem of financial support of agricultural enterprises activity, which is complicated by the existing global challenge in the form of growing competition in the world market, is highlighted. The state and activity of agribusinesses in a competitive environment are characterized. The quantitative parameters of the influence of the main factors on the financial support of competitive production were evaluated. The strategy of financial support of activity on the basis of the determined strategic structure of sources of financial resources and its practical realization of competitive development of agricultural enterprise is developed. Positive and negative tendencies of development of agroindustrial production in the conditions of present and need of financing of innovative process in the conditions of competition are pointed out.

### **Relevance of research**

The competitiveness trend applies to many sectors of the national economy and demonstrates the utmost importance of addressing this issue for the agrarian sector, which has significant potential both domestic and foreign economic activity and integrates into the world market. The European integration movement of agricultural enterprises is complicated by the fact that the agricultural sector, like other sectors of the economy, is influenced by globalization, international capital flows and investments, multinational corporations [1].

The question of the vital activity and development of an enterprise, its ability to survive and to obtain a positive financial result in a fierce competition is an important component of its successful functioning.

Issues of competition and competitiveness have received attention in the research of many domestic and foreign scientists. First of all, it is necessary to note the contribution to the research of the outlined problems, known representatives of the classical political economy of Adam Smith and David Ricardo.

In his seminal work, A. Smith formulated the notion of competition as a rivalry that raises prices (by reducing supply) and lowers them (when supplying excess); determined the basic conditions of effective competition, developed a model of strengthening and development of competition and proved that in the context of market relations, it is possible to satisfy the needs of consumers to the maximum and ensure the best use of resources in the plane of society as a whole [2, p.5-6]. Sharing the vision and scientific achievements of A. Smith, D. Ricardo developed a theory of relative advantages that can be used in the plane of individual manufacturers.

Taking the example of foreign trade, it proved that securing success in competition requires specialization in the kind of products whose production is the cheapest [3, p.113–128]. Scientists have also justified the existence of an inverse relationship between wages and income levels: profits can increase in the event of a

decrease in wages, while wages always tend to increase [3, p. 42]. Taking into account the results of theoretical analysis, D. Ricardo confirmed the results of A. Smith's research on the impossibility of forming price competitive advantages of the enterprise for a long period of time [3, p. 447].

Based on the above, it can be argued that D. Ricardo denied not only the expediency, but also the possibility of managing the competitiveness of enterprises in the field of the same industry and defended the idea of their equality in the conditions of perfect competition.

Guided by the encyclopedic views of S. Mocherny, competition can be regarded as economic rivalry and the struggle between private and collective producers and sellers of goods and services for the most favorable conditions of their production and sale, for the highest profits, in the process of which the proportions of public production are spontaneously regulated. In fundamental work, edited by A.S.Galchinsky, competition is the driving force of a market economy. In a competitive environment, one who creates high quality products at the lowest cost of production wins. Competition is an objective economic law of advanced commodity production, the manifestation of which is the struggle for survival, for gaining a place in the market, for attracting consumer attention to their products [4, p.4-17]. J. Schumpeter characterized competition from the standpoint of evolutionary transformations and presented competition as a rivalry between the old and the new, with innovation [5, p.160].

From the point of view of the market and its main counterparties, K. McConnell and S. Bru came out, defining competition as the presence in the market of a large number of independent buyers and sellers, and also as an opportunity for buyers and sellers to enter and exit from the market freely [6, p. . 79]. A. Marshall, who represented a neoclassical school, represented competition as a competition and noted that "one

person competes with another, especially when selling or buying something" [7, p.103].

Concerning competition, JS Mill stated: "... Whereas competition is the only regulator of prices, wages, rents, it is itself a law establishing rules for its regulation" [8, p. 102]. In turn, Professor of New York University Israel Kirzner, who developed market theory and pricing, focused on the mechanism of market functioning. He viewed the market as a competitive and entrepreneurial process, and believed that the competitive process was entirely dependent on the will of those who had better ideas or a desire to serve the market by offering better opportunities. Any obstacles to the market are a restriction on the competitiveness of the market process [9, p. 7].

