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its overall strategy with a sequence of actions for the formation and distribution of financial resources within a single information and legal field in achieving certain goals.

For an agricultural enterprise in modern economic conditions, in addition to domestic funds, additional financing of economic activity is required. However, for a number of objective and subjective reasons, manufacturers have to provide financial security on their own. The financial security of the enterprise is the state of the optimal level of use of its economic potential, at which the existing and possible losses are below the limits set by the enterprise. The system of monitoring the financial security of agricultural production is important now, which includes a set of successive and interconnected stages of activity.

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## THEORETICAL ASPECTS OF STRUCTURING THE ECONOMIC POTENTIAL OF AGRICULTURAL ENTERPRISES

### Summary.

*The existing theoretical approaches to determining the essence and structure of the enterprise potential are analyzed. A model of the structure of an agricultural enterprise has been developed. An algorithm for the process of optimizing the potential structure of an agricultural enterprise is proposed.*

**Key words:** *potential, economic potential, agricultural enterprises, capacity structure, capacity optimization.*

Rational and efficient use of economic potential of the agricultural sector of Ukraine in the dynamic development of the national economy involves the combina-

tion and observance of optimal proportionality and balance of development of all components of potential on



the main parameters of economic growth: high and stable rates, absolute growth, structural changes in production. (services) and ensuring its (their) quality.

Development of the agricultural sector of the economy, reform of property relations, irrational distribution and inefficient use of available production resources, instability of the external environment, exacerbation of contradictions between the development of productive forces and production relations in the agricultural sector, highlight the need to increase the efficiency of agricultural enterprises.

Improving the efficiency of the economic potential of agricultural enterprises requires its structuring, establishing their functions and relationships. To date, there is no clear and unambiguous idea of the potential structure of the agricultural enterprise. This is due to the fact that the attention of scientists is focused on determining the manifestation of the components of potential, methodology and tools for assessing the impact on the overall performance of the agricultural enterprise in the market, and the effect of using such impact of aggregate potential is insufficiently studied.

The scientific works of such economists as: V. Andriychuk, B. Bachevsky, V. Galushko, V. Kovaleva, N. Krasnokutska, O. Kovtun, T. Kutsenko, O. Mohylny are devoted to the study of the essence of the economic potential of the agrarian enterprise and its structure. E. Lapin, V. Rossoha, P. Rogozhin, P. Sabluk, V. Shevchuk, O. Shpykulyak, O. Fedonin and many others. However, the problem of structuring economic potential taking into account the peculiarities of agriculture is insufficiently studied. Therefore, at the present stage of market economy development, the development of theoretical aspects of structuring the potential of agricultural enterprises in Ukraine is relevant.

The purpose of the article is to study the economic essence, structure and mechanism of formation of the economic potential of the agricultural enterprise.

In today's market economy, the concept of «potential» has acquired a somewhat abstract meaning, in particular, many scientists are inclined to believe that potential is what is available plus what can be attracted and used in the future to produce maximum products or services.

The study of the category «economic potential» of enterprises and regions is a necessary prerequisite for the development of Ukraine's economy, identifying factors and finding reserves to improve its efficiency in the future.

The study of the evolution of the scientific understanding of the term «potential» allows us to conclude that its introduction into economic research was associated with ways to solve problems of comprehensive assessment of the level of development of productive forces.

The term «potential» in its etymological meaning comes from the Latin word «potentia» and means «hidden opportunities», which in economic practice through labor can become a reality [1, p. 5]. In modern interpretation, the terms «resource», «reserve» are often used, and potential is defined as a set of various resources necessary for the functioning or development of the system, mainly economic, directly related to the

functioning of production and acceleration of scientific and technological progress. Potential is also considered to be a generalized, collective description of resources that is tied to place and time.

The Ukrainian Soviet Encyclopedic Dictionary defines «potential» as an economic category, which is a set of economic resources and opportunities that can be used to achieve the goals of socio-economic development of society [2, p. 206].

There are three directions in the development of modern ideas about potential. Representatives of the first direction, which include Chernikov D., Belova S., Figurnov E. and others argue that the potential is a set of necessary for the functioning or development of the system of different types of resources [3, p. 14].

