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## ВЕСТНИК

НАЦИОНАЛЬНОЙ АКАДЕМИИ НАУК  
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E-mail: [enn89@ukr.net](mailto:enn89@ukr.net)**FORMATION OF THE NATIONAL COMPETITIVE MODEL  
OF AGRICULTURAL ENTERPRISES DEVELOPMENT  
UNDER THE CONDITIONS OF GLOBALIZATION**

**Abstract.** Institutional and innovative components of competitive development of agrarian enterprises have been found to be key and directly affect one another. Instruments for stimulating the innovative development of agricultural enterprises should be applied systematically, based on state innovation programs and strategies. In this context, the priorities of territorial innovative development of agro-formations are appropriate, provided the adaptation of existing and development of new state programs aimed at the development of innovative infrastructure, the formation of its new organizational forms, the support of innovative partnerships, the protection of intellectual property, and the promotion of venture financing. Also, the expected economic effects of the implementation of the model of institutional regulation of the competitive development of enterprises in the agrarian sector include the formation of important tools for improving the investment environment to ensure innovative production, maximize the effective use of the geopolitical position benefits, increasing export potential. The adaptive model of competitive development of the agrarian enterprises, the quintessence of which is based on econometric tools and the implementation of a set of economic and organizational tools and mechanisms for increasing competitiveness for leveling industry controversies and ensuring the formation of sustainable competitive advantages by agroformations through increased multiplier effect and synergy effect is developed.

**Keywords:** competitiveness of the enterprise, competitive development, agrarian enterprises competitiveness management, competitive strategy, strategic management, innovative development, diversification.

**Articulation of issue.** At the present stage, the impact of globalization, international economic integration and trade liberalization in the management of agricultural enterprises in Ukraine cannot be ignored. These conditions are unusual in the functioning of agricultural formations, which are mostly oriented to traditional management methods, forms of management, production methods. Under such conditions, working out and making strategic decisions on improving the forms and methods of enterprise management are considered as one of the key factors in shaping their market competitive position in the foreign market. Globalization processes and the need to ensure the competitive development of enterprises in the agricultural sector of the economy lead to the formation of a conceptually new paradigm for managing them, aimed at the innovative development of agro-formations. Activation of the innovation process, stimulation of innovative demand, increase of competitiveness of agricultural producers are possible only under conditions of formation of an effective system of institutional regulation of production. This is what determines the relevance of the study, which aims to develop a modern national model of development of agricultural enterprises.

**Actual scientific researches analysis.** Today, domestic and foreign economists have created a certain methodology for choosing a competitive enterprise strategy. This topic was revealed by such researchers as G. Azoev, O. Averchev, G. Bagiev, G. Bedianashvili, O. Vikhansky, I. Gerchikova, E. Golubkov, G. Goldstein, I. Ansoff, A. Marchenko, S. Maystro, M. Knysh, P. Fatkhutdinov, F. Buckkerel, A. Diane, F. Kotler, J.-J. Lamben, G. Mintzberg, M. Porter, A. Strickland, N. Tanklevska, A. Thompson, O. Yankovyi and many others. A thorough and comprehensive study of the scientific works of these authors has led to the conclusion that, despite the diversity of approaches to the study of the problem under study, there is currently no comprehensive methodology for assessing competitiveness, as well as recommendations for the formation of a competitive strategy of agricultural enterprises.

**The purpose of the article** In the minds of the accelerated pace of economic vouchers and the accelerated nature of the links between the subcategories of the marketplace links, the most up-to-date development of the theory and methodology of the strategic management of the agro-form, including From now on, the development of an adaptive strategy of securing competitiveness, which has taken into account the specifics and the needs of the agricultural sector and the priority arrears in the state administration.