In today's financial conditions of business, competition can be represented as an economic process that occurs during the interaction and struggle of producers for buyers and increase their market share or rivalry between manufacturers or suppliers of goods and services under the most favorable conditions of production and marketing [10, p. .117].

**The purpose of the study** is to highlight the problem of financial support for the activities of agricultural enterprises, which is complicated by the current global challenge in the form of increasing competition in the world market. Describe the status and activities of agribusinesses in a competitive environment. To evaluate the quantitative parameters of the influence of the main factors on the financial support of competitive production and to indicate the ways of improving the economy in a competitive environment.

For businesses, in the face of difficult financial resources and limited access to available funding, a sound financial policy and a sound approach to addressing financial support for operations is important. Given the current economic instability and turbulent financial environment in which Ukraine's national economy and agrarian sector are located, the problem of financial support for agricultural enterprises is compounded by the current global challenge in the form of growing competition in the global market.

**Research results.** In such a financial environment, it is necessary for agricultural enterprises to concentrate their efforts on addressing the issue of financial security in the most expedient and rational way. Therefore, the issue of optimal choice in the formation of the structure of sources of financial security, requires careful justification both by the owners of the enterprise and by management. Their visions and views on ways and means of financing activities to financially support the competitiveness of agricultural enterprises should share a common strategic objective.

Identifying the reasons for the different level of financial support for the competitive development of agricultural enterprises in the analyzed region, depending on the organizational and legal forms of economic management, it was found that in 2017 there were 4776 enterprises operating in agriculture of Vinnytsia region, which is 485 less than in 2016. . It is determined that by typified division, the sector of small and micro-enterprises of Vinnitsa region is 4638 enterprises whose development is the basis of formation of the middle class - the basis of stability of the state economy. (Table 1).

Table 1

**Efficiency of subjects of manage the Vinnytsya region of 2015-2017.\***

Indexes	Large enterprises			Middle enterprises			Small enterprises			Mikropidpriemstva		
	Years			Years			Years			Years		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Amount of enterprises	4	4	1	152	151	137	2274	2300	2488	1977	1990	2150
Volume of realizo of vanoy products of mln. grn.	13907	14467	9013	9932	1103	6521	6816	9724	11849	1888	3050	3443
Property asset	5460	6162	2801	3304	6722	4753	4914	6950	8641	1785	2429	3600
Long-term debt	2431	2445	1484	1551	1078	3383	867	843	1007	135	343	370
Current liabilities	35513	8611	10622	8624	9695	4658	7355	6363	853	1764	2616	3280
Account payable	4173	6706	776	6957	5902	2165	4411	3094	3942	310	549	1018
Net income	3444	2483	285	2241	3610	1479	2230	2527	2692	573	8453	843
Profitability of basic activity	35,9	26,5	26,4	39,8	48,4	31,6	37,4	37,8	31,6	32,5	35,6	29,1
Agricultural profitability gift activity	27,6	19,4	18,7	5,5	30,0	23,3	24,8	30,0	22,9	26,7	31,7	27,0

Note. \* Designed by the author according to the State Statistics Service of Vinnytsia region

Analyzing the trends of product sales by enterprises of different organizational and legal forms, we note that they were different. In particular, its decrease in large and medium-sized enterprises (which is also associated with changes in their size), while small and micro-enterprises increased their sales volume. It is also noteworthy that there is a different level of borrowing. So in 2017 the amount of borrowing by large enterprises for 1 UAH. sales were UAH 1.3, average- UAH 1.2, while the small ones are only UAH 0.16, which indicates a different policy of access to credit resources. This trend is also underlined by the indicators of in-depth diagnostics of financial support of agricultural Vinnitsa region. First, we analyze the coverage ratio (sometimes called the total liquidity ratio). In the agricultural enterprises that we consider as basic, only PJSC "Druzhba-VM" and PJSC "VOSVPPPSVT" during 2012-2017. can be considered as functioning successfully (Table Appendix). The coverage ratio of farms indicates the ability of businesses to repay current liabilities.

