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MANAGEMENT OF INNOVATIVE DEVELOPMENT OF AGRICULTURAL ENTERPRISES

УПРАВЛІННЯ ІННОВАЦІЙНИМ РОЗВИТКОМ АГРАРНИХ ПІДПРИЄМСТВ

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The research proposed a solution to the current problem, which consists in substantiating the theoretical foundations and developing practical recommendations for improving the management of innovative development of agricultural enterprises. Achieving the specified goal made it necessary to solve the following tasks, which consisted in the characteristics of innovations in agricultural enterprises. The factors influencing the management of innovative activities of agrarian enterprises are defined. A system of economic levers for the formation of management of innovative development is proposed and directions for increasing the efficiency of management of innovative development of agrarian enterprises. The research proposed a solution to the problem, which consists in justifying the organizational structure of management of the enterprise, which is supplemented by an innovative component of the structural element to ensure the development of the economic entity according to the innovative principle, which will take into account the specialization of the economy, the use of resource-saving technologies, the qualifications of personnel and their material stimulation, commercial calculation and carry out the selection of innovations for use in production and economic activity.

Keywords: management, innovative development, agricultural enterprises, management of innovative development.

У дослідженні запропоновано розв'язання актуальної проблеми, що полягає в обґрунтуванні теоретичних засад та розробці практичних рекомендацій щодо удосконалення управління інноваційним розвитком аграрних підприємств. Досягнення визначеної мети зумовило необхідність вирішення наступних завдань, які полягали в характеристиці інновацій в аграрних підприємствах. Визначено чинники, які становлять вплив на управління інноваційною діяльністю аграрних підприємств. Запропонована система економічних важелів до формування управління інноваційним розвитком та визначені заходи підвищення ефективності управління інноваційним розвитком аграрних підприємств. Доведено, що в умовах постійних змін, з якими доводиться стикатися аграрним підприємствам виникає необхідність розробки стратегічної моделі управління інноваційним розвитком агроформувань, що забезпечить підвищення техніко-технологічного рівня підприємств та диверсифікацію процесів, зростання обсягів виробництва та прибутків. Такий напрям розвитку сприятиме налагодженню інтеграційних процесів щодо входження до групи технологічно розвинених фірм. Методологічною основою статті є загальнонаукові принципи дослідження, спеціальні методи, які ґрунтуються на сучасних наукових аспектах управлінської, економічної і споріднених з ними наук. В основу методології дослідження покладено системний підхід, методологічна специфіка якого визначається тим, що він орієнтує дослідження на розкриття теоретично-практичної сутності механізму управління, що забезпечать інноваційний розвиток аграрних підприємств. У дослідженні запропоновано розв'язання проблеми, що полягає в обґрунтуванні організаційної структури управління підприємством, яку доповнено інноваційною складовою структурного елементу для забезпечення розвитку суб'єкта господарювання за інноваційним принципом, що буде враховувати спеціалізацію господарства, використання технологій ресурсозбереження, кваліфікацію кадрів та їх матеріальне стимулювання, комерційний розрахунок та здійснювати підбір нововведень для використання у виробничо-господарській діяльності.

Ключові слова: управління, інноваційний розвиток, аграрні підприємства, управління інноваційним розвитком.

Formulation of the problem in general.

Effective management of innovative activities, informational and advisory support and support for the development of innovations becomes a strategy for promoting the competitiveness of agricultural enterprises, the implementation of which is possible only by combining the efforts of research at the macro- and micro-level. The article deals with the management of innovative development of agrarian enterprises, which determines the relevance of the research topic.

Analysis of recent research and publications. In the conditions of fierce competition and dynamic changes in the market environment, globalization of agrarian business, it becomes necessary to accelerate innovation processes regarding the modernization of production, sales of products on an innovative basis, integration of innovative products, both for the agrarian industry as a whole and for each business entity. A special place in the promotion of innovative development is occupied by the state through the implementation of the appropriate policy and management model.

The complex of management components for the innovative development of agricultural enterprises was carried out by Ukrainian scientists: Dudnyk O. V., Zakharchenko V. I., Balakhonova O. V., Zorgach A. M., Ilchuk M. M., Konoval I. A., Sabluk P. T., Shpykulyak O. G., Kurylo L. I., Mesel-Veselyak V. Ya., Fedorov M. M. etc.