However, this definition does not fully characterize the potential, as resources are the material basis for capacity building, but in addition to resources, the potential also includes a system of connections that form a complex holistic system.

The second group of authors interprets the potential as a system of material and labor factors (conditions, components) that ensure the achievement of the goal of production. The basis for this approach is the statement of K. Marx that the means of labor, objects of labor and labor as factors of production and elements of the formation of a new product act as opportunities, which emphasizes their potential nature. To make this possibility a reality, «they must combine». This provision is crucial for the analysis and development of methods for measuring capacity, because the extensive development of production, in some cases, has weakened the attention of researchers to improve the use of already accumulated resources. Research on the effectiveness of economic development should be based not on the achieved level of resource use, but on the potential of production. With the increase in the scale of the production system, the importance of tasks related to the comprehensive and most rational use of internal opportunities for production development increases [4, p. 5].

Researchers of the third direction consider potential as ability of a complex of resources of economic system to carry out the tasks set before it. Potential, in their opinion, is a holistic view of the unity of the structure and function of the object, the manifestation of their relationship. On this basis, a conclusion is made about the total capacity of the team to perform certain tasks – the more successful the structure of the object and the more consistent with each other its structural and functional elements, the higher will be its potential and efficiency [5, p. 8].

Many scientists have tried to classify approaches to the category of economic and production potentials. Thus, according to Ignatenko N.T. and Rudenko V.P. in 42% of cases the meaning of the term «potential» was associated with a set of natural conditions and resources, in 18% – with the production capacity (sectors of the national economy), funds, resources of the country, the region; in 16% – with resource, economic, natural, regional characteristics; in 8% – with the possibility of productive forces to obtain a certain effect [6, p. 127].

In our opinion, the characterization of a potential, as a set of certain possibilities, reflects, for the most part, the influence of external factors, which in interaction with the object allow or do not allow this potential to be fully manifested.

Foreign scientists also consider the potential mostly as a resource, but not in relation to an individual enterprise, but in relation to the country, region [7, p. 43].

There is an interpretation of the content of the category «potential» as a source of opportunities, funds, stock, which can be put into action and used to solve any problem or achieve a certain goal. Production potential is interpreted as a value that characterizes the nominal potential of the enterprise in contrast to the traditional and, in our opinion, erroneous approach, which uses the maximum values of the production characteristics of objects.

Scientific works that were published later, interpret the potential of the enterprise as the ability of the enterprise to further its activities, based on the resources that it has. The company realizes this ability using reserves. Thus, the potential of the enterprise is determined by the availability of resources and the ability to use reserves [8, p. 10]. This interpretation contains a rational basis, as it is based on the concept of «ability», but according to this concept, it is realized through the use of reserves based on resources, and ultimately ends with the same «availability of resources and the ability to use reserves».

As we can see, there is no unity of opinion of scientists on the nature, structure and dynamics of potential. The generalization of scientific approaches allowed to identify the following main ones to determine the essence of the category «potential»:

- a source of opportunities, funds, stock. This definition does not reflect the essence of the potential, because it is not a source, but the property of the object to provide a certain result;
- a set of opportunities. A set of possibilities is rather a system of limitations in which potential, as a property or ability, can be realized to one degree or another;
- generalized, collective description of resources. Resources are the basis for capacity building, but do not reflect the ability of the object to achieve a certain goal or get a certain result, because the characteristics of their use depends largely on the influence of factors;
- the actual volume of products that can be produced with full use of available resources; «Existing and potential production opportunities, the presence of factors of production, the provision of its defining types of resources». This definition is not precise enough, because the generalizing criterion for assessing the end result for a company in a market economy is profit, and the ability to provide a certain amount of production, without taking into account the demand for products, can be considered as production potential;
- «the total ability of available economic resources to ensure the production of the maximum possible amount of goods that meets the needs of society at this stage of its development». This definition does

not apply to potential in general, but only to economic, in addition, such an assessment can be provided to the company only by such an assessment entity as society.