Somewhat critical value of the coefficient of coverage in PJSC "Vinnitsa region", only in 2015 its value was 0.93. Also, PJSC Garden Podillya has been operating since 2012. to 2015 with illiquid balance. Also in PJSC "Podillya" and SJSC "Sokilets" during 2012-2013 the coverage ratio was less than 1.

Next, we calculate the ratio of quick liquidity, which, unlike the previous one, takes into account the quality of current assets and is a clearer indicator of liquidity, because in its calculation liquid current assets (stocks are not taken into account) are taken into account.

Of the surveyed farms, only PJSC "Druzhba-VM" has strong positions in management, in other farms the conditions of the lowest coefficient value equal to 1 are not maintained.

The next factor is the absolute liquidity ratio, which shows in which cases some of the current (short-term) liabilities can be repaid immediately. Among the enterprises we investigate, only at PJSC "Druzhba-VM" this ratio shows that in case of all creditors' short-

term liabilities, the company will be able to repay its current debt. The absolute liquidity ratio is the most stringent criterion for agricultural enterprise solvency and liquidity.

Thus, at the basic agricultural enterprises studied, the values of the autonomy coefficient are within the recommended values (0.65-0.70) (Table Appendix). This indicates that more than half of equity is invested in assets and generates income. The value of the financial risk indicator is acceptable for the classification of enterprises in the category of financially independent: only in 2015. In PJSC "Vinnitsa region" it decreased slightly by 0.48, compared to 2014, and in 2016 - increased to 2.03. Also in PJSC Podillya 2016 and 2017 there are significant decreases in the autonomy indicator. The indicators of financial risk are quite rational - from 0.04 in PJSC "Vinnytsia" in 2016 to 3.31 in PJSC "Podillya" in 2017. Equity maneuverability of PJSC "Podillya" in 2016-2017 has negative values. The negative value of the indicator indicates that equity and long-term borrowing funds are intended to finance non-current assets, so borrowing sources need to be used to finance current assets. This leads to a decrease in financial sustainability. With this value of the indicator it is necessary to work in the direction of increasing the share of own resources, which will allow to increase the amount of own working capital, which will lead to an increase in the value of the coefficient of maneuverability of own capital. The aforementioned is also confirmed by the working capital ratio - a working capital shortfall to pay off short-term financial liabilities.

For more accurate estimation of economic results, not only absolute profit indicators are used, but also relative per unit of resources, ie profitability indicators. These indicators are calculated in order to study the economic performance of agricultural enterprises. By analyzing the profitability coefficients of the investigated agricultural enterprises of Vinnytsia region (Table 2), one can again confirm the specificity of agricultural production.

Table 2

### Calculation of profitability indicators of agricultural enterprises of Vinnitsa region 2012-2017

N/A	Enterprises	Period					
		2012	2013	2014	2015	2016	2017
1. The coefficient of profitability							
1	PJSC «Vinnytsia region»	-17,41	-119,68	-80,39	-189,62	-5,50	3,11
2	PJSC "Podillya"	-33,47	-64,06	-73,24	-82,83	0,07	0,00
3	PJSC "Druzhba-VM"	52,34	36,52	23,70	51,13	30,63	49,08
4	PJSC "Garden of Podillya"	-40,72	-76,99	-58,86	47,00	49,61	8,28
5	PJSC "VOSVPPPSVT"	-82,85	-47,52	-26,17	-70,33	-105,62	-10,81
6	Sokilets JSC	14,80	18,23	-1,69	-122,85	-211,96	-1830,00
2. The coefficient of profitability of products							
1	PJSC «Vinnytsia region»	6,09	-47,99	-44,20	-50,00	-42,17	16,83
2	PJSC "Podillya"	-1,40	-22,66	-67,19	13,87	20,31	-8,80
3	PJSC "Druzhba-VM"	47,32	58,71	43,67	92,48	55,57	45,77
4	PJSC "Garden of Podillya"	-32,00	-47,68	-43,83	55,33	79,63	8,87

5	PJSC "VOSVPPPSVT"	-124,95	-69,81	-1,13	-114,63	-38,79	-9,75
6	Sokilets JSC	49,32	18,67	8,05	9,52	32,98	100,00

Note. Designed by the author

The most characteristic feature of the agricultural sector enterprises is the high degree of risk of their activity, which is caused by the influence on the production process of various natural factors. At the same time, climatic conditions, soil quality and biological laws are factors that have an impact on agricultural production, and hence the profitability and profitability cannot be offset.