**Statement of basic materials.** The search for the ways to increase the competitiveness of agrarian enterprises actualizes the problem of ensuring their innovative development. At present, the institutional environment is unfavorable for innovation, resources are scarce and investment is low. The assessment of regional policy shows that the authorities mainly rely on the assistance of the state and its limited instruments (budget transfers and state programs) and do not have significant tools to improve the investment environment of innovative production, taking advantage of geopolitical location or facilitating the operation of basic economics institutions with which most problems of agrarian sphere are connected. Thus, at the territorial level, the problem of forming priorities for the innovative development of agro-formations remains extremely relevant. To expand and intensify the cooperation of scientific institutions and market entities at the regional level, it is necessary to implement a number of measures aimed at improving the legal and regulatory framework of scientific and technical activities, in particular the issues of the rights to innovative development use, the use of scientific works funded by the State Budget of Ukraine and determination of the mechanism of commercialization of the intellectual activity results. Considering the prospects of decentralization processes in Ukraine, it is important to legally consolidate the procedures for partial funding of basic science from local budgets. Thus, the intensification of the processes of decentralization and the formation of competitive organizational and management structures such as United Territorial Communities (UTCs) will allow to receive the right to subsidies or subventions from the main financial budget of the country.

Decentralization processes should address the existing problems of regional and local authorities, whose powers have often been duplicated as well as overcome the financial disparity in budgets of different levels, where a large part of taxes moved from the lower levels of the budget to the upper, and subsidies from central and state budgets were distributed over the lower with signs of subjectivism. In the UTCs, grants will not be channeled directly from the state budget, but directly from the state. The communities will also receive more tax levy, including land tax, personal income, natural resource use, etc. [3]. Not only will these processes have an economic effect that will affect the speed of circulation of working capital and investment capital in the agricultural sector, but it will also qualitatively affect the paradigm shift in the management process for agricultural sector enterprises. The expected positive effects are also the considered coordination of scientific priorities with the practical direction of agricultural business, overcoming the formal approach in the adoption of regional development programs, improving the procedure of examination of program documents in the innovation sphere, strengthening the innovative guidelines for the development of the agrarian sector in the adoption of agricultural regulations.

The strategic focus of market transformations on the quality transformations of agricultural enterprises reinforces the need to develop and implement the mechanisms for improving the institutional environment of agricultural enterprises in order to ensure their competitiveness. The improvements in infrastructure and the institutional environment are being updated given that these components of agricultural enterprises competitive development are an effective tool for managing the economic development of the formations. The transformations contribute to the efficient use of the resource potential, increased financial synergy, and increased competitiveness of the enterprise.

Institutional support for the development of agricultural enterprises is a fundamental basis of agriculture, which affects the close relationship of economic entities with the environment and determines the nature of institutional changes in the use of natural resources. Institutional changes are key changes in ensuring quality changes in the agricultural enterprise management system. The formation of the institutional environment is directly related to the socio-economic and environmental interests of economic entities, the level of market conditions and infrastructure development, financial and investment support and other resources. It should be noted that the competitive development cannot be achieved by strengthening one of its determinants. This process is most effective in the case of complex interaction of all its components. The most important of these are the innovative, investment and institutional components (figure 1).