Krasnokutskaya N.S. considers the potential of the enterprise as the ability of the resource system and the competence of the enterprise to create results for stakeholders through the implementation of business processes [9, p. 7]. This definition, in our opinion, is interesting from the standpoint of a symbiosis of resource and performance concepts, but does not reflect the structure of potential.

Attempts to address the problem of capacity assessment at the regional, industry and enterprise levels have led to a variety of definitions. Thus, potential is characterized as means, stocks, sources that are available and can be mobilized, put into action, used to achieve certain goals, implement a plan, solve a problem, meet the needs of society; opportunities of an individual, society, state in a particular area.

Most of the considered approaches only identify resources (or reserves) with potential, or with its resource component, which is supplemented by «market» and «effective». In our opinion, this complicates the practical use of such a theoretical construction. However, this resource (object) necessarily has certain properties that can be defined as its potential, and which simply does not exist without this medium. Based on all this, we can formulate the following concepts for assessing and diagnosing potential.

A potential carrier is an object that has properties, structure, and features that are manifested in interaction with the external environment, such as the ability to create economic goods or services. With this approach, we cannot directly change the potential of an object, but only regulate external influences on the level of its use or embodiment, or change the medium itself, its constituent elements or their structure.

The carrier element is an independent structural part of the carrier with certain functions, properties that do not contradict the carrier potential and which has its own potential. A media element can be separated from an object and become a stand-alone object that can be evaluated, diagnosed for further independent use, or as part of a new medium.

Based on the analysis of perceptions of potential, we propose our own definition of this category. The potential of the enterprise is the ability of the enterprise to provide the expected result or to solve the tasks in the existing system of internal and external constraints, taking into account the ability of the carrier to develop.

On the functional basis of the agricultural enterprise is divided into: production system; sales system; logistics system; personnel system, agrobiological system, financial system, agrotechnology system, financial system, information and innovation system and management system.

Functional elements perform specific functions that other elements cannot perform, in particular, the production system does not perform the function of sales, because they differ in general purpose.

In turn, the carriers of functional systems also consist of elements, but these elements or their systems are the same for their specific purpose, such as houses,

buildings, machines, combined as a system of fixed assets to provide a functional system.

The vast majority of publications on the theory of potential are devoted to such an indicator as economic potential. The analysis of the mentioned publications revealed significant differences in the definition of economic potential, its elements, the relationship with such categories as national wealth, the level of economic development. In general, there are several approaches to understanding the essence of economic potential.

The first approach defines economic potential as the aggregate capacity of sectors of the national economy. Representatives of this approach are identifying the economic potential and production function. It can be agreed that the production function, which shows the maximum amount of output that can be produced with the available resources and efficient operation of the economic entity, is an important characteristic of economic potential, but not the only one.

Representatives of the second approach tend to believe that economic potential is the combined ability of the enterprise's economic resources to ensure the maximum possible production of goods and services. This approach Marushkov R.V. in his dissertation research he interprets the economic potential as the ability of the enterprise to ensure its long-term operation and achievement of strategic goals based on the use of a system of available resources [10].

However, in our view, the concept of «potential» is often replaced by concepts - resources, investment, number of employees, the degree of land use, funds and so on. However, the resource aspect does not reflect the specific properties of the potential, its integrity, dynamism, hierarchy, interdependence of elements.

Representatives of the third approach identify the economic potential with the scale of the production enterprise, and to characterize it most often used indicators such as production capacity, output per unit of production area and so on. Yes, Lapin E.V. considers economic potential as the aggregate possibilities of the maximum possible volume of production of material goods and services in conditions that ensure the most efficient use of time and productivity of economic resources [11, p. 43].

Economic potential, countries, industries, enterprises, is characterized by the amount of accumulated resources and the maximum possible amount of material goods and services, the production of which can be achieved in the future with the optimal use of available resources. However, economic power characterizes the actual level of development of productive forces at a given date.

The fourth approach treats economic potential as the result of economic and production relations between economic entities. Economic potential must be

considered in conjunction with the inherent in each socio-economic formation of production relations that arise between individual workers, labor collectives, as well as the management of the enterprise or sectors of the national economy as a whole for the full use of their opportunities to create material goods and services. In our opinion, this definition notes a very important feature of economic potential, but the size of the potential also depends on the level of development of the productive forces of society.

