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CONTENT

ECONOMIC SCIENCES

значительная часть доходов, не отображаемая в официальной статистике.

Защита экономики от преступных посягательств, как уже было отмечено выше является одной из стратегических задач государства, его правоохранительных и контролирующих органов, в первую очередь МВД России, выступающего в качестве ведущего субъекта обеспечения экономической безопасности страны.

Исследования показали, нетрудно заметить, что основными путями укрепления экономической безопасности и защиты жизненно важных экономических интересов страны являются сферы ее экономического, социального, финансового и нормативно-правового развития.

Но сегодня нельзя не отметить, что, одним из ведущих факторов криминализации экономических отношений является коррупция, которую можно рассматривать как метод, с помощью которого экономическая преступность проникает в государственные и общественные органы в целях перерождения и нейтрализации соответствующих органов борьбы с этой организованной преступностью.

В данном направлении представляется важным поиск новых идей и взглядов на национальную безопасность, на роль государства и общества в ее обеспечении. Все это весьма важные вопросы, от которых и зависит безопасность экономики. А значит, и безопасность человека, общества, государства и природы.

Важнейшей составляющей динамично развивающейся экономики страны являются подготовленные кадры, способные анализировать и предупреждать возникающие в сфере экономики угрозы, адекватно реагировать на агрессивность преступной среды, в рыночных условиях. Причем речь идет не только о специалистах, задействованных в службе безопасности или аналитическом отделе фирмы, но и сотрудниках правоохранительных органов, представителях исполнительной власти.

Таким образом, рассматривая данную проблему в представленной работе, нами, были исследованы проблемы экономической безопасности, определены основные направления обеспечения экономической безопасности страны.

Результаты данной работы базируются на масштабном фактическом материале, всесторонне характеризующем изменения, произошедшие в ходе экономических реформ в реальном секторе российской экономики и экономической преступности.

В работе показано, что категория экономической безопасности является важным и неотъемлемым элементом современной науки и нуждается в специфических методах исследования.

Как нам представляется, акцент в борьбе с организованной, в том числе и экономической, преступностью лишь на методах силового воздействия недостаточно перспективен. Об этом же свидетельствует отечественная и зарубежная практика. Включение механизмов самоорганизации, духовного самоочищения общества на основе возрожденных ценностей (традиции, правила поведения, идеалы и т.д.) безусловно, может уменьшить социальную базу преступности, создать условия для эффективного контроля над ней со стороны государства и общества.

Вопросы обеспечения экономической безопасности всегда были актуальны для российской экономики.

Для стабилизации экономики России также необходимо использовать все доступные государству методы налоговой, денежно-кредитной, бюджетной, таможенной, валютной, социальной и ценовой политики.

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FORMATION OF COMPETITIVENESS OF SUPPLY CHAINS OF AGRICULTURAL ENTERPRISE

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Abstract

Dynamic development of agroindustrial complex is conditioned by economic transformations of present time. Main system-forming the constituent of this process is a competition that determines all the totality of inherent to the market economy elements. For the permanent functioning of agriculture in these terms of the special value acquire the question of development of competition environment, as the economic are certain in him, scientifically are economic, productive, marketing feasibilities of both separate producers and national economy on the whole.

In these terms development of practical recommendations in relation to directions of improvement of control system by the competitiveness of supply chains of agricultural enterprise is actual enough.

Keywords: management, competitiveness, strategy, supply chains, logistics systems, optimization, planning.

The formation of the competitiveness of agricultural enterprises takes place in the conditions of deepening integration relations with European countries. Agricultural producers face the problem of production, which must meet the requirements of the European market, which provides for the stability of production and compliance with quality and safety to international standards. Measures taken in this direction at the state level have led to a certain stabilization of domestic agricultural production.

However, a number of issues related to increasing the competitiveness of enterprises in the context of deepening European integration processes remain unresolved, namely: production of the main types of products that are competitive in the foreign market; providing the population with competitive products of domestic producers taking into account the volume of imports, creating a system of efficient marketing and compliance of its quality with market requirements, etc. It should be stated that only a competitive enterprise can produce competitive products.

In Ukraine, under certain conditions of existence and development of a market economy, the role of the efficiency of the enterprise of all forms of ownership as an integral part of the system of economic information and management is growing.

Today the task of developing mechanisms of the state agrarian policy to increase the efficiency of using the existing potential of the agricultural sector of the economy is acute for Ukraine. To this end, special attention should be paid to creating conditions for its institutional support, which primarily involves the development of rural areas, the formation of mechanisms of interaction between the state and agribusiness, development of agricultural advisory in the form of information and advisory assistance to agricultural producers and rural population. small-scale agricultural production, agricultural cooperation to ensure the integration of personal households in the market mechanisms of the agricultural sector of the economy [1] .

In these conditions, enterprise management requires systematic information about the implementation of economic processes, their nature and scope, the availability of material, labor, financial resources and their use. An important attribute of a market economy is the competitiveness of the enterprise. The study of the competitiveness of the enterprise in the current economic situation in Ukraine, allows us to consider it as a comprehensive description of the potential opportunities to ensure competitive advantage in the future, which is available for review (10-15 years). In the Commercial Code of Ukraine (Article 25) competition is understood as competition between economic entities, which provides due to their own achievements to obtain certain economic advantages, as a result of which consumers and economic entities have the opportunity to choose the necessary goods, and some sub economic entities do not determine the conditions of sale of goods on the market [2].

Tkachuk O. M. and Savrasova O.Oю note that today the problem of competitiveness management has become extremely important for modern entrepreneurs, because the global crisis has exacerbated the difficult situation in the competition between enterprises. In the absence of adequate and timely assessment of the level of its own competitive potential, identification and analysis of factors directly affecting the competitive position of the enterprise, its management makes it impossible to develop and implement a strategy for the existence and functioning of the organization [3].