The seasonality of agricultural production means the uneven income of products, the attraction of labor resources and, as a consequence, the uneven increase in costs, the low turnover and the irregular income from the sale of products during the study period.

Analysis of the level of profitability of production of products helps to identify issues of improvement of the structure of agricultural production, its specialization, territorial location, to determine the efficiency of production of a particular agricultural product.

In addition, due to a number of circumstances, there are certain types of agricultural products whose production may objectively be low-cost or not profitable at all, but important to society, which necessitates the support of agricultural enterprises.

On the basis of the indicators of the level of profitability of production, the corresponding levels of purchase prices for agricultural production, volumes and directions of state support of agriculture, etc. are established. In this regard, the analysis of the profitability of agricultural products is of great interest and is of great importance for determining ways to improve the functioning of the industry.

Research of the main financial indicators of activity of agricultural enterprises of Vinnytsia region shows positive dynamics.

The competitive advantages of agricultural products as a source of competitiveness of an agricultural enterprise are formed, first of all, within the operational cycle, which includes the stages of resource supply, production and sale of products. The available and available volumes, quality properties and cost characteristics of resources are potential competitive advantages that can be generated at the resource stage.

$$B = 0.7529 - 0.0004X_1 + 0,0189X_2 - 0.0031X_3 + 0.0216X_4 \quad (1.)$$

The negative importance of the relationship between income and financial support for production is explained by the fact that the enterprises of the cluster of crop production and essentially the revenue for production comes in the last quarter of the year, it cannot be the main source of financing.

There is a negative dependence on financing and accounts receivable, since these are withdrawn funds. The other factors are positive. In particular, net income indicates that the company produces liquid products, a

These competing advantages should be seen as the basis for generating benefits in the areas of production, product sales and management.

That is, indicators reflecting the impact of direct factors on the financial position during the analyzed period was constant.

Assessment of financial support of agricultural enterprises of Vinnitsa region in 2012-2017. indicates a steady upward trend in financial dependence on borrowing, that is, external sources of financial cover for the needs of enterprises, which is quite clearly correlated with the level of competitiveness of enterprises, which did not provide significant growth rates.

Therefore, businesses in the region need to pay greater attention to improving the financial security of their competitiveness, in order to avoid existing financial threats to financial dependency on external creditors and investors, as well as to formulate flexible and prudent financial policies by reducing the dependence on external borrowing and forming flexible financial policies.

Estimation of quantitative parameters of influence of the main factors on the financial support of production in today's conditions can be made from the econometric model (appendix), which shows their relationship.

For its construction, we have formed a homogeneous statistical cluster taking into account the size of the land bank, production area, soil and climatic conditions, organizational and legal form of management.

The dependence of the financing of the production program - B on the income (revenue) for sales of products -  $X_1$ , net profit of the previous year -  $X_2$ , receivables -  $X_3$  and short-term borrowings, including accounts payable -  $X_4$ , was studied.

Analysis of the correlation matrix shows that financing is mainly due to net income ( $r = 0.885$ ) and current borrowing ( $r = 0.783$ ). The econometric model of the dependence of the level of financing of production on these factors looks like:

large proportion of which is exported. Higher cost increases the return on investment and forms a source of financing. By the way, financial assistance from the state can also be considered as own funds. Short-term loans and payables are a real source of financing.

The vectors for financing the production program in enterprises whose net income is almost equally formed by crop and animal husbandry have changed somewhat:

$$Y = 64,1688 + 0,0007X_1 + 0,0007X_2 - 0,0482X_3 + 0,0016X_4 \quad (2.)$$

Therefore, the vectors of all factors are preserved except for the net income that comes to such enterprises during the year, and therefore serves as a source of financing for the production program.

