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### DEVELOPMENT MANAGEMENT OF AGRICULTURAL ENTERPRISES

**Abstract.** Today there is an intensification of activities and the associated increase in the dynamics of change in all sectors of the economy, including the agrarian sector, in Ukraine and throughout the world. This makes it urgently necessary for agricultural enterprises to adapt to such conditions in order to ensure the efficiency of their activities and long-term competitiveness. The most effective way to address this issue is to introduce development management of agricultural enterprises. The article considers the concept of «development» and «enterprise development», clarifies the meaning of the concept of «enterprise development management», and defines the purpose of such management. In accordance with the content and the proposed definition of the concept of «enterprise development management», the study highlights its characteristic features. It analyzes the main indicators of development of the agricultural enterprises in Ukraine, which demonstrated deterioration in the dynamics of their performance. The findings show the importance of development management of agricultural enterprises. To find a solution, the article suggests an algorithm for development management of agricultural enterprises that is developed, substantiated and based on the tools of strategic management. Adherence to such an algorithm will contribute to the effective realization of the potential of enterprises, rapid adaptation to changes in the external environment, the formation and implementation of effective development strategies, which will ultimately ensure economic, social and environmental efficiency and long-term competitiveness. The proposed algorithm is typical for agricultural enterprises of different organizational and legal forms of management, size, specialization, etc. and at the same time flexible to take into account the peculiarities of certain types of enterprises, which enables to achieve maximum efficiency of enterprise development on the basis of specification of its certain stages.

**Keywords:** development, enterprise development, enterprise development management, competitiveness, agricultural enterprise.

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## УПРАВЛІННЯ РОЗВИТКОМ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

**Анотація.** Сьогодні в Україні та світі відбуваються активізація діяльності та пов'язане з нею підвищення динамічності змін у всіх галузях економіки, зокрема й в аграрному секторі. Це зумовлює гостру об'єктивну потребу адаптації сільськогосподарських підприємств до таких умов з метою забезпечення ефективності їхньої діяльності та довгострокової конкурентоспроможності. Найбільш дієвим напрямом вирішення означеного питання є запровадження управління розвитком сільськогосподарських підприємств. Розглянуто поняття «розвиток» і «розвиток підприємства», уточнено зміст поняття «управління розвитком підприємства», визначено мету такого управління. Відповідно до змісту і запропонованого визначення поняття «управління розвитком підприємства» виділено його характерні ознаки. У процесі дослідження проаналізовано основні показники розвитку сільськогосподарських підприємств України, які засвідчили погіршення в динаміці результатів їхньої діяльності. Це підтвердило важливість здійснення управління розвитком підприємств. З цією метою було розроблено й обґрунтовано алгоритм управління розвитком сільськогосподарських підприємств, в основу якого покладено інструменти стратегічного менеджменту. Дотримання такого алгоритму сприятиме ефективній реалізації потенціалу підприємств, швидкій адаптації до змін зовнішнього середовища, формуванню та реалізації ефективних стратегій розвитку, що в кінцевому підсумку забезпечить економічну, соціальну й екологічну ефективність і довгострокову конкурентоспроможність. Запропонований алгоритм є типовим для сільськогосподарських підприємств різних організаційно-правових форм господарювання, розмірів, спеціалізації тощо і водночас гнучким щодо врахування особливостей діяльності підприємств певного виду, що дає змогу на основі уточнення окремих його етапів досягати максимальної ефективності розвитку підприємства.

**Ключові слова:** розвиток, розвиток підприємства, управління розвитком підприємства, конкурентоспроможність, сільськогосподарське підприємство.

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**Introduction.** The growing challenges and threats of the XXI century in the context of intensifying the dynamics of change in all sectors of the economy have preconditioned exacerbation and deepening of various problems, in particular, in the agricultural sector of the economy. Consequently, that led to the emerged need for developing new approaches to management of agricultural enterprises that play an important role in assurance of food security of the country, development of rural areas and improvement of the quality of life of rural communities. Given this, development management of agricultural enterprises under uncertainty and instability should be aimed at rapid responses and adaptation management conditions that are changed under the influence of environmental factors. This type of management should be based on developing and

implementing preventive influence measures, directed at preventing activation of destabilizing processes and creating favorable conditions for the future sustainable development of enterprises [1; 2]. Thus, the question of development management of agricultural enterprises is relevant, and it is of high scientific and practical value.