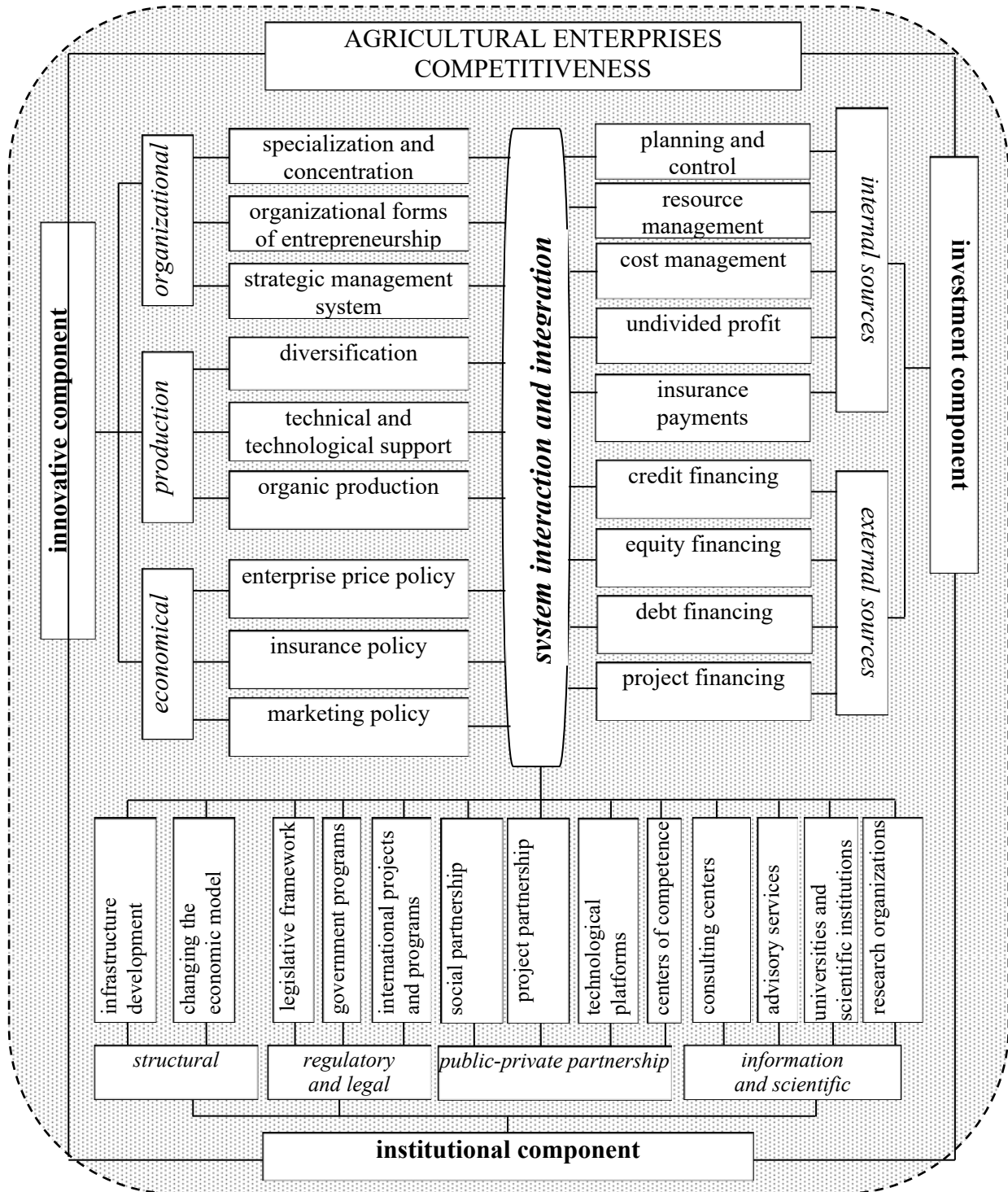


Figure 1 – Model of ensuring the competitive development of agricultural enterprises.  
 Source: authors' development.

The formation of the institutional support system for the development of agricultural enterprises involves an orderly set of formal and informal institutions that define and regulate its territorial, social, industrial, economic, environmental, regulatory and organizational-managerial parameters. The constituents of the institutional environment define priorities within the triune system of socio-economic, legislative or political institutions of formal content and informal ideological institutions.

The concept of the institutional aspect of structural policy is to regulate economic processes at different levels and to change the approach to the economic model as a whole. Also the object of research



of the institutional direction is the revival of investment activity as the main factor of achievement of a certain goal, which is ensured by the growth of the level of real incomes of economic activity in the country, the degree of availability and value of credit resources, the development of the stock market, the stability of the situation on the currency, monetary and commodity markets of the country. The need to analyze the existing tools of fiscal and monetary regulation of the dynamics of economic development of the country and determine on its basis ways and directions of improving their influence on the structure of the national economic system and determine the relevance of the study in the institutional context of economic structure [2].

The system of agrarian enterprises institutional regulation includes the following entities: enterprise management bodies, innovation service and enterprise infrastructure. The main objects of the institutional regulation are direct production, innovative relations, personnel, resources, informal restrictions. The initial conditions for introducing regulatory impacts are the defined goals and resources of innovative development. The purposes of institutional regulatory measures are the implementation of innovative projects, innovative development of the enterprise and increase its competitiveness (figure 2).