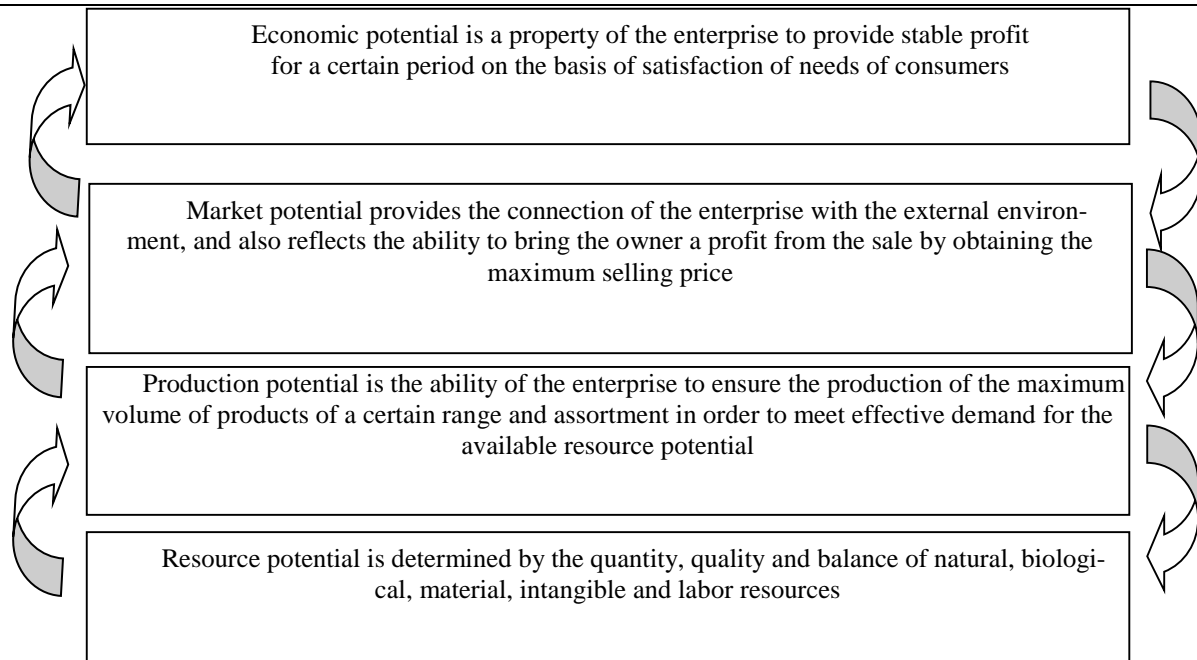
Other scientists in their scientific works define economic potential as a system of economic property relations between people in interaction with the development of productive forces and basic elements of the economic mechanism, which are the main source of economic system development, its capabilities [12, p. 82].

As a basis for management decisions, the economic potential of the enterprise is considered by scientists as an integrated indicator that characterizes the development of productive forces and production relations. Its value depends on: the optimal combination of a certain quantity and quality of certain types of economic resources involved in the production process; level of organization of production and labor; efficiency of the management system.

Thus, summarizing the results of research by these authors, we define the economic potential as the total capacity of society for optimal use of available resources in the development of industrial relations to meet the needs of members of society. Thus, economic potential is a complex system that begins to be created at the level of individual enterprises, households, gradually forming the economic potential of the industry, region and society as a whole.

Carpenter OD determines that the economic potential of the enterprise should be considered as the ability of the enterprise to ensure a stable profit based on meeting the needs of consumers, with internal and external constraints, taking into account the possibility of enterprise development [13, p. 92]. Enterprises use their own economic potential as a tool of the adaptation process, thanks to which it is possible to react in time to the negative impact of the environment. Moreover, special emphasis should be placed on the concept of «active adaptation», for the reason that to work effectively in a changing environment is possible only by choosing the tactics of intensive development, rather than the tactics of survival.