**Analysis of research and problem statement.** Development management of enterprise is under active research conducted by domestic and foreign scientists. Moreover, due to the objective reasons mentioned above, the interest of scientists in that issue has grown significantly in recent years.

Yastremska et al. [3] generalize and clarified the theoretical principles of development management, taking into account the modern management paradigm for the elements and the mechanism of the economic development of Ukraine, in particular, considering scientific approaches to enterprise development management and defining the essence of the concept. Kovalenko [4] produces research to give a definition of the economic essence of the concept of «enterprise development management», as well as to work out an enterprise development management system with its components. Shcheglova et al. [5] study the problems related to improving the management system of development and functioning, with the analysis of the methodological foundations of a comprehensive assessment of development, considering external and internal factors involved in the development of enterprises.

At the same time, the development of enterprises in the agricultural sector of the economy is being under research. Thus, it is the scientific article of Prib [6] that reveals the problems of managing the development of agricultural enterprises in conditions of economic instability. Dzyaduk [7] suggests generalization of conceptual bases of small and medium agribusiness as an object of state regulation. Moreover, the author studied this category as a part of the agricultural sector of the economy, an institute of entrepreneurship and as a factor of territorial changes. Demianenko et al. [8] devote their research to the analysis of wholesale agricultural groups, or so-called agroholdings in Ukraine, in particular, comparing them with other forms of agricultural enterprises, as well as their performance due to the scale of the enterprises and their activities.

Shamanska [9] considers the ways for accelerating innovation at enterprises of the agricultural sector in a competitive environment. The scientist determines the importance of facilitating the innovative development of agricultural enterprises. Skobelev et al. [10] studies how to enhance efficiency at large, medium and small agricultural enterprises by improving precision farming control system.

The importance of human resource management as an integral component in promoting enterprise development finds its grounds in the works of Drela [11], Popova et al. [12]. In his scientific work, Indarti [13] substantiates the effects of education and training and management supervision on the development of entrepreneurship attitude and the growth of small and micro enterprise.

Ushkarenko and Soloviov [14] emphasize the importance of motivational management of the environmentally friendly development of agricultural enterprise in Ukraine, particularly, methodological approaches to the development of agricultural enterprises considering the environmental component. In a number of scientific works of domestic and foreign scientists [15—20] the prospects of development of organic production at agricultural enterprises are defined as an effective direction for the development of the latter.

**Unsolved aspects of the problem.** Regardless a significant number of scientific papers, the issues related to enterprise development management require further study and development.

**The purpose of the article** is to clarify the concept of enterprise development management and to define the algorithm for development management of agricultural enterprises.

The methodology of the research comprises the dialectical method of scientific cognition and general scientific methods of analysis, synthesis, induction, deduction, comparison, tabular, the graphical method and generalization applied in the research process for collecting, analyzing, evaluating information and forming conclusions.

**Research results.** Theoretical research of development management initially should be started with determining the key general scientific categories, which are the philosophical basis of the research. The key concepts of the set scientific problems, allowing them to be positioned in the conceptual-categorical apparatus in the field of economics, should be considered as follows: «development», «enterprise development» and «enterprise development management».

Yastremska et al. [3], Kovalenko [4] and Shcheglova et al. [5] have made a deep analysis of scientific approaches to the formation of categorical-conceptual apparatus in the field of enterprise development management in the dialectical relationship of the aforementioned economic categories. They have also identified the theoretical basis for development management. The concept of «development» as a directed, irreversible change of material objects and viability of the system, irreversible transformations from one state to another, a set of long-term processes of quantitative and qualitative changes in the reorganization of economic, social and production systems is the most frequent interpretation used by scientists nowadays. Yet, they also note the importance of external and internal contradictions.