An effective competitive environment in a market economy contributes to the efficient allocation of resources that meet the interests of consumers. Market forces encourage the reduction of production costs, the introduction of intensive technologies, the production of fundamentally new types of products and the improvement of marketing strategies. However, the uncontrolled action of market factors can lead to devastating consequences. Today in Ukraine the problems of food security of the population are exacerbated. An increase in the volume of imported goods is observed even in the main types of agricultural products - grain, sugar, meat, fruit and others. Thus, important tasks are the development of mechanisms for regulating the system of agricultural markets and supporting domestic agricultural enterprises - producers of agricultural products. In the formation of competitive advantages of agricultural enterprises, the efficiency of the use of economic resources plays a crucial role. Competitive advantages are a list of factors characteristic of a certain industry that give it an advantage over other industries, as well as some enterprises in the industry over others. These factors are not constant, they change depending on the characteristics of industries, market segments served, as well as the time and stage of the "life cycle" of the industry and enterprise. Each industry has its own specific requirements for the combination of competitive advantages, but for the development of the enterprise of any industry, each of them can become an instrument of victory in competition [4].

Thus, for agricultural enterprises, the consequences of technological and managerial miscalculations are a lag in the indicators of crop yields and animal productivity. For example, hopes for one cow in Ukraine are 3793 kg, in Germany - 6107 kg, in Great Britain - 6794 kg, in the USA - 9343 kg. Meat production per 100 hectares (in slaughter weight) in Ukraine in 2019 amounted to 51.7 quintals, the United States - 105 quintals, Germany - 227 quintals, the United Kingdom - 191 quintals.

Thus, the degree of economic survival and adaptation of agricultural market participants to increased global requirements will determine the level of competitiveness of products, which is a variable in

qualitative and quantitative characteristics. Qualitative parameters of products (selling price, cost), which are taken into account in the face of competition, are the main criteria for the buyer. This is especially important in connection with the expansion of the introduction of new energy-saving technologies for agricultural production, the quality of which in Ukraine, according to research, is significantly deteriorating.

Competitiveness of production on its qualitative characteristics, firstly, increases competitiveness of the enterprise as the subject of the market, secondly, provides the higher profitability of manufacture, promotes an exit of market subjects to the foreign market, more completely satisfies needs of a society [5].

Among the manifestations of success of agricultural producers in competitive conditions are adequate income from agricultural activities without the need to find additional earnings, adherence to rural lifestyles, the ability to withstand difficult market and weather conditions, the presence of a steady upward trend in sales, assets and land use, as well as the possibility of transferring property to descendants.

The ability to enter the international market is determined by internal factors (nature and uniqueness of the company's competitive advantage - product properties, high level of technological processes, well-known brand, organizational structure, availability of resources), industry specifics (competitive structure, initial market size and growth prospects). quality and costs of means of production, marketing infrastructure, entry and exit barriers), as well as the characteristics of the enterprise and the country (political, economic and socio-cultural characteristics - government policy, legal norms, practice of standards and control, local tastes and preferences, geographical location).

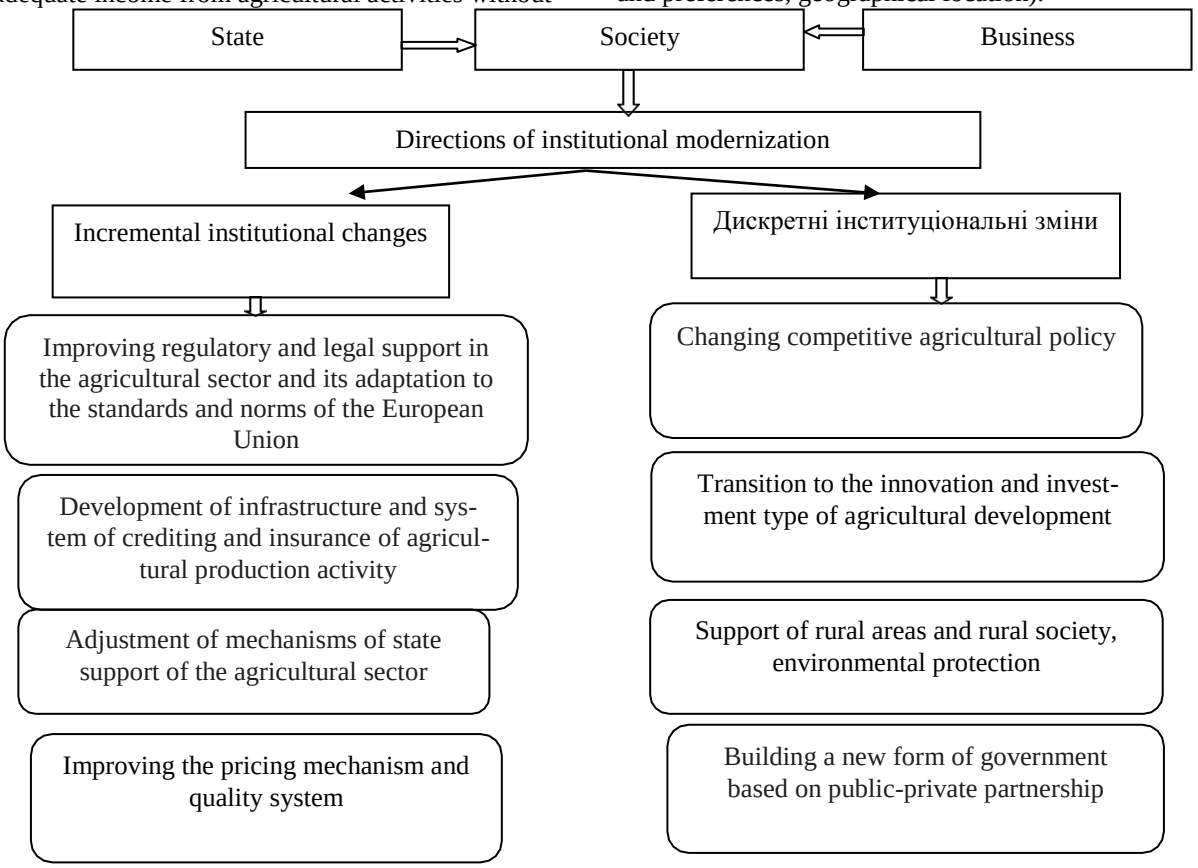

Fig. 1. Directions of institutional modernization in the agricultural sector [6]

Determinants of competitiveness in the international market are the provision of economic resources (means of production, technology, investment in human capital, management skills), product characteristics, firm strategies and industry structure, control over distribution channels, infrastructure and availability externalities, legal environment, trade policy.