Unresolved parts of the common problem.

Despite the depth and scope of the research on the mentioned issues, the issues related to the implementation of the management mechanism for the innovative development of agricultural enterprises remain insufficiently studied. The peculiarities of the innovative activity of agricultural enterprises, where the effective use of all levers of production is of priority, are insufficiently disclosed.

The purpose of the article consists in the substantiation of theoretical provisions and the development of practical recommendations regarding the improvement of management directions for the innovative development of agricultural enterprises.

Presenting main material. Enterprises in various spheres of the economy today are in very difficult business conditions. Therefore, they must be able to achieve the highest goal by solving the following tasks [1, p. 26–25]: effective management of mass and profit dynamics; constant control over the implementation of economic indicators, resources for their support

and execution time; distribution of management powers between all units at the enterprise; develop ways to increase the market value of the enterprise; implementation of measures to fully manage the distribution of resources and costs; to carry out the development of creative development at all stages of the production process. Systematically and consistently applying the best management policy, the enterprise will be able to enter a new stage and gradually become a competitive organization on the domestic and foreign markets. These results can be achieved through the implementation and implementation of modern trends that contribute to the stimulation and improvement of the level of better business management, taking into account the use and implementation of methods and levers for all processes that affect the production and economic activity of the enterprise as a whole.

It should be noted that due to military actions and an unsatisfactory epidemiological situation in Ukraine today, certain unfavorable conditions have been created for effective innovative activities in the economy as a whole, as well as in certain sectors. Thus, the strategic task of forming a management mechanism for innovative development by implementing the necessary measures of economic policy and improving the existing state system for stimulating innovative development remains relevant. The main tasks are to increase the level of competitiveness of the national economy on the basis of innovation, which will give certain advantages to national manufacturers in the fight against competitors on the domestic and international markets and will give Ukraine the opportunity to take a place alongside the developed countries of the world.

In most cases, the word innovation means, firstly, creative development and research in this field, secondly, changes in the organizational management system in order to reorganize production taking into account the needs of target consumers, thirdly, the creation of new products and services that require skills and meet the needs according to the market environment.

Analyzing the environment that ensures the competitiveness of products, the enterprise concludes that it must first of all be innovative and quickly respond to changes in the surrounding market environment, since the modern market requires business enterprises to adapt to unexpected situations, to be flexible to the results of research in the field, which was created by scientific and technological progress. An enterprise that is focused on innovative

development, achieves competitive advantages, satisfies the existing needs of consumers, is adapted to the emergence of new needs, has no problems in combating the manifestations of problems and adapts to the external environment, since its management is aimed at obtaining high profits and additional income.

Enterprises should use the experience of leading domestic and foreign companies in the agricultural sector to achieve their production and economic potential. This will allow them to strengthen existing competitive advantages and take the best place in the target market segment. On the basis of conducted research, analysis of literary sources on the development of agricultural enterprises according to the principle of innovation, it is possible to highlight the most important steps of the best implementation of innovations. These steps are related to the creation of the innovation, its diffusion and development directly from the product manufacturer.

The first step in creating innovations is direct communication with agricultural enterprises and scientific and educational institutions, which combines the practical experience of economic enterprises with the theoretical knowledge of scientific and educational institutions. This stage begins with the emergence of ideas that are implemented through the analysis and study of problems not only at the meso- and macro-level, but also in the domestic market, especially in countries with the highest industrial development processes, the formation of innovative potential. Next – fundamental and applied research and development, which is associated with a certain risk of obtaining unsatisfactory results, but this can be accepted when creating scientific and technical products and practical implementation of ideas. Therefore, it is considered the most important and long-term step in the innovation process.

Effective reproduction of all the above-mentioned stages is facilitated by the implementation of an economic mechanism aimed at managing the innovative development of an agrarian enterprise. The economic mechanism of managing the innovative development of a business entity consists in the formation of effective organizational, economic, investment-innovation, management and information levers that encourage and stimulate it to implement innovations.

As part of the improvement of the economic management system, it is necessary to create a creative system of economic unit development, which includes several elements (Figure 1).