In addition, it should be noted that the vector of development can be directed both in the qualitatively and quantitatively improved states of the system, and vice versa. Regarding that, there are two traditionally distinguished forms of development of any systems, phenomena and processes — progress (development from «lower» to «higher») and regression (development from «higher» to «lower»). It should be noted that all the above-mentioned features belong to the development of economic relations.

Simultaneously, Shcheglova et al. [5] distinguish the following content properties of the development: direction, speed, result and causality. On the basis of formal logical analysis of the category of «development» and the concept of «enterprise development», the authors concluded that the source of enterprise development is uncertainty, which exists objectively, and internal contradictions of the economic systems [5]. Accordingly, the scientists believe that the development of enterprises should be defined at four levels (*Fig. 1*).

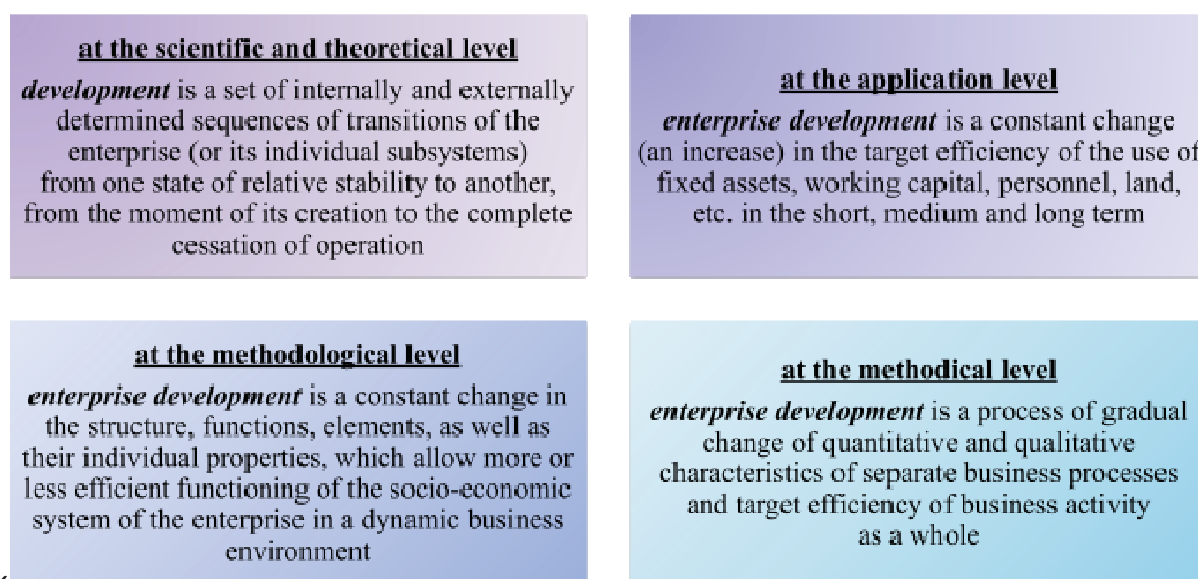


Fig. 1. The content of enterprise development according to the levels

Source: formed by [5].

In [4; 21; 22] systematized the modern approaches of the scientists to the interpretation of the concept of «enterprise development», suggesting the shortcomings of each of them. Most of the definitions presented explain the development of enterprise as progress, which reflects the interest of scientists in this category as an object of purposeful managerial influence to ensure the effective operation of enterprise as an integral priority.

Having systematized approaches to enterprise development management, in particular, a systemic approach, a process approach, a situational approach, an approach from the standpoint of scientific schools, an adaptive approach, a functional approach, a competence approach, a resource approach, a cost approach, a «core development» approach, a target approach, a synergetic approach, a cumulative approach, a marketing approach, a dynamic approach, a reproduction approach, an administrative approach, a behavioral approach, a quantitative approach, an entrepreneurial approach, a strategic approach, a creative approach and complex one, Yastremska



et al. [3] noted that all of them have their advantages and disadvantages, as well as various peculiar features that indirectly affect development through the potential scope, process management, business and types of planning, etc., as well as make some contribution to the management system.