Using the listed properties, approaches and pre-conditions the multilevel structural model of formation of potential of the enterprise has the following look (fig. 1).



*Fig. 1. Model of enterprise potential*

Analyzing this model, we can distinguish four levels of enterprise potential: resource, production, market and economic. At the first level is the resource potential, which is determined by the quantity, quality and balance of natural, biological, material and labor resources. Production potential reflects the production level of the enterprise and is based on resource potential. Its characteristic features are the applied equipment, technology, abilities and qualification of the personnel.

Market potential reflects the economic level of the enterprise. It is characterized by the study of the marketing environment, the search for optimal sales channels for manufactured products, the study of business activity. The interaction of market and production potentials has two aspects. The first aspect is related to the transfer of manufactured products for further sale and income. The second is related to the need of market potential to provide production potential with information about the needs and demands of consumers, sales prices, capacity, market conditions so that production capacity can restructure its activities in accordance with market requirements.

The economic potential reflects the institutional level of the enterprise. At this level is the formation and distribution of profits, investment and financial activities, as well as management of resource supply, production and marketing.

The concept of formation and reforming the potential of the enterprise, according to modern concepts, is considered as a separate single process of formation, which concerns only the potential. This approach needs clarification. If we accept the concept that potential is a property of a medium, then we return to the fact that it is impossible to change the potential without changing the medium. Another thing is that the formation of the carrier must be performed on the requirement of equalization of the potentials of the constituent functional elements of this carrier.

Sometimes in the works devoted to the formation of potential, separate formation and development are singled out, but this difference is not taken into account either by the stages of the process of formation and development management, or by the content of the performed operations. According to other sources, such differences are not referred to at all, but the problem of choosing the location of the enterprise is indicated, which means that it is a question of forming a new medium.

According to modern views on capacity building with elements of resource approach, the process of forming the potential of the enterprise is one of the directions of its economic strategy, which involves creating and organizing a system of resources and competencies so that their interaction is a factor in achieving strategic, tactical and operational goals. In this case, it is not entirely clear whether we are talking about an existing enterprise or the creation of a new one, as resources and competencies still need to be created.

Enterprise capacity building is the process of creating a new or improving an existing medium so that the properties of each of its individual functional elements ensure maximum use of the properties of all other elements, and their combination provides a new property to the enterprise as a whole under environmental constraints.

Characteristic features of the development of the potential of the enterprise as an economic system are [14, p. 1582]:

- the complexity of the problems and the need to study them in the unity of technical, social, psychological, managerial and other aspects;
- increasing the number of connections between objects;
- the dynamics of changing situations;
- scarcity of resources;
- increasing the level of standardization and automation of elements of production and management processes;



- globalization of competition, production, cooperation;
- strengthening the role of management.

In the economic literature there are different approaches to determining the structure of the potential of the enterprise. Most researchers consider the resource structure of the potential, but taking into account the different number of components. According to the resource concept, the economic potential of the enterprise is considered as a system of resources that interact and determine the results achieved. Most often, according to this concept, the following main elements are distinguished in the potential structure of the enterprise [15]: technical resources (production facilities and their features, equipment, materials); technological resources (technologies, available competitive ideas, scientific developments); human resources (qualification, demographic composition of employees, their desire for knowledge and improvement, intellectual capital); spatial resources; information resources (quantity and quality of information, channels of its distribution, etc.); resources of the organizational structure of the system in the board; financial resources (availability and sufficiency of equity and debt capital, asset status, liquidity, availability of credit lines). There are also other approaches to determining the structure of enterprise potential. First of all, we can identify a functional approach, according to which the potential includes: production, marketing, information, technical and technological, organizational, social and financial potentials [16, p. 3]. But this approach is also one-sided and does not reveal the completeness of this category. Of particular scientific interest are those studies of multifaceted analysis of the structure of potential, where, in addition to resource, functional, etc., other aspects of the structure are considered, which gives a fuller picture of its elemental composition. Objective components are related to the material and personal form of the potential of the enterprise. They are consumed and reproduced in one form or another in the process of functioning. These include: innovation potential, production potential, financial potential and reproduction potential. Subjective components are related to the social form of their detection. They are not consumed, but are a prerequisite, general economic, general economic social factor of rational consumption of objective components. Subjective components include: scientific and technical potential, management potential, the potential of the organizational structure of management, marketing potential.