The system of economic levers of innovative development of enterprises includes several procedures in which the process of gradual and dynamic introduction of innovations takes place. Therefore, one of the procedures directly related to this is the internal business procedure, which should be focused on the financial, labor and material and technical support of economic activity in production using innovative methods. including organizing jobs, creating products that are highly desirable among consumers, and implementing effective marketing policies to support target market segments. At the same time, the economic system should be aimed at reducing costs in the production process by using modern, innovative methods of production of goods and services, and within the framework of this system, a line of product replacement and improvement, which is necessary to maintain product quality, should be established.

When establishing internal economic processes at the enterprise, it is important to take into account the presence of a system of motivation for innovative activity, which includes: a system of motivating employees, a system of state support, a social system, benefits, a system of subsidized credit and a system of tax credits. Within the framework of the system of innovative development of agrarian enterprises, it is very important to improve the economic process of innovative development of agrarian units, and the assessment requires a systematic approach and determination of the need for improvement at each stage.

The economic mechanism of innovative development of agricultural enterprises of Ukraine provides conditions for cooperation and interaction of enterprises, all levels of state institutions, science and higher education for the development of scientific and technical innovations for end consumers, which contributes to increasing the economic efficiency of both individual agricultural entities and the entire industry. Improving this process also means improving the organization of innovative processes of the enterprise, introducing innovative activities into the economic cycle at all levels of management, and increasing the ability of agricultural producers to perceive innovations.

The strategic goal of the management of agricultural enterprises of the state is the formation of the innovative potential of farms, which takes into account the principles of the economic order of the development of the innovation process,