Considering all the findings mentioned above, it is offered to consider *enterprise development management* as a harmonious coordinated system of all interconnected and interrelated structural and functional elements, the aim of which is to ensure its sustainability of enterprise (as an open social, organizational, economic, technological and logistical system) to achieve targeted and planned changes in qualitative and quantitative parameters of its activities, maintaining a dynamic equilibrium under the influence of external and internal factors. At the same time, the goal of the system is to achieve a continuous irreversible dynamic process of transition to a qualitatively improved state of the system, the determinants of which consist of economic, social and environmental efficiency and long-term competitiveness.

According to the context and the proposed definition of the concept of «enterprise development management», the following peculiar features can be distinguished: forming a new quality and strengthening the viability of the system; ensuring its ability to resist destructive forces of the environment; building the potential of enterprise in order to counteract negative effects of the external environment; focusing on the realization of the creative potential of the enterprise's personnel, as well as on achieving long-term interests of its participants; promoting the fullest satisfaction of the interests, wants and needs of the key stakeholders who have their interests in the activities of the enterprise — owners, staff and the state; facilitating the fullest satisfaction of the needs of market participants by resolving their contradictions (harmonization of interests); laying grounds for ensuring the balance of the principles of sustainable development (economic, social and environmental).

Theoretical and methodological basis of enterprise development management can be implemented at enterprises of different organizational and legal forms, size and scope. Nevertheless, its development, based on the addition of adaptive elements regarding the specific activity of a particular enterprise, should significantly enhance the effect and impact of its implementation and value, respectively and ultimately.

The study analyzes the main indicators of agricultural enterprise development (with their division into large, medium, small and micro enterprises).

Table 1 shows the dynamics of the number of agricultural enterprises, hunting and related services with their division into large, medium, small and micro enterprises. It should be specified that the number of hunting enterprises in the total number of the enterprises in 2019 accounted for 0.9% only. Moreover, there are no large hunting enterprises at all, all the above data so can be considered to be representative regarding the activities of agricultural enterprises.

Table 1

**The dynamics of the number of agricultural enterprises, hunting and related services with their division into large, medium, small and micro enterprises in 2010–2019**

| Year | Total | Large enterprises |                         |                   | Medium enterprises |                         |                   | Small enterprises |                         |                   | Micro enterprises |                         |                   |
|------|-------|-------------------|-------------------------|-------------------|--------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|-------------------------|-------------------|
|      |       | units             | growth rates, % by 2010 | share in total, % | units              | growth rates, % by 2010 | share in total, % | units             | growth rates, % by 2010 | share in total, % | units             | growth rates, % by 2010 | share in total, % |
| 2010 | 49060 | 100,0             |                         |                   | 3075               | 100,0                   | 6,3               | 45972             | 100,0                   | 93,7              | 42019             | 100,0                   | 85,6              |
| 2011 | 39951 | 81,4              | 15                      | 115,4             | 2913               | 94,7                    | 7,3               | 37023             | 80,5                    | 92,7              | 32040             | 76,3                    | 80,2              |
| 2012 | 45923 | 93,6              | 26                      | 200,0             | 2774               | 90,2                    | 6,0               | 43123             | 93,8                    | 93,9              | 38067             | 90,6                    | 82,9              |
| 2013 | 47826 | 97,5              | 27                      | 207,7             | 2553               | 83,0                    | 5,3               | 45246             | 98,4                    | 94,6              | 40150             | 95,6                    | 84,0              |
| 2014 | 44180 | 90,1              | 28                      | 215,4             | 2267               | 73,7                    | 5,1               | 41885             | 91,1                    | 94,8              | 37213             | 88,6                    | 84,2              |
| 2015 | 44897 | 91,5              | 29                      | 223,1             | 2200               | 71,5                    | 4,9               | 42668             | 92,8                    | 95,0              | 38014             | 90,5                    | 84,7              |
| 2016 | 43359 | 88,4              | 20                      | 153,8             | 2174               | 70,7                    | 5,0               | 41165             | 89,5                    | 94,9              | 36435             | 86,7                    | 84,0              |
| 2017 | 48311 | 98,5              | 18                      | 138,5             | 2069               | 67,3                    | 4,3               | 46224             | 100,5                   | 95,7              | 41320             | 98,3                    | 85,5              |
| 2018 | 48653 | 99,2              | 23                      | 176,9             | 1983               | 64,5                    | 4,1               | 46647             | 101,5                   | 95,9              | 41654             | 99,1                    | 85,6              |
| 2019 | 48325 | 98,5              | 34                      | 261,5             | 1964               | 63,9                    | 4,1               | 46327             | 100,8                   | 95,9              | 41313             | 98,3                    | 85,5              |