According to Rossoha V.V., the structure of potential consists of three components – social, industrial and natural [17, p. 35]. The social component is a set of labor resources, the ability of management, teams and employees of the economic system to effectively use available resources. The production component of the potential of the enterprise is determined by the material and technical and intangible resources involved in production. The natural component is determined by the available land resources of production and favorable climatic conditions for agricultural production [18, p. 231]. Summarizing the theoretical and methodological

approaches, it should be noted that the structure of economic potential can be considered in different aspects depending on what the original classification features are the basis for the selection of its components.

Our approach is to distinguish three separate components in the structure of the potential of an agricultural enterprise – material, socio-economic and organizational and managerial.

Thus, when studying the material components of economic potential, it is necessary to take into account their dual origin – natural and labor. Therefore, in the structure of the potential of the agricultural enterprise, first of all, it is necessary to identify the components of natural potential. One of the most important specific elements of the production potential of agriculture, on which the efficiency of agricultural production largely depends, is the natural and climatic potential as a set of operating factors and conditions that are formed outside of human activity. In the process of agricultural production, biogenetic and natural-climatic potentials are an integral complex system of physiological, biological and economic factors and conditions. Many of them, being included in the production process, are often completely or partially incompatible and are in some contradiction. Therefore, to make full use of the biogenetic potential of crops in the production process, it must be consistent with the natural and climatic potential through the rational distribution of production in the country. Differences in natural and climatic factors and conditions determine the objective need for territorial division of labor, regional specialization in natural and economic zones for the most productive use of production potential, obtaining maximum output per unit of land area at minimum cost [19, p. 39].

An important feature of agriculture is that the productive forces of the industry include land resources. In terms of national efficiency, the use of the productive potential of land resources is extremely important. Therefore, the potential of land as a means of production is determined by numerous objective and subjective factors, which can be grouped into four groups:

- factors of genetic origin related to the physical, chemical, biological properties of soils, which were formed as a result of long-term soil formation;
- factors caused by different types of bioclimatic, hydrological natural conditions;
- production and technological factors associated with capital investment and growth of fixed assets, the introduction of advanced technologies, scientific advances and best practices;
- factors due to socio-economic conditions for the development of social production.

The biological potential of crop production is the ability to generate the maximum yield of crop production under the existing natural and economic conditions, optimal plant growing systems and the level of agricultural technology.

The biological potential of animal husbandry is the integration of economically useful traits and qualities of farm animals to ensure the maximum level of productivity, which is determined by the optimal conditions of feeding and keeping.

Biological production potential, in addition to high productivity, must have the qualities of high stability (adaptability, resistance) and stable reproducibility. More efficient use of the biological potential of animals means, in the end, increasing their productivity, and obtaining more products per unit cost.

Technical and technological potential is the maximum ability of an agricultural enterprise to produce for a certain period of time products of a certain range, technical level of quality based on the created system of elements of organizational and economic structure, which is constantly improved on an innovative basis.

Material and technical potential can be defined as the ability of energy resources, agricultural machinery and labor to perform agricultural work in a timely manner in accordance with advanced agricultural technologies and ensure the continuity of the production process. Substantiation of economic expediency, improvement of composition and highly efficient use of both individual machine-tractor units, technological complexes, and machine-tractor units of enterprises in general, is the basis of the maximum possible production of agricultural products.

Management potential is a set of skills and abilities of managers of all levels to build an effective management system at the enterprise, which will ensure the implementation of the mission of the enterprise [20, p. 91]. The potential of the organizational structure of management – is the ability of the management mechanism of a particular organizational structure of the enterprise, which combines the level of organization of functional elements and the type of relationships between them, type and flexibility of management system, speed of management influences.

Entrepreneurial potential – is the ability, skills, intuition of the leader, his propensity to risk, the ability to use the existing economic situation in order to obtain maximum benefits for the company or create optimal conditions for its further development.