Achieving the targets of modernization of agricultural policy is accompanied by incremental (related to "adjusting" existing institutions to the new institutional environment, which may manifest itself in changing some attributes of the institute, their adjustment, changing the scope of the institute or their subordination to other norms) and discrete (leading to significant transformations of the institutional environment, the formation of new institutions) institutional changes. And the subjects of institutional change should be all parties interested in the modernization of the agricultural sector (Fig. 1) [6].

Agricultural enterprises-producers of agricultural products are the most vulnerable link in the food chain in the agricultural market. They are under economic pressure from enterprises of the processing industry, retail trade, and enterprises-suppliers of means of production. This problem can be partially solved by developing a cooperative movement and improving methods of state regulation of food markets and subsidy mechanisms.

In a developed market economy, the sphere of direct and indirect management by the state of economic processes in the agricultural sector, including innovation development, is much smaller and its role is more to create and maintain conditions for effective development of all agricultural sectors. At the same time, the implementation of the forecasting function acquires special significance as the need to ensure the stable position of agricultural entities in the constantly changing market environment for the near and distant periods.

At the current, very difficult and very responsible stage of development of the agricultural sector of Ukraine's economy, the state should not only act as an institutional innovator, which constitutes the direction of socio-economic transformations in the agricultural sector through changing agricultural policy, but also be an effective player in the agri-food market. at the expense of budgetary resources and on the basis of PPP) development of business and innovation and social infrastructure in the sector.

– Accordingly, the main efforts of institutional and innovative modernization, the agricultural sector of the economy, having as a priority the creation of competitive domestic production and the development of all areas of agricultural relations, should be aimed at:

– building a sustainable institutional structure with open competitive access to resources, which will reduce the level of uncertainty in the economic environment and, thus, simplify the interaction of all participants in the agricultural sector, make them transparent and understandable;

– Improving the system of land relations and protection of property rights, which will increase the investment attractiveness of agricultural production, rational use of agricultural land and will determine the priority measures for their protection;

– ensuring the functionality and efficiency of the infrastructure of the agricultural sector and creating equal economic conditions for access to it for various organizational and legal forms of management;

– development of innovative processing enterprises, which due to the introduction of new technologies will make it impossible to monopolize and compete with intermediaries;

– - deregulation of agribusiness activities, which involves the elimination of excessive government regulation, simplification of the conditions for conducting agribusiness, promoting investment and initiatives in the agricultural sector;

– - implementation of long-term specialized (not moved to other sectors with equal return) investments, first of all investments in improvement of scientific-technological and scientific-technical base and innovation infrastructure;

– construction of an innovative model of economic development, which will provide incentives to change the economic behavior of agricultural entities;

– - stimulation and support of agricultural science and innovation clusters aimed at the production of export-oriented products;

– - harmonization of the interests of owners, employees and rural communities, which will contribute to the formation of socially responsible behavior among all participants in the agricultural sector;

– - sustainable economic development of rural areas and conservation of natural resources, which will affect the quality of life of the rural population [7].

Thus, the development of international markets has a direct positive impact on the domestic situation and income of agricultural enterprises. To do this, it is necessary to achieve coherence between foreign trade and agricultural vectors of economic policy, which contributes to strengthening their efficiency. After all, given the weakening of the economic opportunities of agricultural enterprises, programs to stimulate foreign economic activity will be ineffective. At the same time, government programs to enter foreign markets and provide export credit guarantees can help increase market potential. Successful development of foreign markets is the basis for improving the investment climate, sustainable economic growth and long-term prospects for the development of the agricultural sector of the economy [9] .

The successful functioning of the subjects of economic relations in a market with relatively intense competition, their potential to strengthen their market position is due primarily to the price and quality parameters of the products that these entities produce. However, it should be noted that a necessary condition for the proper level of competitiveness of enterprise products is the effective organization of such processes as business planning, procurement, production, storage, sales.

In today's business environment, the key to success is speed, efficiency and transparency. Effective management of technological and work processes, designed to strengthen the position of the enterprise, allowing to benefit from all functional spaces: from supply (in the context of increasing profitability by optimizing regulations and outsourcing working capital) to the struggle for consumers by introducing effective methods of distribution logistics.

The globalization of markets for raw materials and high value-added products, a developed system of global redistribution of the product of scientific and technological evolution (equipment, technology and other intangible assets) requires business entities to take a holistic approach to planning and optimizing logistics networks.

Undoubtedly, customer management must develop and integrate accordingly. This means that managers today face the non-trivial task of finding ways to effectively combine the necessary operational adjustments aimed at reducing costs, with the established preferences of their customers, usually skeptical of unpredictable changes [8].

As for a constructive approach to defining the concept of supply chain, it is based on the principles of separation of the system from the environment by:

a) decomposition of the supply chain into a set of constituent elements, determination of system-forming inter-element connections and relations that ensure the integrity of such a set;

b) a generalized representation of the supply chain, which distinguishes only its individual elements, which are considered essential for solving the problem

of its formation (supply, production, distribution) and which have different functional and administrative subordination.