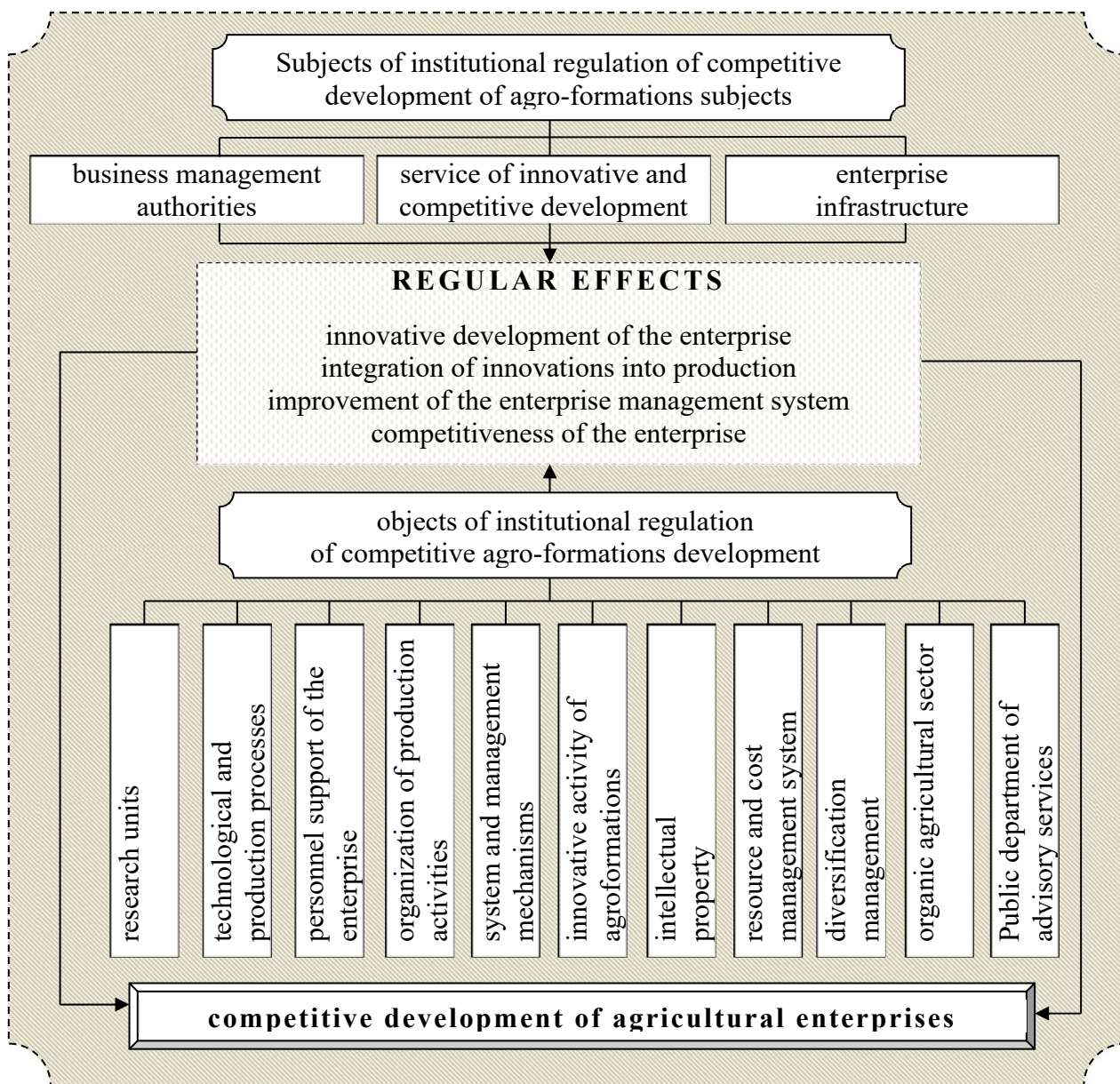


Figure 2 – Model of institutional regulation of agrarian enterprise competitive development.

Source: adapted by the authors [1].

Today the guidelines of the state agrarian policy are the creation of basic conditions for agricultural activity and improvement of the financial condition of agricultural producers, bringing of the domestic legislation to the current EU norms, regulation of land relations in order to increase the competitiveness of agricultural production. Measures are being taken to deregulate and simplify the conditions for conducting business activities in the agricultural sector: a number of mandatory procedures and permits have been abolished; the criteria for assessing the degree of risk of conducting business activities subject to state veterinary control and supervision have been developed. The institutional regulation of the micro level emphasizes the need to strengthen such work at the meso- and macrolevels (figure 3).