All management actions must be coordinated in accordance with the existing economic purpose of the operation of the agricultural enterprise, taking into account the needs of all stakeholders.

In order to take into account the interests of owners, management, investors, employees of agricultural enterprises, it is necessary to develop a financial strategy of the enterprise, which is based on the optimum principles of formation of the composition of sources of financial resources.

As the experience of solving this issue in agricultural enterprises shows, a very common practice is the lack of prompt and prospective planning of

$$Z = 1,5X_1 + 0,08X_2 + 10X_3 + 5X_4 + 0,3X_5 + 0,1X_6 \rightarrow \max$$

{

$$Z = 0,203 + 2,167X_1 + 1,195X_2 - 3,157X_3 + 5,406X_4 - 8,889X_5, R^2 = 0,94$$

The economic interpretation of the model parameters is as follows: Increase X1 by 1 unit size. produce up to an increase in Y by an average of 2,167 units; Increase X2 by 1 unit. produce up to an increase in Y by an average of 1,195 units; Increase X3 by 1 unit. produce up to Decrease Y by an average of 3,157 units; Increase X4 by 1 unit size. produce up to an increase in Y by an average of 5,406 pieces; Increase X5 by 1 unit. produce up to Decrease Y by an average of 8,889 pieces.

In such circumstances, the process of interaction with existing and potential investors, owners, etc. is more predictable for the enterprise. If external borrowing is required, there is a need to compare the existing composition of sources of financial resources formation with the determined strategic composition of sources. In case the strategic structure is reached by the

sources of income and use of financial resources. The issue will be positively solved, provided that the prerequisite is the development of management in the context of structural units and consistency with the owners of the main sources of financial security and composition of financial resources, which will be involved in the process of financial support for the functioning of agricultural enterprises.

A prerequisite for the formation of an optimal structure of sources of financial resources is the certainty regarding the optimality indicator and the coordination of all the subjects of this process in coordinating the strategic composition of sources of financial security.