The supply chain covers all organizations and activities related to the movement and transformation of goods, from the stage of raw materials and raw materials to the delivery of finished products to the final consumer, as well as related information flows. Materials and information move up and down the supply chain. According to this definition, the supply chain includes information systems management, sourcing, procurement, production scheduling, order processing, inventory management, warehousing, customer service, and after-sales recycling of packaging and materials [10].

Researchers give the following definition of the supply chain: a) according to an objective approach, the supply chain is a related structure of business units, which is united by the relationship "suppliers - focus (main) company - consumers" in the process of creating and selling goods that have value for the final consumer, in accordance with market requirements;

b) according to the process approach, the supply chain is a sequence of flows and processes that take place between different counterparties (links) of the chain and are combined to meet the requirements of consumers in goods and services. According to the analysis of the most common interpretations of the term "supply chain", almost all of them are based on the concept of flow and flow process. On this basis, when considering supply chains, it is possible to identify two fundamental features of a systemic nature:

first, the supply chain must provide for movement;

secondly, the supply chain must be subject to such movement [9] .

Yatsiv I. expands the idea of this concept, formulating it as follows: "This is a form of trade, which is based on the shipment of goods to the buyer on a single document. In the interaction of a limited number of linearly ordered participants in the movement of goods, bringing products to the consumer, there is a supply chain, or logistics chain. The number of links, ie the length of the chain, determines the number of intermediaries between the source supplier and the final consumer.

Thus, supply in the context of supply chain research should be considered as a set of functions and operations aimed at solving a number of important problems of interaction of market participants - from reducing non-production costs and optimizing the use of resources to achieve strategic compliance with consumers [11].

The relationship between the strategy of the enterprise (the leader of the enterprise network) and the strategy of the supply chain can be schematically depicted as in the figure 2.

In the case of consumer goods, it acts in distribution, not in production.

When analyzing supply chains, and especially global supply chains, it is important to consider two phenomena:

1. General price pressure, which forces supply chain leaders to continuously focus on lower prices, even when the competitive strategy is focused primarily on quality or delivery time;

2. Concentration of profits in one link of the value chain.

The search for compromises between conflicting goals precedes the development of balanced project implementation measures. Their essence should not contradict the principle: the best is the enemy of good. Managers who are responsible for making decisions about the implementation of software elements should take into account all the pros and cons [12].

Today, it is of fundamental importance for companies participating in the supply chain to understand the fact that the weakest link in the chain determines the level of overall success in the market. "The productivity of supply chains directly determines the productivity of the enterprise," says D. Lambert [13].

Technically, this can be explained by the example of the principle of compensation in planning. Traditionally, he explained the peculiarities of only the internal environment of the enterprise.

Today, the concept has expanded to include internal and external supply chains. Obviously, this situation requires increased attention to the possibilities of collaboration between enterprises participating in supply chains in order to move the "bottleneck" to a higher level of quality of functions performed within a single chain.

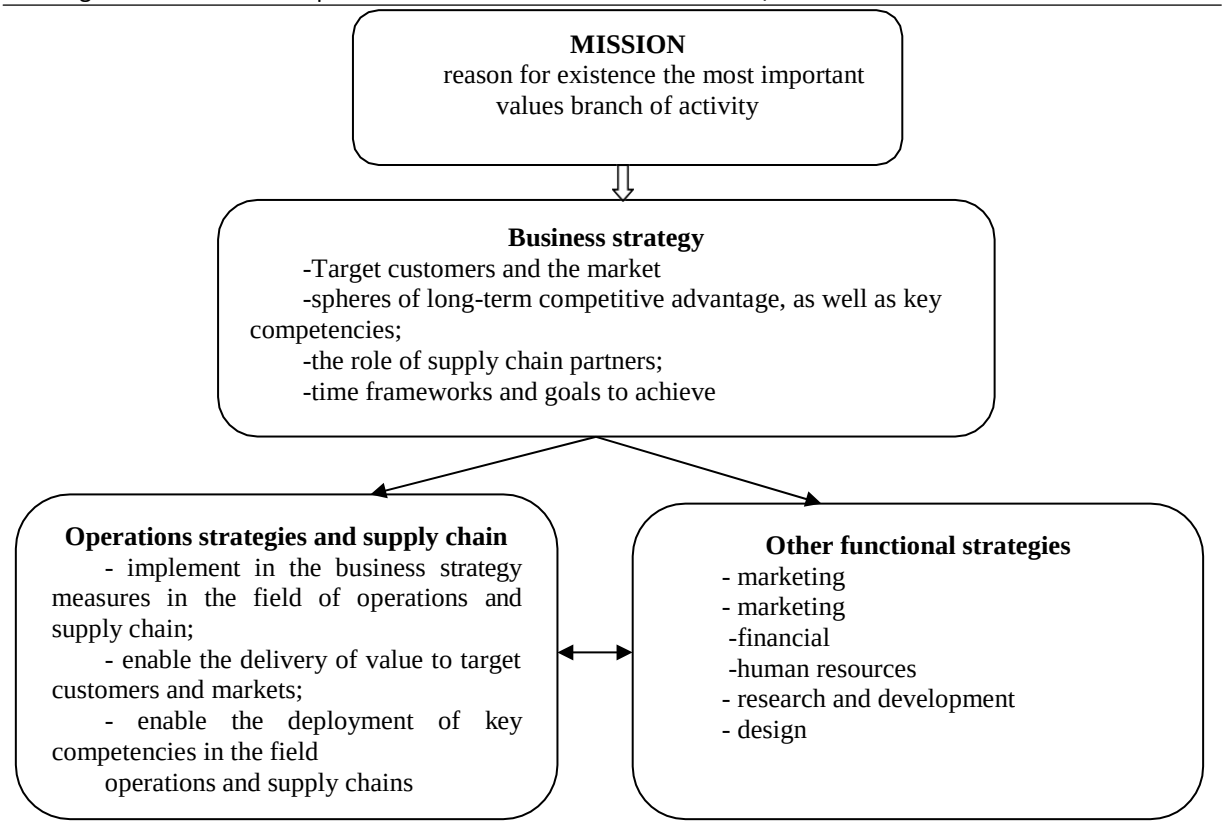

Fig. 2. Supply chain strategy in the company's strategy [11]