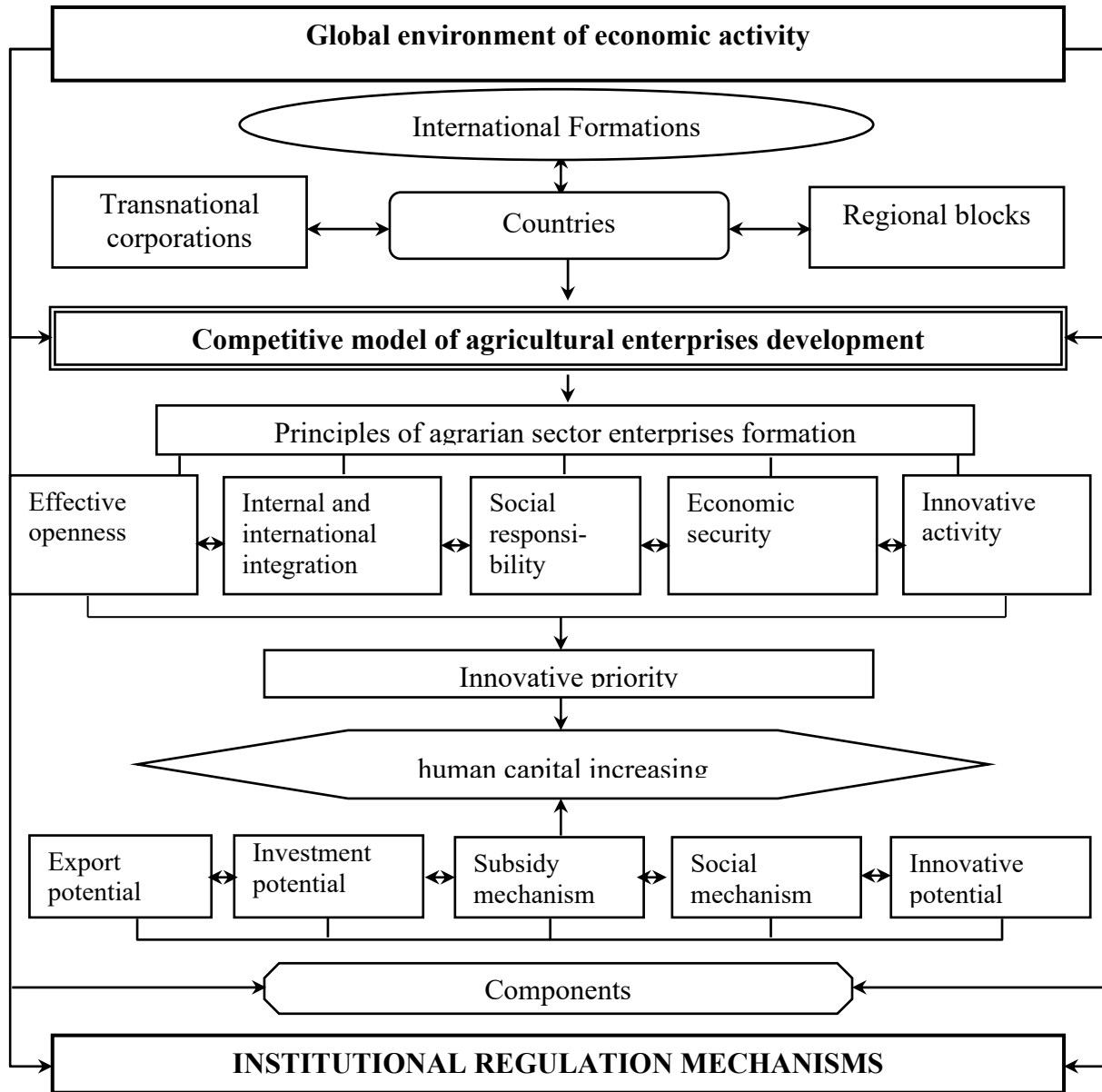


Figure 3 – National competitive model of agricultural enterprises development.

Source: formed by the authors.