Source: formed on the basis of the data of the State Statistics Service of Ukraine.

Note. Here and further 2014–2019 without the temporarily occupied territory of the Autonomous Republic of Crimea, the city of Sevastopol and a part of temporarily occupied territories in the Donetsk and Luhansk regions.

From 2010 to 2019, the dynamics of the number of the enterprises that received a net profit is positive (Table 2). Thus, a total of 83.3% of agricultural enterprises, hunting and related services enjoyed profits (whereas they accounted for 69.1% in 2010). Those indicators were slightly lower for large and medium-sized enterprises — 79.4 and 79.3 %, respectively, and in 2010 — 76.9 and 82.7 %, in particular. The negative trends for the indicator of medium-sized enterprises in the dynamics — 79.3 vs. 82.7 % — should be noted.

Table 2

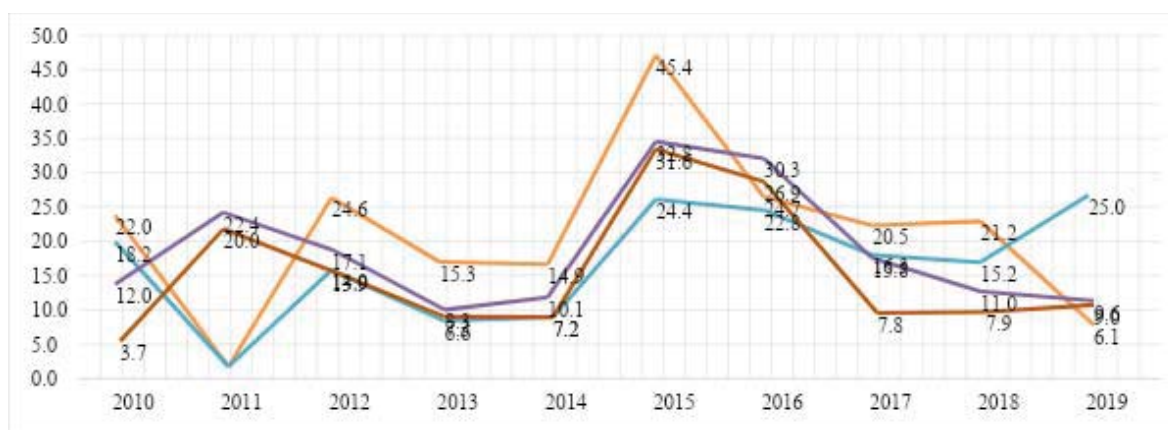
**Net profit (loss) of agricultural enterprises, hunting and related service activities with their division into large, medium, small and micro enterprises in 2010—2019, % to the total**