All modern integrated supply chains are customer-oriented and demand-driven. They will differ only in the degree of adaptation to changes in demand (including the turning point) and what attributes and to what extent are used in competition. The strategy of the chain must be consistent with the strategy of the corporation or other network of enterprises and with the strategy of the chain leader. Using the formulated list of factors influencing the formation of supply chains, it is possible to build a general model of factors that determine the strategies of supply chains (Fig. 3).

As a result, all enterprises face the need for constant and effective planning and precise control of material and information flows, starting with procurement and implementation. As an illustration, sales plans are often made using inadequate forecast expectations and with the omission of assessing their feasibility, as a result, companies find themselves in a situation of need to manage excess stocks or cost incentives "bottlenecks". In addition, production and procurement are often unable to respond flexibly to fluctuations in demand [8].Як наслідок, на виході підприємства мають гірші у порівнянні з очікуваними результати та накопичення надлишкових потужностей.

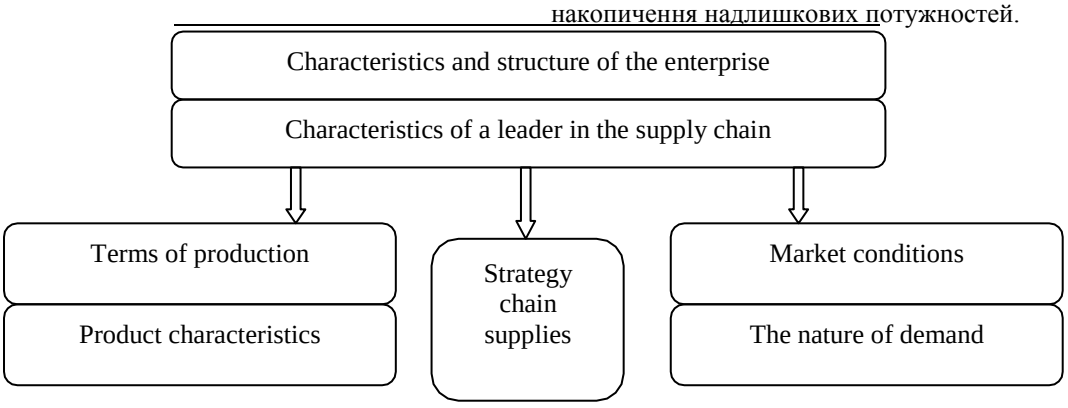

Fig. 3. Factors influencing the choice of supply chain strategy [13]

Therefore, more and more often managers have to look for answers to the following questions:

• how to create a consistent balance between logistics space (storage, production and transportation capabilities, etc.) and demand space, taking into account production schedules, costs and level of service;

• how and at what point in time the logistics space should be increased or decreased [15].

Leading organizations strategically address these issues by organizing the planning process taking into account the characteristics of their partners and relationships with them. Thus, the tactics of long-term improvement of consistency and transparency of business process management, aimed at identifying and eliminating "bottlenecks" and delays, are being implemented. The main challenge in this context is the need

for economically sound and flexible integration of data on partners (suppliers, logistics providers, distributors, etc.) in their own systems of planning procurement, production, sales, transportation and, accordingly, the creation of unified, consensus-based plans [16]. In the context of globalization, several fundamentally different forms of strategic partnership in the supply chain may be appropriate (Fig. 4).

In order to develop an understanding of the leading role of supply chain management as a defining part of the business process system of enterprises, the transition from a widespread functional approach to supply chain research to a process-oriented way of thinking and seeing is essential. The impact of a process-oriented vision of enterprise success cannot be detected other than through the observation of operating practices. This is confirmed by scientific studies that examine the factors that have a significant impact on the company's success, and demonstrate the fact of direct and close dependence of market success on the observation and improvement of key business processes. In this context, it should be noted that in terms of increasing competition as a result of increasing globalization, economic crises, etc., business entities seek to benefit from every potential opportunity to increase their economic sustainability and, ultimately, optimize the value creation process.

