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**STRATEGIC MANAGEMENT OF RESOURCE POTENTIAL
AS A MEASURE TO INCREASE THE COMPETITIVENESS
OF THE ENTERPRISE IN THE AGRICULTURAL SECTOR**

Abstract. The systemic development of the agrarian sector of the regional economy is balanced (i.e., corresponding to the ideas about the optimal structure and proportionality of the agrarian subsystem of the regional socio-economic system) development of the subjects. The systemic development of the agrarian sector of the regional economy needs strategic management, which must meet the requirements of the following basic principles: complexity; parity of group, intragroup and regional interests; consistency; purposefulness; efficiency; optimality. Strategic guidelines for systemic development and management of the agricultural sector of the region's economy must be justified taking into account the impact of the level of resource potential usage, namely fixed capital by agricultural enterprises. It is proposed to evaluate and present in the form of a model the impact of changes in the multitude of selected factors in the set of indicators of efficiency and competitiveness of enterprises with the help of correlation-regression analysis. It is noted that the cost accumulation of fixed capital is inappropriate without assessing and reviewing the quality, quantity and need for available capital in the agricultural sector. The need to attract additional funds for the formation of fixed capital and the impact of the value of available fixed

capital on performance indicators in terms of major agricultural sectors have been justified, namely: separately in crop production, mixed specialization and livestock. Sustainable balanced development of the region is a development aimed at achieving the goals of the subjects of the regional economy on parity basis and ensuring their stable functioning in the long term on the basis of continuous innovation improvement, while maintaining and improving the economic, social and environmental situation

Keywords: management, strategy, resource potential, agricultural sector, market, competitiveness, livestock, crop growing.

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СТРАТЕГІЧНЕ УПРАВЛІННЯ РЕСУРСНИМ ПОТЕНЦІАЛОМ ЯК ЗАХІД ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВА В АГРАРНОМУ СЕКТОРІ

Анотація. Системний розвиток аграрного сектору економіки регіону — збалансоване (тобто відповідне уявленням про оптимальну структуру і пропорційності аграрної підсистеми регіональної соціально-економічної системи) розвиток суб'єктів. Системний розвиток аграрного сектору економіки регіону потребує стратегічного управління, яке повинно відповідати вимогам основних принципів: комплексність; паритет групових, внутрішньогрупових і регіональних інтересів; системність; цілеспрямованість; ефективність;

оптимальність. Стратегічні орієнтири системного розвитку та управління аграрного сектору економіки регіону необхідно обґрунтовувати з урахуванням впливу рівня використання ресурсного потенціалу, а саме основного капіталу сільськогосподарських підприємств. Запропоновано за допомогою кореляційно-регресійного аналізу оцінити і представити у формі моделі вплив зміни кількості виокремлених факторів у сукупності показників ефективної діяльності та конкурентоспроможності підприємств. Зазначено, що вартісне накопичування основного капіталу недоречно без оцінки і перегляду якості, кількості та необхідності наявного капіталу в підприємств аграрного сектору. Обґрунтовано необхідність залучення додаткових коштів для формування основного капіталу і вплив вартості наявного основного капіталу на результативні показники господарювання в розрізі основних сільськогосподарських галузей, а саме: окремо в галузі рослинництва, змішаної спеціалізації та тваринництва. Сталий збалансований розвиток регіону — це розвиток, спрямований на паритетне досягнення цілей суб'єктів регіональної економіки та забезпечення їхнього стабільного функціонування в довгостроковій перспективі на основі безперервного інноваційного вдосконалення, в умовах збереження і поліпшення економічної, соціальної та екологічної ситуації.

Ключові слова: управління, стратегія, ресурсний потенціал, аграрний сектор, ринок, конкурентоспроможність, тваринництво, рослинництво.

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Introduction. In modern conditions, it is difficult to overestimate the importance of economic factors and scientific knowledge that reveal the prospects for the systematic development of the agricultural sector of the region's economy. Designing optimal production and economic parameters of integrated agro-industrial formations as the most important group of support organizations designed to ensure the supply of marketable products, i.e. to saturate the local food market to the extent necessary to ensure food security, is an important part of structural changes in the agricultural sector.