| Year | Total                  |                         | Large enterprises      |                         | Medium enterprises     |                         | Small enterprises      |                         | Micro enterprises      |                         |
|------|------------------------|-------------------------|------------------------|-------------------------|------------------------|-------------------------|------------------------|-------------------------|------------------------|-------------------------|
|      | profitable enterprises | loss-making enterprises | profitable enterprises | loss-making enterprises | profitable enterprises | loss-making enterprises | profitable enterprises | loss-making enterprises | profitable enterprises | loss-making enterprises |
| 2010 | 69,1                   | 30,9                    | 76,9                   | 23,1                    | 82,7                   | 17,3                    | 65,7                   | 34,3                    | 62,6                   | 37,4                    |
| 2011 | 83,3                   | 16,7                    | c                      | c                       | c                      | c                       | 83,1                   | 16,9                    | 83,2                   | 16,8                    |
| 2012 | 78,4                   | 21,6                    | 96,2                   | 3,8                     | 79,3                   | 20,7                    | 78,3                   | 21,7                    | 78,6                   | 21,4                    |
| 2013 | 80,0                   | 20,0                    | 85,2                   | 14,8                    | 74,3                   | 25,7                    | 80,3                   | 19,7                    | 81,0                   | 19,0                    |
| 2014 | 84,4                   | 15,6                    | 78,6                   | 21,4                    | 83,2                   | 16,8                    | 84,5                   | 15,5                    | 84,7                   | 15,3                    |
| 2015 | 88,7                   | 11,3                    | 82,8                   | 17,2                    | 90,5                   | 9,5                     | 88,6                   | 11,4                    | 88,4                   | 11,6                    |
| 2016 | 88,1                   | 11,9                    | 100,0                  | -                       | 89,3                   | 10,7                    | 88,0                   | 12,0                    | 87,8                   | 12,2                    |
| 2017 | 86,5                   | 13,5                    | 88,9                   | 11,1                    | 86,9                   | 13,1                    | 86,4                   | 13,6                    | 86,4                   | 13,6                    |
| 2018 | 86,5                   | 13,5                    | 100,0                  | -                       | 87,0                   | 13,0                    | 86,4                   | 13,6                    | 86,4                   | 13,6                    |
| 2019 | 83,3                   | 16,7                    | 79,4                   | 20,6                    | 79,3                   | 20,7                    | 83,5                   | 16,5                    | 83,8                   | 16,2                    |

Source: formed on the basis of the data of the State Statistics Service of Ukraine.

Notes: c — Data are not published in order to ensure compliance with the requirements of the Law of Ukraine On the State Statistics regarding confidentiality of statistical information (primary and secondary blocking of vulnerable values).

However, medium-sized enterprises had the highest level of profitability of all activities in 2019 — 25 %, which also increased, compared to 2010, by 6.8 %, as Fig. 2 shows.



**Fig. 2. Profitability of operating and all activities of agricultural enterprises, hunting and related service activities with their division into large, medium, small and micro enterprises in 2010—2019**

Source: formed on the basis of the data of the State Statistics Service of Ukraine.

Notes: The level of profitability of all activities is calculated as the ratio of net profit (loss) to all operating costs of enterprises.

Together with that, a significant reduction in the level of profitability of large enterprises — from 22 to 6 % and slightly less for small enterprises — from 12 to 9.6 % can be observed though the level of profitability of microenterprises during this period more than doubled from 3.7 to 9 %. Therefore, large and small agricultural enterprises need special attention to increase efficiency.

Taking into consideration the deterioration in the dynamic performance of the agricultural enterprises, it is essential that they should manage their development, the algorithm for which is given in Fig. 3.