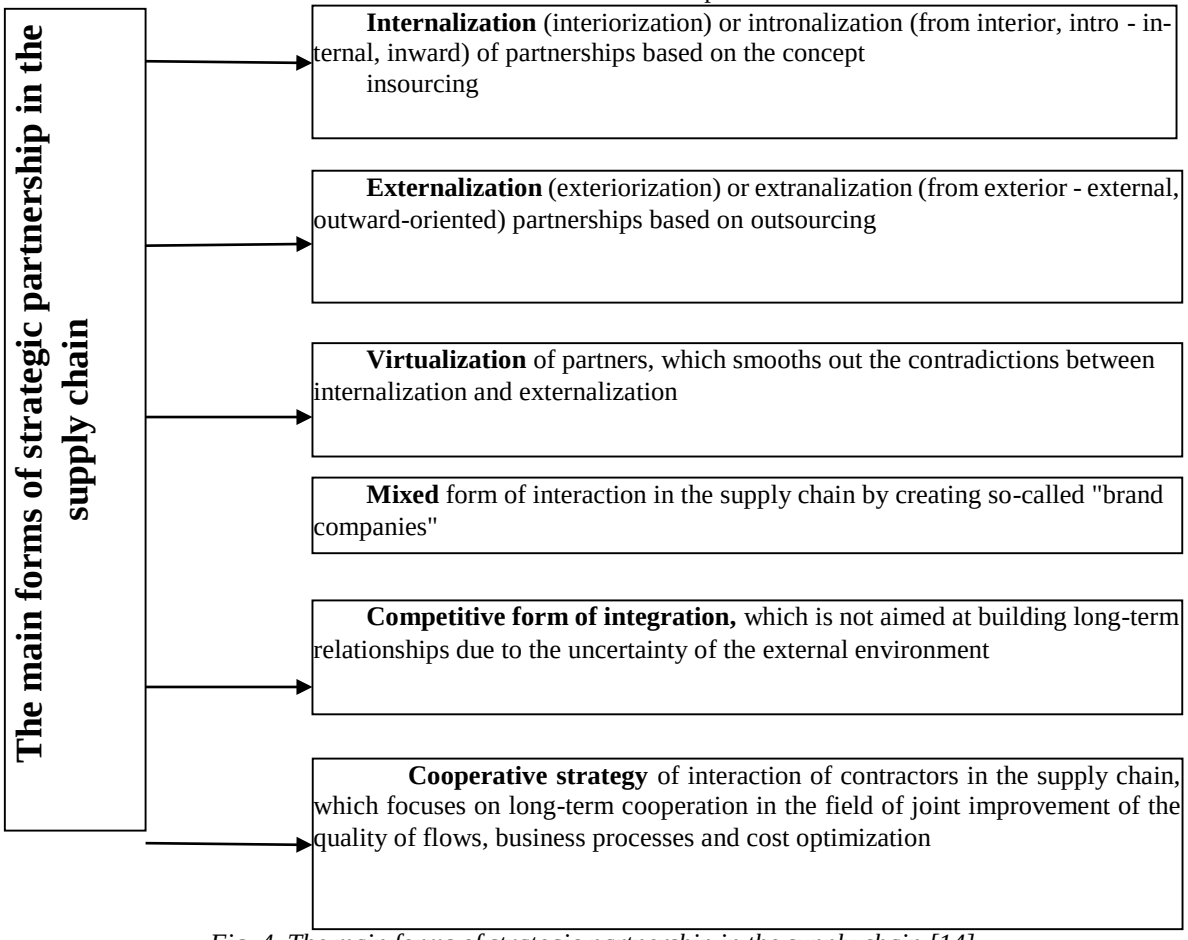

Fig. 4. The main forms of strategic partnership in the supply chain [14]

However, these efforts will inevitably be accompanied by a characteristic problem: optimization in a particular area (eg by reducing inventories) will have only a limited effect if the movement in a certain direction (eg increase / decrease in purchases) is not properly coordinated and adapted to changing market conditions [17]. As a result, overall flows of materials and information need to be explored in the context of a real efficiency tool. This conclusion proves the need to identify and eliminate the weakest links in the supply chain.

As a rule, two obstacles stand in the way of the practical implementation of the above-mentioned management strategy:

first, the need to organize interdepartmental activities - isolated analysis and optimization are ineffective, but it is necessary to establish coordination of local counterparts;

second, operational improvement and cost reduction measures fall under the category of conflicting objectives and should therefore be considered simultaneously.

In this context, the goal of the highest level is to achieve a balance of stocks, production and transport capacity (supply side) and consumer needs (demand side). In other words, the main goal is to determine where and when the supply side should be reduced or increased in order to meet the demand side as clearly and expeditiously as possible. Appropriate control and coordination of the supply chain in the form of work, material and information flows can be simplified and called "supply chain management" ("Supply Chain Management" (SCM)). This should help the company compete successfully with competitors' supply chains. Relatively recent trends in business processes have led to the creation of numerous so-called virtual networks,

in which the design of a virtual enterprise is a focal point, or, in other words, a temporary merger of key competencies of the enterprises involved. The object functioning in this way is perceived by the client as a single block. At the same time, the internally virtual enterprise is not characterized by a merger of legal and organizational structures. The linear, traditional supply chain model has been transformed.

Real-time information sharing and online interactive capabilities have changed the business environment, as customers and other businesses now have better access to alternative goods and services. In this way, the new distribution channels created offer new ways to optimize value creation processes while making relationships more transparent. The winners in these virtual value networks will be those who have faster access to information and resources, and at the same time are able to generate appropriate competition and supply strategies.

The strategic goal of food security is to provide the population of the country with agricultural products, raw materials and food. The guarantee of food security is the stability of mainly domestic sources of food and raw materials, as well as the availability of the necessary stocks, including reserve funds. Physical and economic affordability is based on achieving a certain balance between food production, sales and consumption. And the volume of food consumption depends on consumer income, price dynamics and the physical availability of food on the market [16].

In an unstable economic environment, managing the competitiveness of agricultural enterprises means not only the process of production of appropriate quality, not only the use of a pricing strategy, but also necessitates the need to take into account changes in market conditions and analyze their impact on agricultural producers, their market potential.

Currently, there is a difficult situation to ensure compliance of agricultural production with a variety of market requirements. When there are many requirements, agricultural producers independently assess the importance of such parameters as quality, price, speed of delivery and marketing flexibility and are forced to look for solutions to meet them. Sometimes there is a situation with requirements, the implementation of which is inefficient for the agricultural enterprise, such as the supply of environmentally friendly products at a low price, the minimum price with an expanded range of products and high speed of delivery. The agrarian enterprise has to solve these issues by forming an effective management system that will ensure compliance of agricultural production with marketing requirements and increase their competitiveness.

Therefore, the choice of competitive strategy is to find an effective way to meet market demands by an agricultural enterprise.

It is not possible to define a general strategy for all enterprises. Every enterprise, even one industry, is unique because it depends on market positions, its potential, development dynamics, behavior of competitors, features of products, the state of the economy, social environment and many other factors.

When choosing a competitive strategy should take into account the factors of its feasibility, namely:

- long-term prospects of the industry;
- opportunities to restore the case, the market and their position in it;
- opportunities for the company to use the financial resources received as a result of the sale in a more promising direction.