Research Analysis and Assignment. According to the official methodology, the planning of regional economic development is carried out on the basis of a program-targeted approach, while strategic management is becoming increasingly important. However, in the agricultural sector, which is characterized by inertia and conservatism, significant changes in planning and forecasting soon should not be expected. This fact necessitates the adjustment of the state programs parameters and the development of measures aimed at optimizing plans for agricultural production.

General theoretical provisions of regional economic management, including the agricultural sector, are contained in the works of numerous publications by O. Lemishko [1], V. Aranchii [2], N. Davydenko [3], L. Vasurenko, I. Kuksa [4], O. Rozhko [5], T. H. Marenych, V. Onegina [6], Yu. Lupenko [7], L. Vdovenko [8], T. Sus [9] and other authors. However, under the influence of external and internal factors there is a change in conditions, principles and requirements for the content of management. In modern conditions, it is important to clarify the methodological approaches to strategic management of resource potential as a necessary and promising measure to increase the competitiveness of enterprises in the agricultural sector, in terms of developing approaches to ensure its systemic development.

The purpose of this scientific research is to justify the theoretical foundations of strategic resource potential management as a measure to increase the competitiveness of an enterprise in the agricultural sector, as well as appropriate methodological tools and practical recommendations that reveal the content and substance of using resource potential, namely fixed capital in the context of the systemic development of the agricultural sector of the economy.

The need to achieve this goal required solving the following tasks:

- justify the need to attract additional investments in the accumulation of fixed capital of agricultural enterprises, taking into account their specialization;
- propose a methodological approach for assessing and present in the form of a model the impact of changes in the number of selected factors in the totality of indicators of effective performance and competitiveness of enterprises.

The methodological basis of the study was the economic and statistical methods: correlation-regression analysis, statistical group analysis. These methods allow us to study the relationship between numerical values and find the dependencies between two parameters, followed by modeling in the form of deriving an equation.

Research Results. To solve this problem at the level of abstraction, a structural approach was used, which allowed to determine the behavioral type of regional economy (to position the agricultural sector as a subsystem of the regional socio-economic system) and identify promising areas of structural change, taking into account the potential of regional economies to carry out the formation and regulation of the competitiveness of enterprises.

Net sales income, the bulk of which is deducted to the accumulation fund, the total cost of goods sold as a reserve of savings, and fixed capital of the enterprise, as a basis for gross output, are considered to be the most important indicators of efficiency and condition of the enterprise

According to the law of cumulative action of growth factors on the result of production there is an ambiguous effect of changes in the multitude of each factor in the aggregate, which is proposed to estimate using correlation-regression analysis and present in the form of the following model:

- X_1 - total cost of sales, thousand UAH;
- X_2 - average annual cost of fixed capital thousand UAH;
- In - net sales income, thousand UAH.

The analysis used the data of annual reports of 152 agricultural enterprises of Kharkiv region for 2019, which determined the dependence of net income on sales and the average annual cost of fixed capital of the enterprise (*Table 1*).

Table 1

The results of correlation-regression analysis of the impact of the goods total cost and the average annual cost of fixed capital on net income from sales in agricultural enterprises of Kharkiv region in 2019

Covariance coefficient $Cov(x_1, y)$	559002855,4	Coefficient of multiple linear regression (b)	1,29
Covariance coefficient $Cov(x_2, y)$	411802028,1	Coefficient of multiple linear regression (b_2)	-0,263298536
Selective covariance coefficient $Cov(x_1, x_2)$	420579772,8	Parameter (a)	2634,34
Selective dispersion $Var(x_1)$	517158268,3	Private correlation coefficient (r_{yx/x_2})	0,88926496
Selective dispersion $Var(x_2)$	504620368,5	Private correlation coefficient (r_{yx/x_1})	0,6637182
Selective dispersion $Var(y)$	689433766,9	Private correlation coefficient ($r_{x_1x/y}$)	0,674218192
Paired correlation coefficient (r_{yx_1})	0,936172792	Multiple correlation coefficient ($R_{y x_1 x_2}$)	0,944864051
Paired correlation coefficient (r_{yx_2})	0,698167804	Coefficient of multiple determination (R^2)	0,892768075
Paired correlation coefficient ($r_{x_1 x_2}$)	0,823292687	Adjusted coefficient of multiple determination ($R^{2^{\wedge}}$)	0,891468294
$Y = 2634,34 + 1,29x_1 - 0,263x_2$			

Source: own calculations.