In the context of the strategic development of the agricultural sector, it is important to increase human capital as a basis for its competitiveness. Also, the deepening of technological cycles on an innovative basis should ensure maximization of value added, optimization of export activity conditions, expansion of domestic producers’ market niches. In order to ensure the competitiveness of the agricultural sector and its components, it is necessary to develop and improve standardization, certification and quality control systems that form the infrastructure of technical activity. Quality standards compliance product certification is extremely important for the countries with the low quality products producing reputation.

An effective institutional change policy should ensure active economic interaction and the realization of the interests of all its participants. The state regulation in this field is carried out by public authorities by means of effective methods and modern mechanisms and their instruments in order to create the right conditions for the agribusiness [7]. The public policy is carried out by establishing the most transparent procedures for doing business. All participants of the institutional environment comply with the established norms and requirements stipulated by the agrarian legislation. Public authorities perform certain functions within the means and within the limits of current legislation. Those employed in the agricultural sector of the economy have a decent level of wages and social protection, and the population living in rural areas has a decent standard of living. The producers have the opportunity to use high-tech advanced machinery and innovative technologies to produce agricultural products that meet EU and WTO norms and standards. Domestic legislation is close to perfect, legal conflicts and controversies have been eliminated. The state provides the necessary conditions to create a favorable institutional environment, and the number of shadow operations is reduced. The country's economy is gaining momentum through accelerated economic growth due to the expansion of the reproductive potential of the agricultural sector [8].

The system of state regulation is as close as possible to that which operates in the countries of the European Union and other developed market economy countries, taking into account domestic realia. The mission of institutional environment development in the agricultural sector of the economy is to realize the strategic potential of the industry. The public authorities ensure the elimination of agricultural legislation violations in order to increase the motivation of all participants to carry out economic activities. The prudence of government regulation creates an attractive investment and innovation climate for the sustainable development of the agricultural sector of the economy. There have been created all institutional conditions necessary for the development of the industry.

The strategic goal of developing the institutional environment in the agricultural sector of the economy is to create a favorable institutional environment to ensure the sustainable development of the industry through the satisfaction of public interests. Strategic directions of development of the institutional environment in the agricultural sector are institutional support for the development of reproductive potential, development of integration processes between the participants of the institutional environment in the agricultural sector of the economy, the formation of the effective model of interaction between the state and the institutional environment in the agrarian sector, stimulation of institutional environment of rural territories.

The development of the institutional environment of agrarian sector enterprises should be integrated in vectors, through the implementation of various programs and projects. A successful implementation of this approach can only be limited if there is a lack of consistency in action and the proper resourcing of relevant future transformations. The identified strategic areas require prudent action through the vertical and horizontal integration of interrelated goals, the unity and harmonization of the development priorities in the light of the external environment changes. Vertical coordination of the goals allows to coordinate unrelated areas of activity and to generate competitive advantages of the industry. Horizontal coordination of the objectives ensures the effective realization of the institutional environment strategic potential. For the lower level, the goal of the higher level is the benchmark, whereas for the higher level they are the tool [7].

The differences between institutional systems at different governmental levels are mainly related to their functional characteristics, and the basic construction principles are similar. In order to ensure the integrity of institutional regulation, it is necessary to create a favorable innovation environment and to attract the elements of public-private partnership that require changes in formal rules. The current legislation, which uses the concession terms of public-private partnership, does not take into account the extension of this form of interaction to the innovation and scientific spheres, provides a complex authorization procedure of contracts for joint activity in the innovation sphere, does not facilitate joint research and formation of territorial innovation infrastructure.

Given the globalization processes of creating a single market economy and its infrastructure, governments are faced with the need to solve the problems of forming an effective economic policy of the state based on the use of a new model of state regulation, where the state creates the conditions and incentives for business development on the basis of partnership, i.e. equal dialogue and at the same time fulfill their traditional responsibilities in the process of social reproduction. The experience and efficiency of the public-private partnership (PPP) use in the world practice is evidenced by the experience of most

countries. However, the statistics on the public-private partnership projects implementation, which would summarize and give an opportunity to clearly trace the main trends of PPP development and taking into account the international experience of defining approaches to the priority spheres of public-private partnership in the domestic economy are absent in the world practice.