It should be noted that the main actions for choosing a strategy will depend on the level of management efficiency in the organization and the organization of the enterprise.

In the economic literature, general strategies means the basic management plan of the enterprise, aimed at establishing its functioning and development in the long run, by implementing product, product, resource and functional strategies necessary to achieve strategic goals.

Consider such a concept as a strategic set of enterprises, which should include actions aimed at the development, integration and use of the main resources of the enterprise - its assets, skills and competencies. Since the competitive strategy of an agricultural enterprise is much broader than the strategy of product quality management, in addition to solving the problem of production of high quality agricultural products, it is necessary to solve a set of economic problems focused on market research.

This leads to the formation of a competitive strategy of the agricultural enterprise on the basis of interrelated components, namely product quality; characteristics of the agricultural enterprise - commodity producer and market characteristics.

Product quality is characterized by such parameters as physical properties, internal features, nutrient content, as well as compliance with sanitary norms and safety rules, cost characteristics (selling price, cost). The quality of products will be influenced by the level of use of production potential, organization of production, level of labor productivity, natural and climatic conditions, etc. Qualitative parameters of products, which are taken into account in the face of competition, are the main criterion for the buyer.

The characteristics of the agricultural producer are indirectly manifested in the quality of products and are determined by the technical level of production (level of equipment, staff qualifications, etc.). The competitiveness of products by its quality characteristics, in turn, increases the competitiveness of the enterprise as a market entity, in the second place - provides higher profitability, promotes market entry, enters more fully the needs of society [18].

The vast majority of scientists identify three main types of short supply chains, which are based on certain forms of communication between the consumer and the manufacturer (Fig. 4).

Face-to-face: The consumer buys the product directly from the manufacturer. Authenticity and trust are established through personal interaction. Some researchers attribute this type of chain to selling products over the Internet, although it is quite difficult to determine to what extent online trading can reproduce the

buying experience directly from the person who produced the product. Examples of sales under the scheme "face to face" are sales directly on farms, owners of subsidiary farms, through farm shops, in farmers' markets, sales on the roads.

Spatial proximity: products are sold in the same region where they are produced, and consumers receive information about the "local" nature of the product at the point of sale. This category coincides with the "face to face" category and includes the same retail space as above. In addition, this category may include specialists in retail trade (bakeries, butchers, grocers) who sell "local" products, as well as the tourism and hotel industry that sell local products (restaurants, pubs, hotels, etc.).

This category may also include the provision of food in the public sector, such as hospitals, schools, universities, homeless shelters, prisons, etc., that sell or purchase local food. This type may also include the distribution of local foods in supermarkets, a trend that is certainly growing in the UK and France, although there is currently uncertainty about the possibility of such practices in Ukraine.

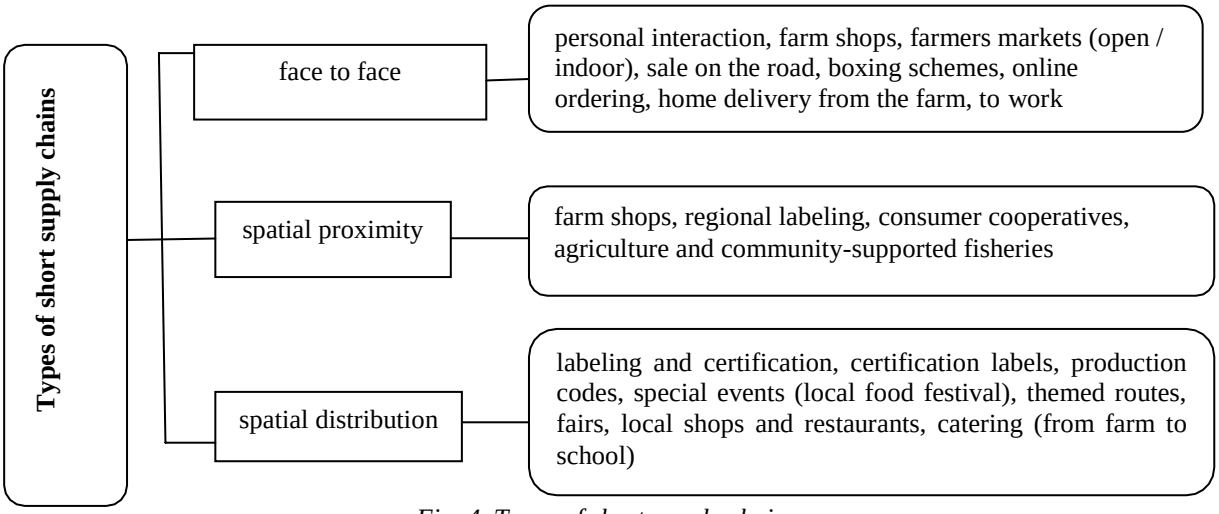

Fig. 4. Types of short supply chains

Spatially extended: information about the place and processes of production is communicated to consumers who are outside the region of production and who may not have personal experience of nutrition in this region. All types of retail space are potentially suitable for this type of short supply chain. Product information is provided through packaging and brand promotion, the use of certification and legislation to protect products with a clear geographical origin.

The main examples are PDO (protection of designated origin) or PGI (protected geographical indications) [19]. Thus, the legally implemented system solves the problem of defining "local" products somewhat differently: not in terms of the specific geographical location of the manufacturer, but in terms of compliance of the place of production with the established criteria. That is, the consumer can rely not on whether the product was made within a certain radius of the point of sale (as in the local food system), but on the fact that it was produced in a separate area defined by a unique combination of soil, topography, climate and local skills. knowledge. Thus, products registered under such schemes can be sold not only in the local market - they can be exported.