According to *Table 1*, the obtained coefficients of multiple linear regression, with an increase in the cost of sales by 1 hryvnia net income will increase by 1.29 hryvnia, and with the growth of fixed capital per unit net income will decrease by 0.26 hryvnia.

The analysis of the obtained model allows to conclude that on average the sampled enterprises have such a value of fixed capital that with further growth will have a negative impact

on income, so the renewal should be carried out primarily by writing off and replacing old unused equipment with modernized modern equipment. The cost of sales acts as a reserve for additional income, which can be obtained in the same price conditions compared to competitors.

The obtained values of paired correlation coefficients 0.93 and 0.70 indicate a close relationship between X_1 and Y , between X_2 and Y . The interfactor relationship at 0.82 also indicates the informativeness of both factors included in the model.

Using the obtained partial correlation coefficients, the feasibility of including these factors in the regression equation will be evaluated.

The correlation coefficient of 0.89 differs from the corresponding pairwise coefficient of 0.93, which means that the relationship between the signs of B and X_1 is to some extent due to the influence of the fixed variable X_2 on them.

The correlation coefficient of 0.66 has a slightly different value from the corresponding pairwise coefficient of 0.70, which indicates a slight effect on the relationship between the features of B and X_2 of the fixed variable X_1 .

The multiple correlation coefficient of 0.94 characterizes the significant dependence of B on X_1 , X_2 , in which 89% of the variation in net income is determined by the variation of the factors taken into account in the model: cost of sales and cost of fixed capital. Other factors that are not included in the model account for 11 percent of the total variation of U , respectively.

The adjusted coefficient of multiple determination of 0.89 indicates a close relationship between the result and the signs, the close degree of joint influence of factors on the resultant sign. The adequacy of the model developed is evidenced by Fisher's criterion, the estimated value of which exceeds the theoretical $676.9 > 3.49$. This regression model can be used to predict production as a basis and should be completed by including additional factors.

The data of the conducted correlation-regression analysis allow to draw a conclusion about similarity and similar dynamics of indicators of interrelation between profitability and capital equipment of agricultural lands. It should be noted that the cost of fixed capital in this sample of agricultural enterprises is at such a marginal level, when its further growth has a negative impact on the performance of farms.

The issue of the need to raise additional funds for the formation of fixed capital is becoming relevant for farmers due to a number of reasons. However, this issue should be addressed with the understanding that unreasonable increase in value leads to an increase in production costs, has a negative impact on the final results.

To analyze the impact of the value of available fixed capital on the performance of the economy, a sample of enterprises in Kharkiv region has been grouped by the average annual value of fixed capital by major agricultural industries, namely: separately in crop production, mixed specialization and livestock.

The analysis of *Table 2*, where the data of enterprises exclusively of crop specialization are grouped, allows to trace the direct relationship between the increase in the area of agricultural land and the increase in the value of fixed capital. Most enterprises (31) entered the group with a low cost of capital up to UAH 10,000 thousand, but with the highest profitability rate of 53%. The study concludes that high performance at lower cost of capital due to the intensification process, which focuses on a qualitative approach to the formation of fixed assets, as well as the production of the most profitable types of crop products. The set of enterprises with an average cost of capital from 10,000 to 15,000 thousand UAH show lower performance indicators, profitability of 12%, due to the expansion of types of products, where not all have the same high level of profitability. This trend can be traced in the totality of farms with a high cost of fixed capital, more than 15,000 thousand UAH, where profitability increases due to an increase in land area, for the use of which the value of fixed capital increases proportionally.

Table 2

**Influence of the fixed capital (grouping) cost on indicators of activity efficiency
in the enterprises of crop specialization of the Kharkiv region**

№	The amount of fixed capital	Number of enterprises	Agricultural area lands, ha	Performance indicators		
				Profit, thousand UAH	Profitability, %	Fund-return, %
1	up to 10000	31	3271	4049	53	238
2	from 10000 up to 15000	8	6384	1211	12	378
3	above 15000	7	8342	17736	24	774

Source: <http://ukrstat.gov.ua> [10].