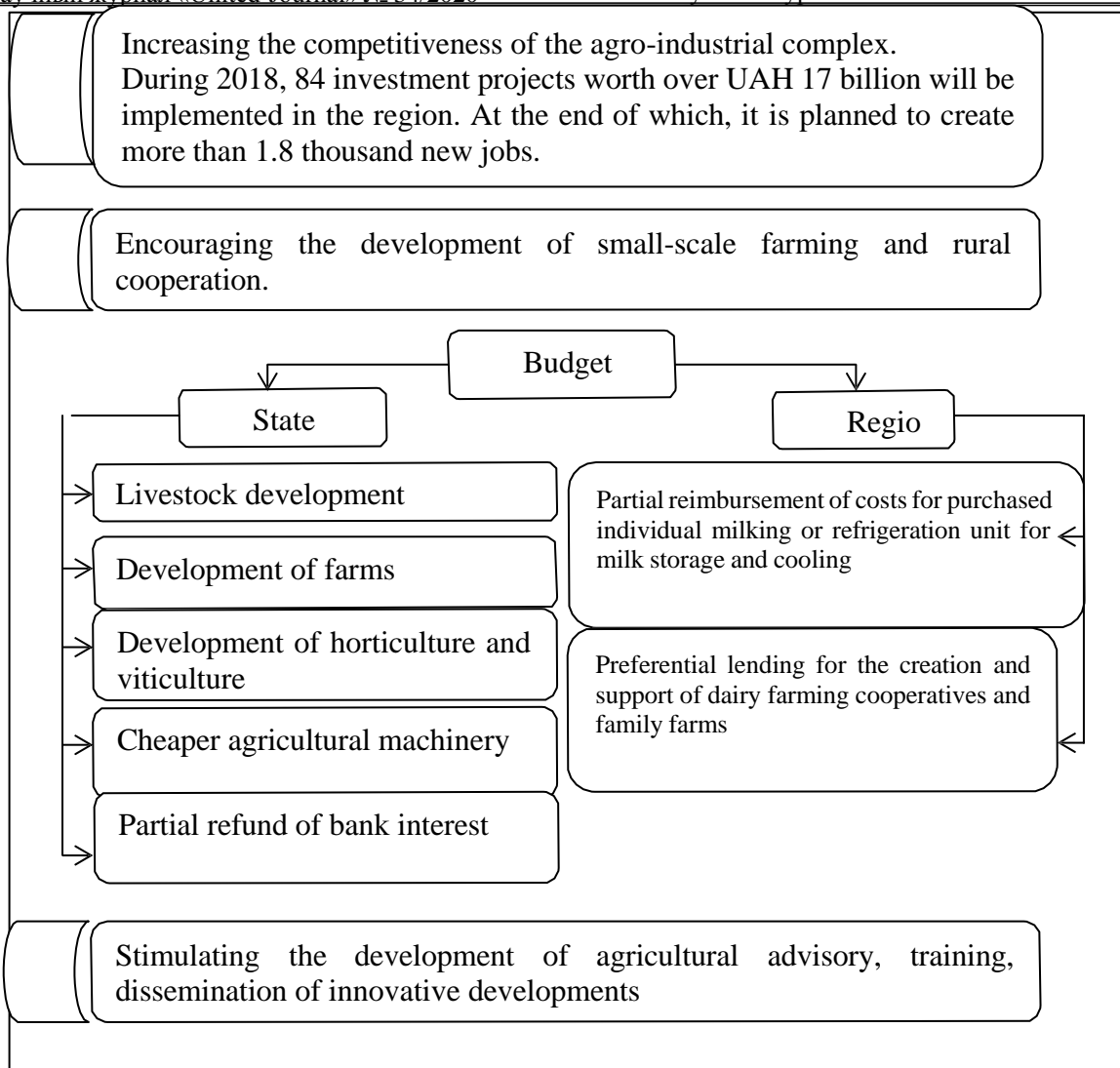
System of equations from O. Tereshchenko model and equation of dependence of bankruptcy probability on factors X1 - X5:

enterprise, it is necessary to stop the process of formation of sources of financial resources.

Our model of formation of the composition of sources of financial resources is quite clear and convenient for practical use for everyday practice of managing the financial support of agricultural enterprises.

Making effective and thorough managerial decisions on financial support for agricultural enterprises competitiveness, based on the achievement of strategic structure of sources of financial resources in the long term is made possible by applying the proposed model. The presented model provides the ability to respond promptly to the transformation of the external financial environment and harmonize the financial relations of the agricultural enterprise in accordance with its chosen financial policy and strategy of financial security of competitiveness.





*Model of formation of sources of financial resources for ensuring the competitive development of an agricultural enterprise  
Adapted by the author.*

Given the limited types of financial resources and difficult access to sources of formation of financial resources, the existence of a developed strategy of financial support for activities on the basis of a defined strategic structure of sources of financial resources and its practical implementation will contribute to the prospective, competitive development of agricultural enterprise.

Only by the innovative type of development, the introduction of innovative technical-product or information-management decisions aimed at improving social and socio-political components, provided the creation of infrastructure and logistics system, providing financial and economic incentives in agribusiness is competitive development.

In the process of assessing the efficiency of the use of competitive potential, it should be borne in mind that the efficiency of agricultural enterprises with the same resources is different. Agribusiness entities that perform better than rivals with similar resources are more effective. The efficiency of the use of competitive potential means the fullness of its realization: the more

significant financial and economic results per unit of resources, the more efficient the enterprise uses its potential.

The basis of the relevant analysis is a comparison of inputs (inputs) with outputs (outputs). It is advisable to complement this methodological approach with the principles of benchmarking, which is one of the most popular methods of competitiveness research. It provides a comparative analysis of the performance of competitors and the selection of the most effective among them.

Agroindustrial complex of material production has a number of features that affect its functioning in a market economy and affect the formation of the structure of financial resources involved in financing its innovation process.