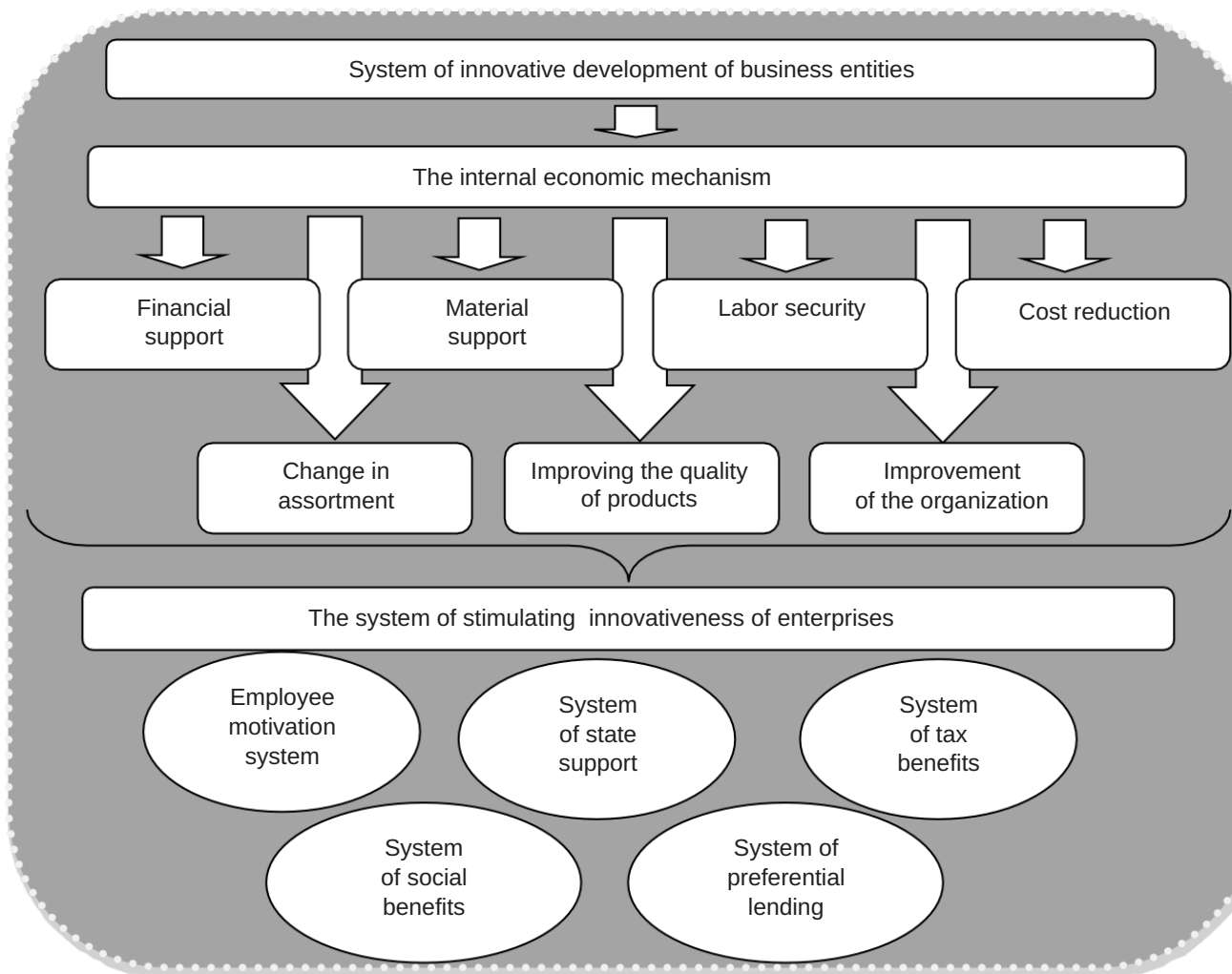


Figure 1. System of economic levers of management of innovative development of enterprises

Source: developed by the author based on [2]

which leads to the organization of innovative activities, the promotion of the development of enterprises in science and technology, the implementation of innovative projects and participation in government programs for the financing of innovative projects [4]. Measures to support all participants in the development of enterprise innovations at all stages and levels, taking into account their financial interests, are also included.

At the same time, the creation of an actual system for business change and innovative development for the purpose of self-improvement should be of a complex nature, where each level of influence will be effective: at the state level – carrying out scientific research and development, motivating all educational and scientific institutions, conducting verification of experiments and scientific results for further introduction into production; at the regional level – to strengthen the basis for the effectiveness of

the government's influence on the innovative activity of the enterprise in the agricultural sector by promoting concepts, strategic plans and strategies of regional development; the enterprise – motivates employees to improve their qualification level, learn from the experience of internal and external colleagues and find additional sources of funding for innovative activities, etc.

As a result, all of the above are specific problems that the enterprise may face with the introduction of innovations, therefore it is necessary to highlight it as an additional development stimulus in the strategic plan for the development of the agricultural sector, which will accelerate scientific and technical progress, stimulate innovative agricultural activity, which contributes to increasing the efficiency of agricultural production

The wide application and implementation of innovations is a mandatory element of modern

production, the solution of socio-economic problems of the agro-food sector, related to the search for mechanisms to increase the economic performance of agricultural enterprises and to provide the population with high-quality organic products. In order to implement an effective model of innovative activity in the agricultural sector into the practical activity of agricultural enterprises, a sequence of actions is necessary, namely: identification of the problem in the agricultural sector; solving the specified problems; interest in innovative ideas and developments; resource provision for the introduction of new ideas; development or availability of an organizational and economic mechanism of an innovative economic system.

Measures to increase the efficiency of management of innovative development of agrarian enterprises are proposed:

- creation of a mechanism of free competition between subjects of innovative activity and formation of the innovation market;
- creation of certain conditions for attracting investments in the agricultural sector of the economy, including in innovation, through the improvement of tax legislation, introduction of the land market, etc.;
- providing benefits to agricultural enterprises that actively implement innovative developments in their production activities;
- to provide a legal mechanism for the protection of ownership of the obtained results of scientific and technical activities;
- development and formation of the infrastructure of innovative technologies;

– the introduction of an information policy aimed at creating "innovative thinking" of managers of the middle and upper echelons of the agrarian sector [5].

Conclusions. Consequently, the development of agricultural enterprises of Ukraine takes place in conditions of serious economic transformations aimed at strengthening management methods and innovative aspects of their activity. The goals of these changes are: achieving economic growth and balanced activity; ensuring an organic combination of interests of economic relations subjects; change in scientific and technical development as the main reason for the economic development of business; creating an environment for recognizing consumer priorities in economic relations. Innovative changes in the activities of agricultural enterprises, which are factors contributing to solving the problems of technical and technological development, the development of innovative marketing and economic growth.

Establishing the principles of strategic management of the introduction of innovative technologies in agricultural enterprises, it should focus primarily on increasing the production of agricultural products; combination of the production process in organic production; increasing the level of earnings through the introduction of innovative methods and technologies in the production of agricultural products in economic activity; application of recommendations for all production processes regarding the use of mechanical means to increase productivity, increase wages, reduce labor needs, etc.

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