Information potential is the unity of organizational, technical and information capabilities that provide training and management decisions and influence the type of production through the collection, storage, processing and dissemination of information resources.

Innovative potential – the total capacity of the enterprise to generate, perceive and implement new (radical and modified) ideas for its systemic technical, organizational and managerial renewal.

An important feature of the potential of the enterprise is the interchangeability and balance of its elements. However, if the balance of the components of potential, which is the key to its successful operation, requires, both in space and time, comprehensive balance and strives for absoluteness, the interchangeability is always relative, limited and depends on the economic situation, level of development and features of the management system. In addition, it should be noted that, according to the law of the smallest (organization theory), the efficiency of the system is determined by the efficiency of its weakest element. That is, the overall efficiency of the functioning of the potential as a system is determined by the degree of least resource provision [21, p. 176].

Thus, the balance of potential is quite complex and multilevel. The functional combination of the constituent elements of the potential, each of which, in turn, is a set of separate parts, is carried out due to the significant number of direct and inverse material and information connections, which indicates its complexity. Improving functional connections and, as a result, strengthening and complicating them is the most important criterion of development, the dialectical criterion of progress [22, p. 29]. Perception of the achievements of scientific and technological progress, the ability to develop through the direct and systematic use of innovative technical and technological solutions is a defining feature of the potential of the enterprise. In addition, in the historical process of its formation, the scientific and technological achievements of each era have become integral parts of the potential, significantly increasing the level, changing the structure and improving its properties.

Given the synergy effect, the process of optimizing the potential structure of the agricultural enterprise should be carried out in the following sequence in the following stages:

Stage 1 – the formation of the system of goals of the agricultural enterprise: strategic, tactical, current; for the whole enterprise, its divisions.

Stage 2 – determining the necessary set of strategic resources for each goal.

Stage 3 – evaluation of alternative combinations of resources and then – the final conclusion.

Stage 4 – rational distribution of limited resources of the enterprise.

Stage 5 – evaluation of the obtained results.

The efficiency potential of agricultural enterprises depends on the existing assets of the enterprise involved in production. In the regional context, there are significant variations in the provision of enterprises with assets, which affects their performance. The planned process of accumulation and acquisition of resources is a prerequisite for the intensification of agricultural production [23, p. 217].

In order for production resources to contribute to the achievement of the desired, planned high results due to more efficient operation, it is necessary to comply with the following requirements:

- resources used at different stages of the technological process must be qualitatively homogeneous;
- resources will increase resource efficiency, provided that the appropriate set and for the entire process;
- new technologies in animal husbandry and crop production must be automated;
- qualified management of yield or productivity of farm animals on the basis of comprehensive consideration of their biological and physiological properties by phases (periods) of growth and development;
- comprehensive and proportional development of capacities for transportation, processing, storage and sale of agricultural products;
- deepening the specialization of agricultural production at all levels of its organization.

The mechanism of formation of potential of the agrarian enterprise is a cyclic system which after passing of each cycle reaches a new level of managing, at

the expense of the analysis and elimination of lacks of the previous functioning.

Due to the fact that the formation of the potential of an agricultural enterprise is a complex dynamic process focused on maximum interaction with the external environment and ensuring high quality of implementation, it is important to determine what factors determine the development of its elements and affect their balance.

External factors include economic, social, political, legal conditions, the impact of which is determined by restrictive or stimulating measures by various government agencies, banks, investment companies, social groups, political forces. Such measures are usually tax, interest rates, legislation, ethics, social norms.

In addition, market conditions at the entrance (conditions of competition in the resource markets) and exit from the system (conditions of competition directly in the industry) are also an important external factor. The first factor is the cost of providing each element of capacity with resources, which is the opportunity cost of these resources, the value of those alternatives that had to be given up by directing resources to one element of capacity to maximize effect. The second factor means that in order to gain strong market positions, the potential of the enterprise must meet the competitive properties of products (price, quality, other characteristics). Thus, in the face of increased competition, the agricultural enterprise should focus its efforts on maximizing the potential and its development through the timely detection of weak positions of competitors. Innovations on the part of competitors usually require an adequate response by creating and implementing new opportunities.