|   |   |   |
|---|---|---|
| 1 | Substantiation of the approach to enterprise development management, which is based on the synthesis of the above approaches in its most effective form under certain conditions of the enterprise's activity | <i>Using only one of the above approaches does not allow achieving the desired results, whereas their combination with the principles of harmonization of interests of all market participants and the principles of sustainable development will contribute to the achievement of synergy effects and ensure the effective development of the enterprise in the long run</i>   |
| 2 | Analysis of the external and internal environment of the enterprise   | <i>Defining the conditions of the enterprise, including the assessment of its internal potential and identification of the major exogenous factors of influence (international, national and general economic ones, and within agriculture and the environment of a direct impact on the enterprise), as well as forecasting their future changes. This allows accurately, efficiently and effectively determining the mission and goals of the enterprise in the future and adjust them depending on the specific features of the enterprise and the characteristics of the external environment of the organization</i> |
| 3 | Processing various types of information obtained as a result of analysis and formation of the relevant databases  | <i>The analysis and application of the received information for making strategic administrative decisions allows defining the content and forming a sequence of actions concerning changes at the enterprise due to reduction of uncertainty</i>  |
| 4 | Formation (adjustment/refinement) of the strategic vision of the enterprise development direction and definition (adjustment/refinement) of the mission of its activity                                       | <i>At this stage, it is necessary for the enterprise to determine the most general guidelines that reflect the content of its purpose, the content of functioning, its philosophy, place and role in the economy, in particular, a specific market, society, regional development, etc.</i>   |
| 5 | Clarification, explanation and detailing of the mission in the measurable goals and objectives indicating their scope, performers and deadlines   | <i>The description of the desired state of development of the enterprise, certain specific limits which need to be reached in all fields of activity at the end of the chosen period and at intermediate stages are outlined. Facilitation of the organization and control of the established targets and indicators are enhanced</i>   |
| 6 | Selection and formation of an effective «set of strategies» to achieve the planned target result  | <i>Alternative strategies for enterprise development in terms of general, competitive, product, functional and resource types of strategies are identified. The most effective strategies are selected to be relevant to the results of the analysis of the environment of the enterprise's activity</i>  |
| 7 | Design of enterprise development scenarios  | <i>The enterprise's development in compliance with certain strategies and environmental conditions in order to form an adaptation mechanism for preventive response to possible changes is forecast, which allows preventing negative consequences</i>  |
| 8 | Monitoring the environment of the enterprise  | <i>The current and new information about changes in the external environment is systematically and continuously monitored, which is also to reveal the causes of changes in the state of the factors under study and help predict trends in their development. This approach allows identifying opportunities and threats that may contribute to or hinder the activities of the enterprise to provide grounds for the parameters of enterprise development to be adjusted to adapt to changes</i>  |
| 9 | Evaluation of the effectiveness of the strategic set  | <i>The level of achieving goals is assessed. New directions for development and proposals with adjustment of long-term directions, goals, set of strategies or its implementation taking into account the experience gained, changing conditions, the emergence of new ideas and new opportunities, etc. are under consideration</i>  |

**Fig. 3. The algorithm for development management of agricultural enterprises**

Source: author's elaboration.

Since the objective of development management of agricultural enterprises is to facilitate the effectiveness of activities in a difficult environment (the forecast for which is a complicated process) for the long term, as a continuous process of qualitative change, the algorithm for such type of management is based on strategic management tools. That will allow making management decisions on the selection and formation of effective development strategies on the basis of profound analysis of the external and internal environment.

**Conclusion.** The introduction of development management of agricultural enterprises is an urgent and important task to ensure the efficiency of enterprise activity and competitiveness in the long run.

Adherence to the developed algorithm for agricultural enterprise development management will enable enterprises to realize their potential effectively, to adapt to changes in the environment quickly, to form and implement effective strategies, which will ultimately ensure economic, social and environmental efficiency and long-term competitiveness. The proposed algorithm is typical for agricultural enterprises of different organizational and legal forms, sizes, specializations, etc. and, at the same time, flexible when considering the peculiarities of enterprises of a certain type, which enables to achieve maximum efficiency of enterprise development on the basis of specification of its certain stages.

In the process of development management of agricultural enterprises, special attention should be paid to the following aspects: human resource management as an integral part of ensuring the development of enterprises; intensification of innovative activity because new technologies facilitate the processes of increasing production volumes and improving quality, as well as a level of competitiveness, of manufactured products; the choice of product strategies that are determinant in the strategic set of agricultural enterprises (for instance, today the relevance of niche and organic products is growing rapidly); development of diversification and cooperation, which will contribute to the formation of added value in the production process.

The prospects for further research is seen in clarifying the features of development management of enterprises with their division into large, medium, small and micro enterprises in different geographical areas; and finding effective and promising product strategies, including the production of environmentally friendly and niche products that has recently become increasingly important.

#### Література

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