Among them are the following characteristic features: seasonality; significant duration of the production cycle; increased need for credit resources; widespread use of land lease, specific rules for the formation and use in various organizational and legal forms of households.



For agricultural structures the introduction of innovative in production is a prerequisite for the introduction of new technologies for agricultural production; the use of new, more productive breeds in animal husbandry and new varieties of plants that are more productive and disease-resistant and climate-resistant; the use of biotechnologies that enable them to obtain better quality, useful products that have a health and preventative effect; the application of new technical means and technologies for soil cultivation, cleaning and storage of raw materials; the use of energy-saving technology, the use of eco-friendly innovations that accordingly increase yields, productivity, minimize costs, and ensure environmental safety.

The stage of creation of innovations in agro-industrial production includes: origin of ideas, fundamental and applied research and development, registration of their results as objects of intellectual property, production and realization of high-tech production, adaptation of innovative production.

Thus, innovation in agroindustrial complex can be considered complete when a fully implemented research plan and obtaining certain results are possible only if the continuous financing of all stages of the innovation process realization is prevented.

Positive and negative tendencies of development of agro-industrial production in the conditions of the present point to the need for financing of the innovation process in agroindustrial complex.

The enterprise must independently decide its own priority questions regarding the choice of promising directions of improving the efficiency of management, depending on the specifics of economic activity and the peculiarities of the existing and existing management system. An indispensable condition for the formation and maintenance of sustainable competitive positions by agribusiness entities in the domestic and foreign markets is the introduction of innovative technologies in their economic process.

The content of innovation in the agrarian sector of the economy is represented by changes that are considered as a source of income, and their processes contain a significant proportion of the elements of uncertainty. Risk and uncertainty have a huge impact on agricultural entrepreneurship, particularly in the process of adapting innovations in this field. To determine the results of innovative development, it was evaluated by groups of the following indicators: 1) innovation activity of economic entities; 2) economic efficiency of innovation processes.

At the same time, it is not possible to calculate indicators of concrete performance of the innovation system of Ukraine in the context of the degree of achievement of the planned goals of the planned innovation development, due to the lack of a clear system of targets for such development in the approved by the Ukrainian Government Strategy until 2020 and the lack of a functioning Ukraine's innovation strategy.

As indicators of innovation activity of agricultural enterprises at the national level, a number of relative indicators have been used. According to the results of

calculations, it is convenient to carry out comparative analysis in the context of regions and types of economic activity according to the State Statistics Service of Ukraine, which will create opportunities to identify factors that influence the innovative activity of agricultural activity. enterprises at different levels of the management system of the national economy.

The demand for innovation is related to such features of agro-industry as the existence of small-scale farming, scarcity of own resources, low innovation potential, lack of susceptibility to innovation. Activation of innovative development requires immediate change of conceptual approaches to understanding its essence and development of effective mechanisms of organizational and institutional regulation of innovation development.

An integral part of the innovation process is its financial security system. Financial and credit institutions that can finance the innovation activity of agricultural enterprises include commercial banks (all types of innovations subject to the creditworthiness of the enterprise and the availability of collateral); credit unions (improving low value innovations); leasing companies, NJSC "Ukragrolyzing" (equipment)/

The agricultural sector development strategy in the current conditions should take into account the current trends of economic development, instability and uncertainty of the environment and production specialization of a particular region. Losses in the strategy and tactics of agricultural reform have led to a number of negative phenomena in the agrarian sector, in particular the emergence of structural imbalances in agricultural exports towards raw materials, the inconsistency of domestic agricultural production.

In modern conditions, no state of its own is able to fully finance the full cycle of the innovation process - starting from the development and ending with the implementation and implementation of the innovative one. It is therefore necessary to establish international relations in this area. From this, first of all, it is possible to distinguish such factors as:

availability of agreements on preferential terms of trade between states;

availability of export limits for certain types of agro-industrial production; protectionist actions of certain countries; adjacent to many countries; the presence of unmet demand in the markets of foreign countries for types of innovative products that produce agro-structures, etc.