The study of the data in *Table 3*, where the data of the annual reports of enterprises of mixed crop and livestock specialization are grouped, allows to conclude that the increase in the area of agricultural land leads to an increase in the value of fixed capital.

Table 3

The impact of the cost of fixed capital on performance indicators in enterprises of mixed specialization (crop and livestock) of Kharkiv region in 2019

№	The amount of fixed capital	Number of enterprises	Agricultural area lands, ha	Performance indicators		
				Profit, thousand UAH	Profitability, %	Fund-return, %
1	up to 10000	71	2940	2027	24	262
2	from 10000 up to 15000	22	4428	2747	19	532
3	above 15000	17	10564	9129	29	736

Source: <http://ukrstat.gov.ua> [10].

Most enterprises (71) entered the group with a low cost of fixed capital up to UAH 10,000 thousand, but with a high profitability rate of 24%. Additional analysis of available information on these enterprises allows to conclude that high performance at a lower cost of capital due to the presence of high-tech equipment in smaller quantities, but with better performance.

The group of enterprises with an average cost of capital from 10,000 to 15,000 thousand UAH show lower performance, their profitability is 19%, due to increased land use, and hence the necessary additional equipment, resulting in a share of consumed fixed assets increases the cost of production and reduces efficiency profitability indicator. It is also possible to assume that the amount of investment has its limit of efficiency, after which the return decreases or leads to problems with payback. The set of farms with a high cost of fixed capital, more than 15,000 thousand UAH, has much larger agricultural land compared to the previous group, 2.5 times, which allows to obtain the highest level of profitability in this specialization, which amounted to 29%.

According to the data presented in *Table 4*, the set of enterprises exclusively with livestock specialization shows that the efficiency of management directly depends on the level of concentration of fixed capital. Enterprises that have fixed assets worth up to 5000 thousand UAH. have a negative value of the level of profitability, which indicates a high capital intensity of this specialization, with a high share in the fixed capital of buildings and structures.

Table 4

**The impact of the cost of fixed capital on the efficiency of livestock enterprises
in the Kharkiv region in 2019**

№	The amount of fixed capital	Number of enterprises	Agricultural area lands, ha	Performance indicators		
				Profit, thousand UAH	Profitability, %	Fund-return, %
1	up to 5000	1	0	-728	-35	0,2
2	from 5000 up to 10000	1	3236	1544	12	0,2
3	above 10000	2	752	1875	15	0,1

Source: <http://ukrstat.gov.ua> [10].

Therefore, this level of fixed capital concentration is insufficient for the functioning of livestock enterprises. The studied data on groupings with an average level of value from 5000 thousand UAH to 10000 thousand UAH reflect the growth of profitability of the economy by increasing the cost of fixed capital, as well as attracting additional agricultural land as a basis for creating their own fodder base, and therefore sources of cost savings.

Conclusions. In the current market conditions of strategic management of resource potential, as a measure to increase the competitiveness of enterprises in the agricultural sector, the assessment of the latter is proposed to be supplemented by the following methodological principles:

1. The influence of change of quantity of each factor in set of resource potential (net income from realization, full prime cost of realized production and fixed capital of the enterprise) on result of manufacture and competitiveness of the enterprises is estimated and presented in the form of model by means of correlation-regression analysis

2. Using the method of grouping the sample of enterprises of Kharkiv region by the size of the average annual cost of fixed capital in terms of major agricultural industries, namely: separately in crop production, mixed specialization and livestock the impact of available fixed capital as resource potential on performance has been analyzed. Thus, it has to be concluded that the cost accumulation of fixed capital is inappropriate without assessing and reviewing the quality, quantity and need for available capital in enterprises. Excessive, unused cost of capital unreasonably increases the cost of production, and therefore reduces the financial performance.

The correct positioning of these methods allowed to offer recommendations for their effective functioning and interaction in the direction of ensuring the systematic development of the agricultural sector of the region's economy.

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