The European Rural Development Network in its report on short supply chains [20] identified three types of short supply chains based on their individual or collective organization and initiators (producers and consumers): direct sales to individuals, collective direct sales, partnerships between producers and consumers.

Direct sales are the simplest form of short supply chains and involve direct interaction between the farmer and the consumer. They can take place directly on the farm, or, for example, in farmers' markets. Food can also be delivered home, especially in urban and suburban areas. Online shopping is another form of direct sales. That is, direct sales are identical in content to the sales scheme "face to face".

Manufacturers can also work together to sell their products together to individuals or groups of consumers - collective direct sales. Such sales can be organized on the farm or in local outlets. Local food festivals or fairs are also a good opportunity for groups of farmers to showcase and sell their produce. In most European countries, producer organizations are involved in local government procurement to supply local food to schools and other catering organizations. Short supply chains can also be found in the form of partnerships between producers and consumers, when written agreements are concluded between the partners. Examples of such partnerships in community-supported agriculture are AMAP in France, RECIPROCO in Portugal, GAS in Italy, and SoLaWi in Germany [19].

Another approach is to classify food chains into two broad categories: traditional short supply chains, which are usually farm-based, in rural areas, and are likely to take the form of farm sales through farm shops, roadside markets or sales in producer markets. They are usually used by farming families and often use traditional and artisanal methods;

Non-traditional short supply chains are more complex systems consisting of joint networks of producers, consumers and institutions, but they often seek to support traditional farming methods through new models and social innovations. Forms of sale include: delivery

schemes; farm shops located in urban settlements; collective agricultural systems, usually located either in the city or on the outskirts of the city.

They can be seen as local food chains run and supported primarily by city dwellers. According to a report by the Spanish Farmers' Union EHNE, short supply chains can be classified on the basis of a level of trade-off (low, medium and high) that can be accepted by producers and consumers in nine categories (Table 1) [79].

Short food supply chains, classified on the basis of the level of compromise accepted by producers and consumers.

The main products sold through short supply chains are fresh fruits and vegetables, animal products, fresh and ready-made (mainly meat), and dairy products. Most short supply chains are characterized by a full or partial method of organic production, but they are not always certified.

Some Member States have developed national labeling schemes, such as FARMA in the UK, a nationwide brand of farmer markets.

Table 1

Short food supply chains, classified on the basis of the level of compromise accepted by producers and consumers

		Manufacturers		
	The level of compromise	Low	Average	High
Consumers	Low	Supermarket organic products	The store buys directly from manufacturers	Sale on farms and in farm shops
	Average	Consumer cooperative		Boxing schemes
	High	Consumer cooperative run by consumers		A consumer cooperative run by consumers and producers

Labels can also be regional or local. In terms of size, short supply chains can be divided into two main groups: on the one hand, there are a large number of small schemes (less than 10 manufacturers and no more than 10 employees / volunteers), including micro-enterprises (one manufacturer sells its own products directly); on the other hand, there are several large systems involving many farmers (over 100), especially in North-Western Europe.

For the producer, the priority areas of activity are to increase the competitiveness of agricultural products, which consists in:

- increasing the efficiency of agricultural enterprises through technological re-equipment;
- improvement of economic and financial conditions of functioning of agricultural enterprises, which provides for simplification of access to financial resources, the system of state support and improvement of taxation;
- bringing standards for agricultural and food products to the world, introduction of international standards, etc.Розвиток різних форм та типів коротких ланцюгів постачання дозволяють вирішити завдання поліпшення харчування на місцевому рівні та отримати додатковий позитивний вплив для формування моделі сталого розвитку сільських територій.

Thus, supply chain management in the enterprise management system becomes a priority, due to the impact on the business structure of the processes of transformation of the business environment.

Among them: changing conditions of competition caused by the globalization of world markets for raw materials, finished products, information; virtualization of the economy caused by the rapid development of IT technologies.

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INNOVATIVE DEVELOPMENT OF AGRICULTURAL ENTERPRISES AS A FACTOR FOR THE DEVELOPMENT OF THE AGRARIAN ECONOMY OF THE UKRAINE

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ІННОВАЦІЙНИЙ РОЗВИТОК СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ ЯК ФАКТОР РОЗВИТКУ АГРАРНОГО СЕКТОРА ЕКОНОМІКИ УКРАЇНИ

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Abstract

The article considers the issues of innovative development of agricultural enterprises as one of the factors of development of the agricultural sector of the Ukrainian economy. According to the results of the study, it is determined that agricultural enterprises of Ukraine are characterized by low rates of technological development and a high degree of depreciation of fixed assets. The main reasons for the low level of logistics of agricultural enterprises in Ukraine are clarified. The need to attract investment in agricultural enterprises in order to finance innovative developments and improve logistics is proved. The importance of the introduction of new technologies to ensure the further development of the agri-food sector, stimulate the creative process and create conditions for its development is noted. Ways to solve the problems of innovative development of agricultural enterprises of Ukraine are proposed.

Анотація

У статті розглядаються питання інноваційного розвитку сільськогосподарських підприємств як одного із факторів розвитку аграрного сектора економіки України. За результатами дослідження визначено, що сільськогосподарські підприємства України характеризуються низькими темпами технологічного розвитку та високим ступенем зносу основних засобів. З'ясовано основні причини низького рівня матеріально-технічного забезпечення сільськогосподарських підприємств в Україні. Доведено необхідність залучення інвестицій у сільськогосподарські підприємства з метою фінансування інноваційних розробок та поліпшення матеріально-технічного забезпечення. Зазначено важливість впровадження нових технологій для забезпечення подальшого розвитку агропродовольчого сектора, стимулювання творчого процесу і створення умов для його розвитку. Запропоновано шляхи вирішення проблем інноваційного розвитку сільськогосподарських підприємств України.

Keywords: innovative development, agricultural enterprises, agricultural sector, technical support, investments, economy.