Public-private partnership is a system of relations between public and private partners, in the realization of which the resources of both partners are combined with the appropriate distribution of risks, responsibilities and rewards (compensation) between them, for mutually beneficial cooperation on a long-term basis in the creation (renewal) of the new and/or the modernization (reconstruction) of the existing facilities that require investment and use of such facilities [4]. Today, this model is not yet widespread in the agrarian environment, so it is advisable to generalize the world experience of this structure functioning in order to adapt it to the conditions of the Ukrainian agribusiness.

According to the data for the beginning of 2015 the priority areas of public-private partnership in the countries of the European Union are the transport infrastructure (in terms of financing) and the education (in terms of the number of agreements). In this formation the education and science sector provide sustained economic growth, production modernization and technological renewal, affecting the economic progress of the countries and the sectors of their economies. The scope of public-private partnerships is gradually expanding from the implementation of infrastructure projects to R&D and innovation. Partnerships between both private and public sectors, universities, research institutes and other organizations are a key model of relationship in innovation policy [5].

Public-private partnership is a tool for scientific-technological and innovative development in the world community. Among them there are EU Member States, such as Austria, Belgium, Sweden and France. Competency Centers are being implemented in Austria, where public-private partnerships are the main tool for implementing long-term relationships between companies and research institutes in the field of innovation. Popular programs include K-ind/K-net, COMET, Christian Doppler Research Association. The K-ind/K-net program is aimed at establishing industrial competence centers and a network of institutions for the research and technology transfer under the management of industrial companies and consortia. The COMET program (Competence Centers for Excellent Technologies), which has become the most influential in Austrian PPP history, provides for the possibility of creating PPPs in the form of large and medium-sized and small joint ventures and without institutionalization (without the creation of a legal entity). The Christian Doppler Research Association program supports the creation of temporary laboratories at universities that focus on the applicability of basic research [6, p. 191-192]. In Belgium, an example of the implementation of PPP in innovation is the START program, launched in 2008 and in Wallonia, funded by one-third of the funds available to universities and one-third by the private sector (enterprises, individuals, foundations), one third from the Walloon Regional Budget [6, p. 192]. In Sweden, VINN Excellence operates to support the community between private and public sectors, universities, research institutes and other research organizations in order to increase academic research productivity and promote innovation in industry [6, p. 192-193]. In France, an example of a public-private partnership is the OSEO Innovation Agency (a private-equity joint stock company consisting of holding companies and subsidiaries, 50% of which state-owned) operating in three areas: OSEO Innovation, OSEO Financing, OSEO Guarantee. The purpose of the Agency is to provide the targeted assistance to small and medium-sized enterprises with the innovative technologies in partnership with business angels and private investors and the Bank for the Development of Medium and Small Enterprises [6, p. 191].

In addition to the Centers of Competence programs, European Technology Platforms are being established on the basis of public-private partnerships to realize the priorities of scientific and technological and innovative development in various spheres of economy and industry, to strengthen scientific and industrial ties which allow to combine science, production and public administration. One of the main goals of the European Technology Platforms is the development of economically sound research programs and the rapid practical implementation of scientific results [6, p. 3]. By their structure European Technology Platforms are a mutually beneficial partnership between private and public organizations. In recent years, 36 European Technology Platforms have been created covering various sectors of the economy [6, p. 4]. In particular, European Technology Platforms have been successfully operating in the energy sector, information and communication technologies, bioeconomics and production [6, p.6-13]. In France, Germany, the United Kingdom, Belgium, and the Scandinavian countries, innovative policies, parks, and centers are established on the basis of universities and other scientific organizations. Start-ups (business

incubators, venture capital and other public-private funds) have been set up in the EU (UK, France) to support the community between the private and public sectors, research institutes and other organizations. The experience of the developed countries (Austria, Belgium, Sweden, France) convinces that it is expedient to develop the national domestic innovation system on the basis of the partnership between the state and private entrepreneurs. The most important task of public-private partnerships in innovation development is to stimulate innovation and create a holistic system of financial support, which should be based on the large-scale involvement and maximum utilization of financial resources.