#### **Conclusions and main priority areas for further research:**

In our opinion, without a single continuous institutional interaction between developmental innovation and its introduction into production, the innovation process in agro-industrial production cannot be effective.

In a competitive environment, agricultural enterprises must not only focus on the internal situation, but also develop a long-term survival strategy that will allow them to keep up with the changes taking place in their environment and provide them with an appropriate adaptation of the firm to a rapidly changing

environment. In a market economy, companies that are successful in combining production and marketing mechanisms are successful.

Each enterprise can focus on: 1) competitors, with the emphasis on cost reduction, which in most cases leads to price advantage; 2) consumers, while ensuring the usefulness of the product, and this requires the interaction of production and marketing subsystems, which will inevitably increase the competitiveness of the enterprise

With this approach, the maximum provision of simulation is achieved production systems at the enterprises of the agro-industrial complex. Modeling production systems will help them to improve their perception and understanding, which in turn will facilitate the optimization of the production process.

In Ukraine, the problem of efficient development of the agrarian economy and increasing the competitiveness of enterprises is to develop such measures of market regulation that, while maintaining positive qualities, would be able to minimize its inherent disadvantages. The most important is the introduction of a mechanism of state support for the competitiveness of agricultural enterprises.

By 2017, the lion's share of state support for agriculture came from enterprises not as direct government subsidies, but in the form of tax breaks. In particular, the special VAT regime for agriculture and forestry and fisheries has allowed the budget not to pay the difference between the tax liability and the tax credit, but to use that difference to purchase production resources. In addition to the special VAT regime, farmers have been exempted from much of the tax for several years, paying instead a fixed agricultural tax of 1% of their income.

In 2017, at the request of the IMF and the World Bank, Ukraine abandoned the special tax regime and switched to direct subsidies. That year, the distribution of this support was in proportion to the VAT paid, and in 2018, the government divided UAH 6.3 billion in support for special "resource subsidies". The new payments are aimed at:

1. Farm development - UAH 1 billion;
2. Partial compensation for the cost of construction and reconstruction of livestock farms, including by credit - UAH 2.3 billion;
3. Support and purchase of young cattle and subsidies for cattle dairy and dairy products - UAH 1.2 billion
4. Credit support program - UAH 200 million;
5. Partial compensation for the purchase of agricultural equipment of Ukrainian origin 26 - 945 million UAH.

In 2018, the support system has changed. Now it is mainly subsidies on factors of production, totaling UAH 6.3 billion. Examples of support programs in 2018:

1. Development of farms;
2. Compensation of costs for construction and reconstruction of livestock farms;
3. Support and purchase of cattle rearing cattle and subsidies for cattle keeping of dairy and dairy meat;

4. Credit support program;

5. Partial compensation for the purchase of agricultural equipment of Ukrainian origin.

Financial impediment is the key to the stable functioning and implementation of an innovative process in the activities of any business entity of agribusiness.

The following main priority directions of state regulation and support of agricultural enterprises are also offered:

stimulation of socio-economic development of regions at the expense of development of agricultural enterprises;

legal regulation of activity of agricultural enterprises, development of scientifically-substantiated normative recommendations, taking into account market laws and diversity of forms of ownership;

improving the taxation mechanism, which, in relation to agricultural enterprises, should promote a rational combination of fiscal and incentive functions, and create favorable conditions for the implementation of compositional transformations and the activation of activities of agricultural enterprises;

financial and credit regulation in the form of financing of priority programs of development of agrarian sphere, subsidization of elite seed and breeding business, compensation of part of expenses for purchase of agricultural machinery, mineral fertilizers, chemical means of plant protection, crop insurance of crops, etc .;

support and promotion of rural credit cooperatives to guarantee affordable and preferential loans to agricultural enterprises;

with regard to social development, the state should encourage those agricultural enterprises that contribute to the development of the social infrastructure of rural areas;

adoption at the national level of legislation focused on the market type of economic activity, as well as regional and local factors that contribute to the development of agricultural enterprises;

equal access for agricultural producers of all forms of ownership involved in the implementation of integrated programs for financial, credit, logistical and other resources.

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