The internal factors include, first of all, the strategy of the agricultural enterprise, for the implementation of which the potential, experience and skills of managers necessary for the implementation of planned plans, the principles of organization and conduct of business activities, the moral values and ambitions of managers, as well as within the enterprise values and culture.

Capacity building decisions are future-oriented and therefore based on the preconditions of relevant factors, certain preconditions. Of particular importance are the prerequisites that are determined by the needs of consumers and affect the quality of "output", the priority of which in the process of capacity building was defined above. In addition, very important prerequisites are related to competitors, because the resource potential of the enterprise loses its value under their pressure. The internal preconditions related to the generally accepted guidelines within the agricultural enterprise must also be taken into account.

The development of agrarian economic potential takes place by resolving both external and internal contradictions. The latter are the main ones and arise, for example, due to different rates of change in the provision of the industry with land, material and labor resources, which leads to a violation of their proportionality. In addition, the qualitative characteristics of the elements of potential change significantly in the pro-

cess of development, which in terms of the use of different quality resources creates «bottlenecks» on the border of resource interaction.

The interdependence and connection of all changes in the composition of the economic potential of enterprises and regions as a dynamic system of elements is manifested through a number of features. The most specific of them is the general direction of changes in the whole system of interacting objects as a whole, which differs significantly from the direction of movement of its individual objects. Although in the system of economic potential of agriculture there are different changes in land, material and labor resources, but its integral value has a clear upward trend. The growth of economic potential is not spontaneous, but through its systematic formation in order to meet the growing needs of society.

As the development of economic potential at different times is carried out at the expense of different elements, their ratio also changes. Therefore, along with the structure of potential as a static phenomenon in certain time periods, it is necessary to highlight the structure of its development as a process. The structure of economic potential, which is constantly changing, reflects the pattern of its development in accordance with which the share of potential increases the most significant elements, and structural changes are aimed at creating conditions for strengthening the elements that determine the development of potential.

Conclusions. Having studied the evolution of the concept of «economic potential», its structure and mechanism of its formation, the following conclusions should be drawn:

1. The economic potential of an agricultural enterprise is a property of an agricultural enterprise to ensure the maximum level of stable income based on meeting the needs of consumers, under existing constraints, taking into account the ability of the enterprise to develop. Agricultural enterprises use their own economic potential as a tool of the adaptation process, thanks to which it is possible to react in time to the negative impact of the environment.

2. The formation of the potential of the agricultural enterprise should take place in a certain sequence, starting with the assessment of the impact of macro- and micro-environment. In this case, you need to find the most profitable in the production and sale of agricultural products and assess the public interest in its production. Thus, the choice of type of activity and agricultural products to be produced can be made. The mechanism of formation of potential of the agrarian enterprise is a cyclic system which after passing of each cycle reaches a new level of managing, at the expense of the analysis and elimination of lacks of the previous functioning.

3. In the structure of the potential of the agricultural enterprise it is expedient to allocate three separate components – material, social and economic and organizational and administrative. The system of economic potential, mediated by material components, in turn, can be divided into lower-level subsystems. In particular, it can be distinguished subsystems of natural and

climatic potential, technical, technological and financial potential. One of the most important specific elements of the production potential of agriculture, on which the efficiency of agricultural production largely depends, is the natural and climatic potential as a set of operating factors and conditions that are formed outside of human activity. The organizational and managerial component includes business, information and infrastructure potentials. The socio-economic component includes labor potential, which includes both the employed at a certain time and those who are looking for work.

4. The development of agrarian economic potential occurs by resolving both external and internal contradictions in relation to it. Characteristic features of the development of the potential of the agricultural enterprise as an economic system are: the complexity of the problems and the need to study them in the unity of technical, social, psychological, managerial and other aspects; increasing the number of connections between objects; the dynamics of changing situations; scarcity of resources; increasing the level of standardization and automation of elements of production and management processes; globalization of competition, production, cooperation; strengthening the role of the managerial factor.

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