In developing economies, the most systematic information on public-private partnership projects is provided by the World Bank, which shows a positive tendency to increase the number of PPP projects. According to the World Bank, 6146 public-private partnership projects have been implemented in 1990-2013 with the investments attracting more than \$ 2.1 trillion. According to the quantitative criterion, PPP projects are the most intensively implemented in the field of energy, energy saving (reconstruction of existing electricity transmission networks and increasing the level of the electricity supply reliability) and energy efficiency (undertaking measures to improve enterprises energy efficiency), as well as in transport infrastructure (construction and operation of highways, railway transport, seaports, airports). Therefore, in developing countries, the priority areas of public-private partnership in 1990-2013 were namely the telecommunications 43% and energy 35% (by the criterion of cost); energy 47% and transport infrastructure 25% (by quantitative criteria). According to the results of the analytical study of the world and European trends in the development of public-private partnerships in determining priority areas of application, we conclude that the choice of priority scope of PPP depends on the socio-economic level of the country's development and the state policy implemented. In the developed countries public-private partnerships are used not only for the infrastructure projects but also for the innovative development. Given the experience of implementing public-private partnership projects in European countries, innovative, scientific and agrarian spheres should be the priority areas for Ukraine to apply public-private partnerships. The adaptation of this structure to the conditions of agricultural production will allow to ensure its modernization, technological renewal, innovative development, distribution and neutralization of risks, etc.

**Conclusions.** Thus, improving the institutional environment by strengthening its components will allow to achieve the positive economic effect, which is manifested in creating organizational and economic conditions for the effective socially oriented agricultural enterprises development, ensuring competitive development, efficient use of natural resources, the formation of human capital, stimulating the development of human capital and medium-sized agricultural producers, rural territories development, acquisition of knowledge by agricultural producers, fostering the availability of investment resources, improving forms and methods of the state support, its transparency, predictability and systematic nature. Also, the expected economic effects of the implementation of the model of institutional regulation of the competitive development of enterprises in the agrarian sector include the formation of important tools for improving the investment environment to ensure innovative production, maximize the effective use of the geopolitical position benefits, increasing export potential.

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**ЖАҒАНДАНУ ЖАҒДАЙЫНДА АГРОӨНЕРКӘСПТІК КЕШЕНДІ ДАМУДЫҢ  
ҰЛТТЫҚ БӘСЕКЕГЕ ҚАБИЛЕТТІ МОДЕЛІН ҚАЛЫПТАСТЫРУ**

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**ФОРМИРОВАНИЕ НАЦИОНАЛЬНОЙ КОНКУРЕНТНОЙ МОДЕЛИ РАЗВИТИЯ  
АГРАРНЫХ ПРЕДПРИЯТИЙ В УСЛОВИЯХ ГЛОБАЛИЗАЦИИ**

**Аннотация.** В статье установлено, что на современном этапе в процессе управления аграрными предприятиями в Украине нельзя не учитывать влияние глобализации, международной экономической интеграции и торговой либерализации. Инструменты стимулирования инновационного развития сельскохозяйственных предприятий должны применяться системно, на основе государственных инновационных программ и стратегий. В этом контексте приоритетные направления территориального инновационного развития агро-



формирований являются целесообразными при условии адаптации существующих и разработки новых государственных программ, направленных на развитие инновационной инфраструктуры, формирование ее новых организационных форм, поддержку инновационных партнерств, защиту интеллектуальной собственности, стимулирование венчурного финансирования. Также ожидаемые экономические эффекты от реализации модели институционального регулирования конкурентного развития предприятий аграрного сектора включают формирование важных инструментов улучшения инвестиционной среды для обеспечения инновационного производства, максимально эффективного использования выгод геополитического положения, повышения экспортного потенциала. Разработана адаптивная модель конкурентного развития аграрных предприятий, квинтэссенция которой базируется на эконометрическом инструментарии и реализации комплекса экономических и организационных инструментов и механизмов повышения конкурентоспособности для нивелирования отраслевых противоречий и обеспечения формирования устойчивых конкурентных преимуществ агроформированиями за счет повышения мультипликативного эффекта и синергетического эффекта.

**Ключевые слова:** конкурентоспособность предприятия, конкурентное развитие, управление конкурентоспособностью аграрных предприятий, конкурентная стратегия, стратегическое управление, инновационное развитие, диверсификация.

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